



# Executive Committee

Tue 12 Dec  
2017  
7.00 pm

Committee Room Two  
Town Hall  
Redditch

**REDDITCH** BOROUGH COUNCIL

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# **Executive Committee**

**Tuesday, 12th December, 2017**

**7.00 pm**

**Committee Room 2 Town Hall**

## **Agenda**

### **Membership:**

Cllrs:	Bill Hartnett (Chair)	Brandon Clayton
	Greg Chance (Vice-Chair)	John Fisher
	Joe Baker	Mark Shurmer
	Juliet Brunner	Pat Witherspoon
	Debbie Chance	

- 1.** Apologies
- 2.** Declarations of Interest  
  
To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.
- 3.** Leader's Announcements
- 4.** Minutes of the meeting of the Executive Committee held on 31st October 2017 (Pages 1 - 34)
- 5.** Performance Update Report (Pages 35 - 38)
- 6.** Supplementary Planning Document Consultation (Good Design) (Pages 39 - 86)
- 7.** Acquisition and Investment Strategy (Pages 87 - 98)
- 8.** Fees and Charges 2018/19 (Pages 99 - 136)
- 9.** Finance Monitoring Quarter 2 2017/18 (Pages 137 - 150)
- 10.** Financial Regulations and Contract Procedure Rules (Pages 151 - 226)
- 11.** Medium Term Financial Plan - Update Report (Pages 227 - 230)
- 12.** Whistleblowing Policy (Pages 231 - 244)
- 13.** Overview and Scrutiny Committee minutes from the meeting of the Committee held on 26th October 2017 (Pages 245 - 274)

There are no outstanding recommendations to consider at this meeting.

# **Executive Committee**

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- 14.** Minutes / Referrals - Overview and Scrutiny Committee, Executive Panels etc.
- 15.** Corporate Parenting Steering Group - Verbal Update (Councillor Baker)
- 16.** Advisory Panels - update report (Pages 275 - 276)





## Executive Committee

Tuesday, 31 October 2017

### MINUTES

#### Present:

Councillor Bill Hartnett (Chair), Councillor Greg Chance (Vice-Chair) and Councillors Joe Baker, Juliet Brunner, Debbie Chance, Brandon Clayton, John Fisher and Pat Witherspoon

#### Also Present:

Councillors Michael Chalk, Matthew Dormer, Jane Potter, Antonia Pulsford, Nina Wood-Ford and S Laird (V4)

#### Officers:

Kevin Dicks, Clare Flanagan, Sue Hanley, Jayne Pickering, Deb Poole, Guy Revans and David Riley

#### Democratic Services Officer:

Jess Bayley

#### 51. APOLOGIES

There were no apologies for absence.

#### 52. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 53. LEADER'S ANNOUNCEMENTS

The Leader explained that, due to the size of the agenda and the likely length of the meeting, he was tabling his announcements in writing.

Members were asked to note that, due to the attendance of representatives from an external organisation, Minute Item No. 70 would be considered early on the agenda.

#### 54. MINUTES

**RESOLVED that**

.....  
Chair

# **Executive Committee**

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**the minutes of the meeting of the Executive Committee held on Tuesday 12<sup>th</sup> September 2017 be approved as a correct record and signed by the Chair.**

## **55. HOMELESSNESS SHORT SHARP REVIEW - FINAL REPORT**

The Chair of the Homelessness Short, Sharp Review, Councillor Nina Wood-Ford, presented the group's final report. In doing so she highlighted the evidence that had been gathered from a range of sources during the course of the review and the conclusions that had been reached by the group in respect of homelessness in the Borough. Reference was also made to the minutes of the Overview and Scrutiny Committee meeting from 7<sup>th</sup> September when the report had been considered and Members had endorsed all of the recommendations.

Following presentation of the report Members welcomed the group's findings. The position of rough sleepers in the Borough was briefly debated. Councillor Wood-Ford explained that the group had been advised that all of the rough sleepers had either been offered accommodation or already had access to accommodation but were choosing to remain where they were. The group had found that there was a particular difficulty for single men aged over 40 with substance abuse problems securing appropriate accommodation. These people often struggled to access accommodation because generally housing providers required them to address their problems with substance abuse before they could move into a property. Housing First could help to address this by providing people in this situation with accommodation and addressing their needs once they had moved into the property.

### **RESOLVED that**

- 1) Redditch Borough Council should take part in any opportunity to deliver Housing First in properties in the Borough. This should include applying to participate in any Housing First pilot schemes operated by the West Midlands Combined Authority;**
- 2) the Leader of the Council should write to the Secretary of State for Work and Pensions, the Rt. Hon. David Gauke MP, urging him to end the freeze on Local Housing Allowance (LHA) rates; and**
- 3) the Council's Communications and Arts and Events teams should notify the CAB of any forthcoming events in Redditch which they could attend to promote their services and heighten awareness of their services in the Borough.**

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## 56. STAFF SURVEY JOINT SCRUTINY TASK GROUP - FINAL REPORT

The Vice Chair of the Staff Survey Joint Scrutiny Task Group, Councillor Jane Potter, presented the group's final report. The review had been established at the request of Bromsgrove Members following consideration of the staff survey results on a number of occasions. The group had investigated the low response rates to the latest survey, circulated in 2016, and had been encouraged by the action that was being taken by Officers to address this. Issues had been identified by the group, particularly in respect of the use of measures by the Council instead of targets for performance management purposes and the need for the dashboard to be regularly updated.

Following presentation of the report Members discussed the group's proposals. Concerns were raised about the group's focus on targets; the Council had adopted a systems' thinking approach to managing performance and limitations with target setting had been identified in recent years. Concerns were also raised about the proposal for the Lead Scrutiny Member and the relevant Portfolio Holder to attend staff briefings as it was suggested that this might be considered intimidating by some employees. Confirmation was provided that the trade unions had not been consulted as part of the review and Members expressed reservations about whether it would be appropriate to proceed with any of the actions proposed in the group's report without this taking place.

Reference was made to the extract from the minutes of the Overview and Scrutiny Committee meeting held on 26<sup>th</sup> October and it was confirmed that all of the group's recommendations had been endorsed. Clarification was provided that the lead scrutiny member would act like the lead member for Risk on the Audit, Governance and Standards Committee and would not have the more official responsibilities available to a Portfolio Holder or a Member Champion. The Overview and Scrutiny Committee had also had the power to determine that the Committee should receive a quarterly update on the Programme Board's Action Plan and that the Performance Scrutiny Working Group's terms of reference should be updated to take into account performance management processes. This would not change the overall arrangements for performance management at the Council. Following further debate the Committee.

**RESOLVED that**

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**Recommendation (b) from the Staff Survey Joint Scrutiny Task Group be rejected for the reasons detailed in the preamble above.**

**57. PERFORMANCE SCRUTINY WORKING GROUP - OVERVIEW AND SCRUTINY RECOMMENDATION**

The Chair of the Performance Scrutiny Working Group, Councillor Matthew Dormer, presented a report setting out a proposal for an After Care Social Worker to be provided with a base to work at Redditch Town Hall. He explained that the group had interviewed representatives of Redditch Borough Council's Housing Department about arrangements for housing care leavers in July 2017. The group had felt that this was an appropriate subject for scrutiny in light of recent developments in respect of Children's Social Care Services. Members had learned that all of the county's After Care Social Workers were currently based in Worcester. There was office space in the Housing Options team's offices in Redditch Town Hall that could accommodate an After Care Social Worker and this would enable young people leaving care in Redditch to have access to this worker as soon as possible where needed.

During consideration of this matter Members also made reference to the minutes of the Overview and Scrutiny Committee held on 7<sup>th</sup> September when this subject had been considered and it was noted that the Committee had endorsed the recommendation.

Members welcomed this proposal as an action that could be taken to enhance the support available to young people in the Borough. Members also noted that there were social workers operating from GP Practices indicating that it was possible for staff to work from a base outside central offices in Worcester.

**RECOMMENDED to Worcestershire County Council that**

**an After Care Social Worker should be provided with a base to work in the Housing Options team's office at Redditch Town Hall in order to work with care leavers in Redditch.**

**58. JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY ADDENDUM**

The Head of Environmental Services presented the Joint Municipal Waste Management Strategy Addendum. Redditch Borough Council had signed up to this strategy some years previously alongside all of the local authorities in Worcestershire as well as Herefordshire County Council. The Committee was advised that this addendum provided an update to the joint strategy which would be in place up to 2034.

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The Committee welcomed the report and noted that, whilst the Council had not met all of the targets specified in the strategy, it was anticipated that progress would be made following adoption of the addendum. The Council was, however, in the top quartile in the country for dry recycling rates. In response to questions from Members Officers confirmed that there had been a sudden drop in landfill use and a small proportion of reuse for municipal waste disposal routes between 2000 and 2017.

**RECOMMENDED that**

**the Addendum to the Joint Municipal Waste Management Strategy (JMWMS) for Herefordshire and Worcestershire 2004 – 2034 be adopted.**

**59. COMMUNITY PANEL SURVEY**

The Head of Business Transformation and Organisational Development presented a report outlining proposals to introduce a Community Panel Survey for the Council. Redditch Borough Council had previously participated in the Worcestershire Viewpoint Survey which had received external funding until May 2015. When this funding had ceased to be provided Worcestershire County Council had proposed to continue to produce the survey at a cost of £2,300 to £3,500 per year per partner. Officers had concluded that this would not meet the needs of the Borough and instead a bespoke survey should be produced and circulated for the consideration of Redditch residents.

Officers confirmed that the majority of Redditch residents who had participated in the Worcestershire Viewpoint Survey had expressed an interest in being consulted about the Redditch Community Panel Survey. In addition, approximately 100 new residents had asked to participate. The survey would be produced and circulated in both electronic and paper forms in order to meet the needs of different customers.

The Committee discussed the survey and welcomed its introduction. However, Members suggested that question 34 should be rephrased to ask the respondent about their gender rather than their sex.

**RESOLVED that**

**the proposal to have a Community Panel Survey be noted and endorsed.**

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## 60. COMMERCIALISATION AND FINANCIAL STRATEGY

The Head of Environmental Services presented the Commercialisation and Financial Strategy and in so doing explained that this strategy would underpin the Council's approach to commercialism. By adopting a commercial approach to service delivery, the local authority could help to achieve efficiency savings whilst generating income. However, this would not be addressed at the expense of meeting customer needs or maintaining quality services, which would continue to be priorities for the Council.

The strategy would apply across all departments. A Commercialism Board had been established to consider key opportunities and this was supported by three sub-groups that focused on contracts, use of land and assets and income from fees and charges. In some cases, ideas would be developed into business cases which would be presented for the consideration of Members through the decision-making process. In other cases, it was possible that small-scale initiatives could be pursued by officers under delegated powers.

### **RECOMMENDED that**

**the Commercialisation and Financial Strategy 2017 – 2020 attached at Appendix 1 be approved and adopted.**

## 61. LOCAL COUNCIL TAX SUPPORT SCHEME

The Financial Support Manager presented the report and highlighted that the Council had adopted a Council Tax Support Scheme which enabled residents to receive up to 80 per cent support for their Council Tax liabilities. The Council had taken into account national policies when developing the scheme. A Hardship Fund was available for residents to access where they were struggling to pay their Council Tax. As this was a small discretionary fund all applicants would receive financial assessments in order to help the applicant manage their finances in the long-term.

Members noted that Universal Credit was shortly due to be rolled out across the Borough and questions were raised about the potential impact that this might have on the scheme. Officers confirmed that some amendments had already been made to the scheme in preparation for the implementation of Universal Credit and further amendments could be made in future years if evidence gathered by the Council indicated that this was required.

### **RECOMMENDED that**

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**no changes are made to the Council Tax Support Scheme for 2018/19.**

## **62. LOCAL DISCRETIONARY RELIEF SCHEME**

The Financial Support Manager presented the Discretionary Non-Domestic Rates Revaluation Support Scheme and noted that the revaluation was the first to take place since 2010 resulting in businesses at a national level facing a large increase in their rates liability. The revaluation was conditional on local authorities undertaking consultation with their major precepting authorities. When this had taken place in Redditch no responses had been received. The relief was available to the rate payers that were directly affected by the revaluation.

There were a few risks to the scheme, particularly as there was a fixed amount available to provide as discretionary relief. To help address this the Council encouraged businesses in receipt of this funding to make a state aid declaration.

During consideration of this item Members noted the relevant extract from the minutes of the Overview and Scrutiny Committee meeting held on 26<sup>th</sup> October, when the scheme had been subject to pre-scrutiny. The Committee had endorsed the proposals from officers, subject to amending the second recommendation to suggest that the Executive Director of Finance and Corporate Resources should be delegated with authority to adjust the percentage relief awarded in 2018/19 after consultation with the leader of the opposition as well as the Portfolio Holder for Corporate Management. The Executive Committee rejected this proposed amendment to the recommendation.

### **RECOMMENDED that**

- 1) the criteria for allocation of Discretionary Revaluation Support as appended to this report in Appendix 1 are adopted; and**
- 2) the Executive Director of Finance and Corporate Resources is provided with delegated authority, after consultation with the relevant Portfolio Holder, to adjust the percentage relief awarded in years 2018/19 and onwards in order to ensure that the maximum level of support is provided to businesses and that the Government funding meets the overall costs of the relief.**

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**63. CHILDREN AND YOUNG PEOPLE'S PLAN 2017 - 2021**

The Chief Executive presented the Children and Young People's Plan and advised that this had been developed by the Connecting Families Strategic Group. The plan was not a report of Worcestershire County Council as it had been developed in partnership and was designed to help improve young people's lives and aspirations across the county. The plan had already been approved by the Worcestershire Health and Wellbeing Board and was in the process of being considered by district Councils. Appendix 4 to the report provided further information about the relevant work of Redditch Borough Council and action that could be taken by the local authority to help deliver the key objectives of the plan.

**RESOLVED that**

- 1) the new Worcestershire Children and Young People's Plan (CYPP) 2017 – 2021 be endorsed; and**
- 2) authority be delegated to the Head of Community Services, in so far as it is within the Council's remit to work with Worcestershire County Council and all other relevant agencies and organisations, to contribute to the drawing up of an action plan to put the CYPP into effect.**

**64. MEDIUM TERM FINANCIAL PLAN 2018/19 TO 2021/22 - BUDGET ASSUMPTIONS**

The Executive Director of Finance and Corporate Resources presented the Medium Term Financial Plan 2018/19 – 2021/22 - Budget Assumptions report. Members were advised that Officers were making a number of assumptions including:

- An increase in Council Tax of £5 for 2018/9 to 2021/22.
- A pay award of 2 per cent for staff.
- Superannuation savings would be achieved, due to the Council paying pension contributions up front to Worcestershire County Council.
- An assumption of 0 percent inflation for services. Officers acknowledged that inflation would be over 3 percent in this period but Heads of Services had been advised that they would be expected to meet the costs of inflation within existing budgets. The exception to this would be business rates and utilities where an assumption had been made that there would be an increase in budgets in response to inflationary pressures.



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- An assumption that income would be generated from fees and charges. Heads of Service had been asked to review their charges for 2018/19 so that these were not simply increased by 3.9 percent but rather by a level that would take into account factors such as the costs of delivering the service and customer demand.

There was the potential that the Autumn Budget statement, due to be delivered on 22<sup>nd</sup> November 2017, could have implications for local authority budgets. However, at this stage it was difficult to predict what this might be and therefore officers had based their assumptions on current circumstances.

## **RECOMMENDED that**

**the revenue assumptions detailed in 3.4 to the report be incorporated into the budget setting process.**

### **65. MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE MEETING HELD ON 7TH SEPTEMBER 2017**

Members noted that all of the recommendations proposed by the Overview and Scrutiny Committee on 7<sup>th</sup> September 2017 had been considered, with decisions having been made in respect of the Homelessness Short Sharp Review group's recommendations and the After Care Social Worker during the meeting.

### **66. MINUTES / REFERRALS - OVERVIEW AND SCRUTINY COMMITTEE, EXECUTIVE PANELS ETC.**

The Committee noted that all of the recommendations that had been proposed by the Overview and Scrutiny Committee on 26<sup>th</sup> October 2017 had been considered, with decisions having been taken in respect of the Leisure and Cultural Services Options Review and Local Discretionary Relief Scheme during the meeting.

### **67. CORPORATE PARENTING STEERING GROUP - UPDATE REPORT (COUNCILLOR JOE BAKER)**

Councillor Joe Baker, the Council's representative on the Corporate Parenting Steering Group, advised that he had no update to report.

### **68. ADVISORY PANELS - UPDATE REPORT**

Members noted that the latest meeting of the Planning Advisory Panel (PAP) had taken place that evening.

## **RESOLVED that**

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the report be noted.

**69. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED that**

**under S.100 I of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matters on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12 (A) of the said Act, as amended:**

**Minute 70 – Leisure and Cultural Services Options Review**

**70. LEISURE AND CULTURAL SERVICES OPTIONS REVIEW**

The Chair welcomed Mr Steve Laird, from V4 who delivered a presentation in respect of management options for Leisure and Cultural Services (Appendix 1). During the delivery of this presentation the following points were highlighted for Members' consideration:

- V4 had been asked to investigate the advantages and disadvantages in respect of a range of models that could be used for the delivery of Leisure and Cultural Services.
- As part of this process V4 had considered the need for any future delivery model to support the Council's strategic purposes.
- The strategic purposes had underpinned a range of criteria that had been used to assess each option in turn.
- The option that had scored the most for Redditch Borough Council had been the Local authority Trading Company (LATC) model followed by outsourcing.
- There was no correct answer in terms of the model that should be used by local authorities. The choice needed to be made through the democratic process based on local needs and priorities.
- In recent weeks there had been some developments in respect of changes to rules for VAT. Previously Councils could only keep a portion of a fee where VAT rules applied; recent case law had established that Councils could now retain the full fee.
- Partial exemption calculations needed to be taken into account. Where local authorities had exempt income, such as for Bereavement Services, the organisation could only claim up to £267,000 of VAT. There was a risk that if more than this

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figure was gathered the Council would not be able to retain any of that sum.

- Depending on the model selected by Members during the meeting a more detailed business case would follow in 2018.

Following presentation of the report Members discussed the matter in further detail and raised a number of points:

- The significant number of responses that had been received from the public in respect of the future delivery of leisure and cultural services. Many residents had commented that they did not feel able to select the most appropriate model, but they were keen for the Council to retain some involvement, to have access to affordable services and for services to help address health inequalities.
- The extent to which the different models would be able to support people living in areas of multiple deprivation and which areas fell within this in the Borough. A number of areas, identified by the Office for National Statistics, were discussed, and it was suggested these areas should be clarified.
- The level of consultation that had been held with the unions to date in respect of the review. Officers advised that the unions had been provided with copies of the report. Whichever model was selected would be subject to consultation with staff and the unions would be fully engaged in this process.

During consideration of this item reference was also made to the relevant minute extract from the meeting of the Overview and Scrutiny Committee held on 26<sup>th</sup> October 2017 when this matter had been considered. Members noted that the Committee had recommended that the Council should give approval in principle to the LATC model to operate the Council's Leisure and Cultural Services.

At the end of their discussions the Committee

### **RECOMMENDED that**

**approval be given, in principle, to set up a not for profit, Teckal compliant, Local Authority trading company to operate the Council's Leisure and Cultural Services and that a further report to Executive and Council be commissioned by officers in relation to a full business case for this model to include all governance, financial and staffing implications.**

[During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to exclude the press and public during the course of the

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debate on the grounds that information would be revealed which relates to the financial and business affairs of the local authority].

The Meeting commenced at 7.03 pm  
and closed at 9.57 pm



# Management Options for Leisure and Culture










## Appendix 1

**REDDITCH** BOROUGH COUNCIL



# Introductions



 <p>Delivered successful projects <b>for over 120 clients</b> across the UK – including public sector (councils, NHS, social enterprises) and private sector</p>	 <p><b>c.£19m</b> annual savings via new operating models facilitated</p>	 <p>Typical payback on our fees <b>within</b> <b>6 weeks</b> of new contract starting</p>	 <p>Our work covers all models and is <b>tailored</b> to meet our client's key drivers</p>	<p><b>100%</b> of procurements completed <b>without legal challenge</b></p>
<p>Successfully facilitated the establishment of <b>23 new</b> operating <b>models</b> across the UK</p> 	<p>Our work resulted in the <b>first ever</b> <b>licence granted</b> to a council to trade legal services from the Solicitors Regulation Authority</p> 	<p><b>Finalists</b> in CIPS 2014 and Go Excellence in Public Procurement Awards 2016 for outcomes of outsourcing projects</p> 	 <p><b>New operating models</b> developed for variety of services</p>	 <p><b>Great references and case studies</b> – just ask and we'll share</p>

# Desired requirements



- Council retain ownership of all land and buildings
- Ability to get more people, more active, more often – for the same investment or less
- Can achieve (or exceed) the requirement to deliver a £440k saving in the financial year 2018/19, and savings in subsequent years which meet the requirements of the MTFS
- Council retains control over strategy, pricing and programming
- Governance designed to encourage performance improvement and innovation
- Staff protections in place (pensions and T&C's)
- Facilities and services within scope have synergies and benefit from being together under single management body

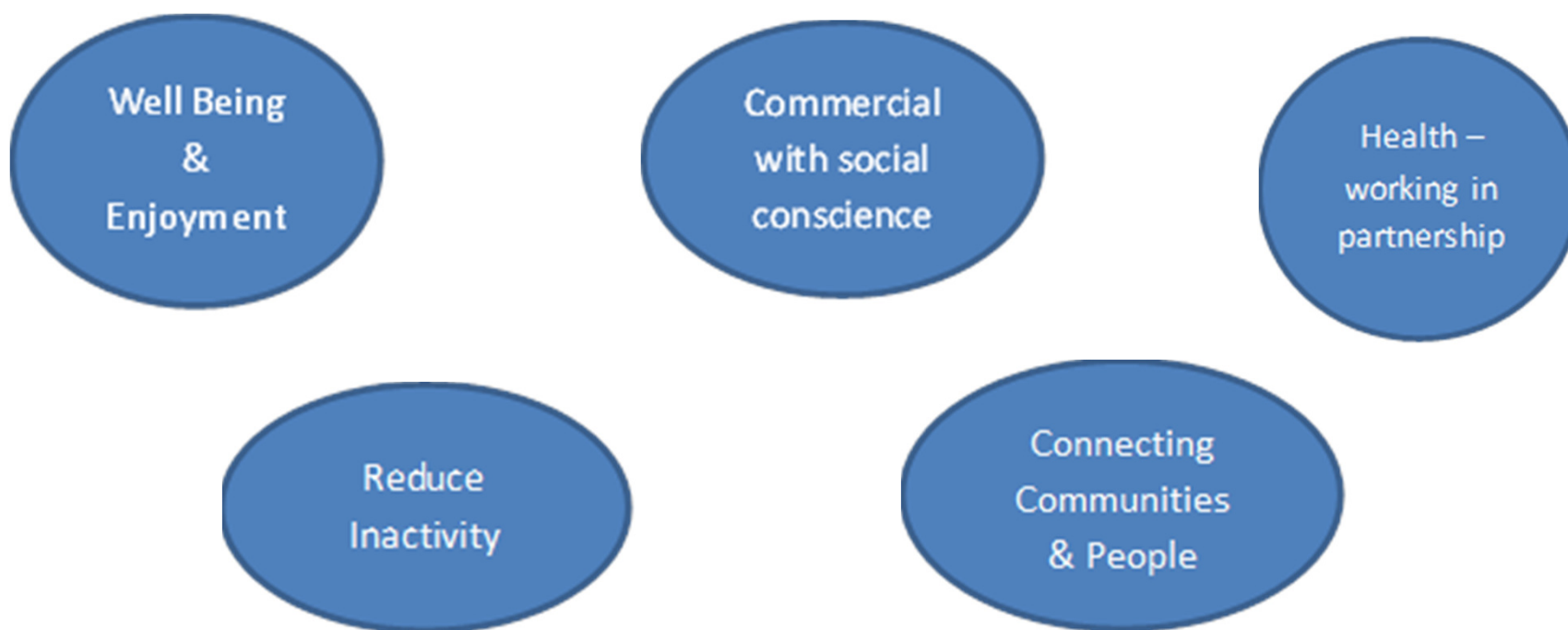
# Our brief – the scope of work



- Which model will be best able to deliver our required strategic objectives?
- Which model will be fit for the future – and aligned to the needs of new funding partners (including health commissioners) ?
- What is possible within the new procurement regulations (2015)?
- What are the timescales for delivery?
- What are the estimated financial savings from each model?
- What is the scope to improve existing services?
- What is the potential for elements of the services capable of commercial exploitation – including catering and retail and business units.
- How can investment for assets be secured?
- How do we demonstrate that we have reflect the views of the (c.1700) respondents to the community survey.



# Provide Good things to see, do and visit



# Management options available?



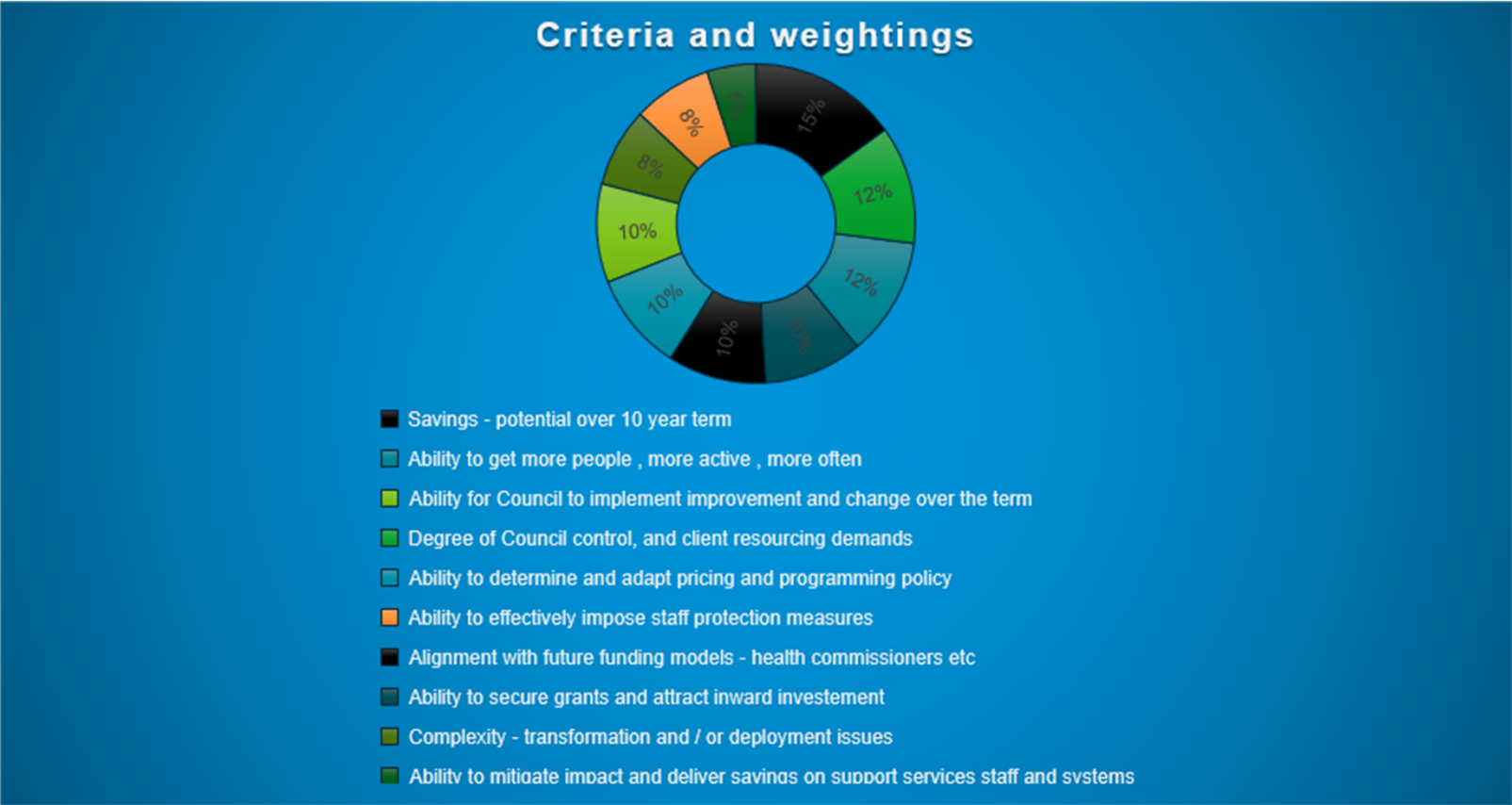
## Council controlled

- In House – Status Quo
- In House – Transformed
- Local Authority Trading Company

## Outsourced


- Trust /Charity
- Not for profit company / hybrid
- “Private sector”

# Summary of Weightings



# Summary of Options



<b>REDDITCH BOROUGH COUNCIL</b> 	
Option Name	Total Score
<b>In-House Services Transformation</b>	<b>66.40%</b>
<b>Local Authority Trading Company (LATC)</b>	<b>82.40%</b>
<b>Locally Established Charitable Trust / Mutual</b>	<b>67.20%</b>
<b>Outsource to a Specialist Operator</b>	<b>69.40%</b>

# VAT Position



- Recent case to allow Councils to class income on sports activities as exempt
- Additional income £162k

## **Partial Exemption Calculation**

- Allows up to 5% of the VAT reclaimed to relate to an exempt activity
- The council already has bereavement income as exempt
- Total VAT recovered £5.3m – 5% = £267k
- In 2016/17 we recovered £149k VAT on services that are exempt
- This meant the Council were £118k within the limit.
- We recover £92k VAT on leisure activities
- Therefore we would be recovering £92k + £149k = £241k ( within £27k of the limit)
- If we go over this we lose all of the £267k VAT we currently have the ability to recover
- £27k VAT is a relatively minor capital programme at any of our assets
- If lose all the VAT we would gain £162k but potentially lose £267k = net loss £105k

# Questions – matters arising



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

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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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**REDDITCH BOROUGH COUNCIL****EXECUTIVE  
COMMITTEE****12<sup>th</sup> December 2017****CORPORATE PERFORMANCE REPORTING**

Relevant Portfolio Holder	Councillor J Fisher
Portfolio Holder Consulted	No
Relevant Head of Service	Deb Poole, Head of Business Transformation & Organisational Development
Ward(s) Affected	All
Key Decision	No

**1. SUMMARY OF PROPOSALS**

- 1.1 To agree the proposal for bi-monthly performance reporting to Executive Committee.

**2. RECOMMENDATIONS**

**Executive Committee is requested to agree**

- 2.1 **the approach to performance reporting to Executive through use of the Measures Dashboard and a bi-monthly report, draft template attached at Appendix 1.**

**3. KEY ISSUES**

- 3.1 This report reflects the Council's strategic direction in relation to performance, approved as part of the Corporate Performance Strategy last year. It is proposed that performance will be reported to Executive Committee through the use of the online Measures Dashboard, supported by a bi-monthly report.
- 3.2 It is important that a robust method for reporting performance is adopted so that the Council is able to understand how effectively it is working towards delivering the strategic purposes and priority actions set out in the Council Plan 2017-2020.
- 3.3 Robust performance reporting will also help with effective decision making, audit and accountability.
- 3.4 The proposed bi-monthly report will highlight key areas for a particular strategic purpose (all purposes will be covered annually on a rolling programme basis), identified by officers and CMT based on data, and issues that Members raise as being in need of more detailed consideration. Relevant Heads of Service will talk through the report and address any queries.
- 3.5 It is also proposed that the report contains key corporate measures as standard.
- 3.6 The report is designed to complement the use of the Dashboard, the primary tool for understanding and reporting our measures, which can be accessed live by Members using their iPads at any time and will be available to interact with during Portfolio Holders and Executive Committee meetings.

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COMMITTEE**12<sup>th</sup> December 2017

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**Financial Implications**

- 3.7 Effective performance management will enable the Council to use limited resources in a more targeted manner, maximising the value of Council services and allowing the Council to be even more responsive to our customers' needs.

**Legal Implications**

- 3.8 There are no legal implications arising directly from this report.

**Service / Operational Implications**

- 3.9 Using performance data enables the Council to understand if it is working towards the strategic purposes and delivering the priority actions set out in the Council Plan.

**Customer / Equalities and Diversity Implications**

- 3.10 The strategic purposes are all designed to be from a customers' perspective, so relevant and robust performance data will enable the Council to understand if it is delivering what matters to customers, as identified through the Council Plan.
- 3.11 There are no equality and diversity implications arising directly from this report; however, the importance of understanding how the Council perform for all residents is important.

**4. RISK MANAGEMENT**

- 4.1 By using data to ensure the Council meets the strategic purposes and delivers on the priority actions in the Council Plan, it will support the management of risks identified around the delivery of those strategic purposes. The strategy will also contribute to the management of risks around robust decision making and the accuracy/effectiveness of performance data.

**5. APPENDICES**

Appendix 1 - Draft Performance Report template

**AUTHOR OF REPORT**

Name: Rebecca Dunne, Policy Manager  
email: r.dunne@bromsgroveandredditch.gov.uk  
Tel.: 01527 881616

**CORPORATE PERFORMANCE REPORT NOVEMBER/DECEMBER 2017****1. INTRODUCTION**

- 1.1 This bi-monthly report highlights the key areas for a particular strategic purpose, identified by officers, CMT and Members, based on the data.
- 1.2 This report also contains key organisational measures and performance towards the outcomes identified in the Council Plan. It will complement the use of the Dashboard, the tool for understanding and reporting our measures.

**2. NOVEMBER/DECEMBER 2017 AREA OF FOCUS**

**e.g. "Support the provision of leisure opportunities for the whole Borough"**

**2.1 This area of focus relates to the strategic purpose/s:**

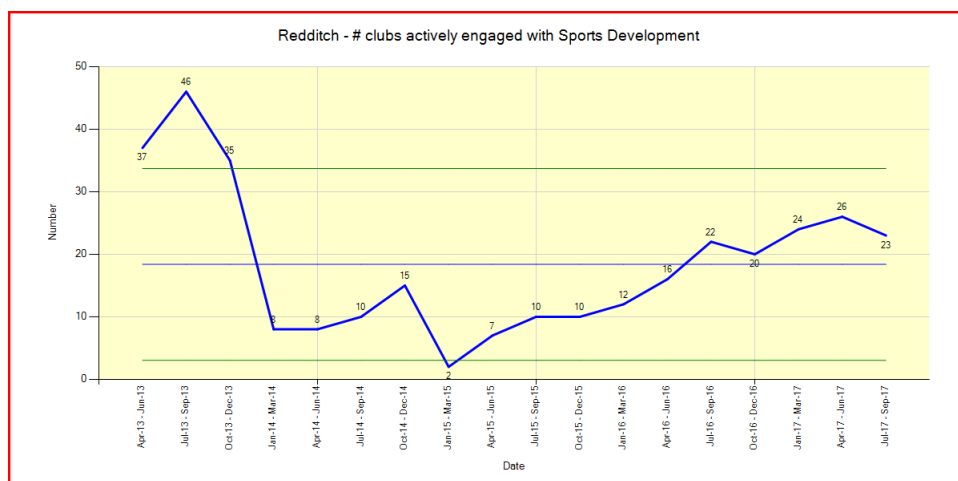
- **Provide good things for me to see, do and visit (Jayne Pickering)**
- **Help me to live my life independently (including health & activity) (Sue Hanley)**

**Background**

- 2.2 *Why this area has been chosen as the focus for this month? Dramatic change in performance? Service review? Legislative changes which will have a direct impact? Positive changes / improvement? Member interest?*
- 2.3 *Brief overview of the salient points of interest that relate to this area e.g. new businesses have moved in; major community event held; innovative partnership working has been implemented etc.*

**Key Measures****2.4 Which key strategic measures help in understanding this area of focus?**

e.g. **# clubs actively engaged with Sports Development**      contact: Gomez Vincent



**Context/ Further Analysis**

- 2.5 *What other data or information does the organisation have relevant to this area? E.g. recent internal reports/strategies, general management information, regional/national publications, press articles etc.*

*e.g. report on future of Leisure Services*

**Engagement/Research (if applicable/available)**

- 2.6 *Have we done any engagement or consultation on this area? Has research been conducted (by ourselves or others)?*

*e.g. recent Leisure Services consultation, upcoming Community Panel consultation, Sport England data*

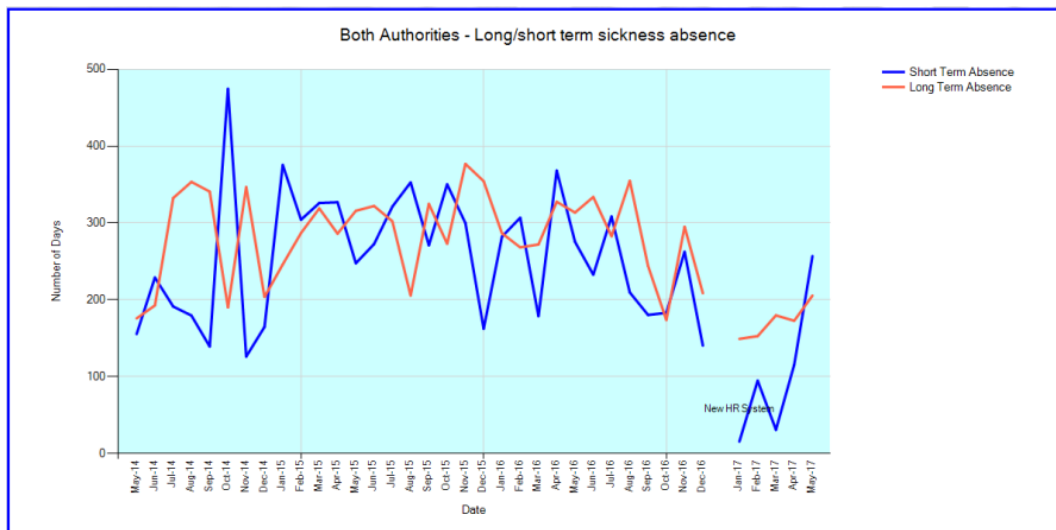
- 2.7 *Provide overview of headline findings.*

**3. KEY CORPORATE MEASURES SUITE**

- 3.1 *Key measures which we feel need to be looked at corporately e.g. sickness, invoices etc.*

*e.g. Both Authorities-Long/short term sickness absence*

*contact: Nicola Wright*



**REDDITCH BOROUGH COUNCIL****EXECUTIVE  
COMMITTEE**12<sup>th</sup> December 2017**DRAFT HIGH QUALITY DESIGN SUPPLEMENTARY PLANNING DOCUMENT**

Relevant Portfolio Holder	Cllr Greg Chance
Portfolio Holder Consulted	YES
Relevant Head of Service	Ruth Bamford
Ward(s) Affected	All
Ward Councillor(s) Consulted	N/A

**1. SUMMARY OF PROPOSALS**

- 1.1 The Borough of Redditch Local Plan No.4 2011-2030 (BORLP4) was adopted on 30<sup>th</sup> January 2017 and this draft High Quality Design Supplementary Planning Document (SPD) (attached at Appendix A) is to supplement a number of Policies in BORLP4, Officers are seeking Members approval to proceed with public consultation.

**2. RECOMMENDATIONS**

- 2.1 **The Executive Committee is asked to RESOLVE that**  
  
**the public consultation for the draft High Quality Design SPD be approved.**

**3. KEY ISSUES****Financial Implications**

- 3.1 The Officer work on the preparation of the SPD and public consultation is contained within departmental budgets and additional finances are not required.

**Legal Implications**

- 3.2 This draft SPD has been produced in accordance with the relevant planning regulations contained in the Planning and Compulsory Purchase Act 2004 (as amended 2008). Once adopted as a Supplementary Planning Document, it will be a material consideration in the determination of planning applications.
- 3.3 Post consultation, a summary of responses including subsequent changes will be detailed in a Executive report. The amended High Quality Design SPD will then be presented to the Council to request the document be formally adopted.

**Service / Operational Implications**

- 3.4 The Design SPD will be a material consideration in planning decisions within the Borough and will provide further guidance for determining planning applications. On adoption, two existing SPD/Gs will be superseded.

**REDDITCH BOROUGH COUNCIL****EXECUTIVE  
COMMITTEE**12<sup>th</sup> December 2017**Customer / Equalities and Diversity Implications**

- 3.5 The public consultation will provide the opportunity for those working, living and with an interest in planning in the Borough to comment on the draft High Quality Design SPD.
- 3.6 All statutory consultees, including the Parish Council, will be consulted as part of the consultation process, as will a range of bodies Officers consider to have an interest in the preparation of the SPD. Officers consulted a range of internal Officers on the SPD contents and have amended the SPD according to suggestions.

**4. RISK MANAGEMENT**

- 4.1 Without a new Design SPD, the existing 'Encouraging Good Design' SPG (2001) and 'Designing for Community Safety' SPD (2006) will continue to be used. These documents relate to the superseded Borough of Redditch Local Plan No.3 rather than the adopted BORLP4.
- 4.2 This new Design SPD will ensure that up-to-date guidance is available based on the existing BORLP4 policies. This will aid in planning decisions and should reduce the number of developments granted at appeal.

**5. APPENDICES**

Appendix 1 - Redditch draft High Quality Design SPD

**6. BACKGROUND PAPERS**

Borough of Redditch Local Plan No.4 2011-2030

**7. KEY**

BORLP4 – Borough of Redditch Local Plan No.4  
SPG – Supplementary Planning Guidance  
SPD – Supplementary Planning Document

**AUTHOR OF REPORT**

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# High Quality Design SPD

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**This SPD should be read in conjunction with the National Planning Policy Framework, Planning Practice Guidance, Borough of Redditch Local Plan No.4 (2011-2030) and Worcestershire County Council standards and requirements.**

## 1. Introduction

### 1.1 What is an SPD?

- 1.1.1 This Supplementary Planning Document (SPD) supplements the Boroughs adopted Development Plan and therefore reflects the Council's policies. As such it is a material consideration in the determination of planning applications and will be given substantial weight in the decision making process. An SPD guides various forms of development, ensures consistency in decision making and provides clarity for architects and agents in knowing the parameters of what is expected by the Council.
- 1.1.2 The purpose of this High Quality Design SPD is to supplement the policies in the development plan and to provide detailed guidance on how a high standard of design could be achieved in new development.
- 1.1.3 The Borough of Redditch Local Plan No 4 (Adopted 2017) contains Policy 39 'Built Environment' and 40 'High Quality Design and Safer Communities'. These Policies set out what the Council expects new developments to achieve. The purpose of this SPD is not to repeat the principles within these policies but to expand upon them and provide more detailed design guidance for applicants seeking planning permission. Local Plan Policy 40 contains an important point about ensuring good design contributes positively to making the Borough a better place to live, work and visit. This is reinforced by the National Planning Policy Framework (NPPF) (paragraph 64) which states that, *"Permission should be refused for development of poor design that fails to take the opportunities available for improving the character and quality of an area and the way it functions."* This is a philosophy which will be carried throughout this SPD.

#### Policy 39 Built Environment

##### Policy 39

39.2 All development in the Borough should contribute positively to the local character of the area, responding to and integrating with the distinctive features of the surrounding environment, particularly if located within a historic setting.

39.3 All development proposals should:

- i. seek to optimise the potential of the site to accommodate sustainable development through making the most efficient use of the space available;
- ii. be innovative and resilient to the effects of climate change, whilst also protecting and enhancing locally distinctive and historic features to improve the character and quality of the local environment; and
- iii. incorporate features of the natural environment including Green Infrastructure into the design to preserve and continue Redditch's unique landscape features;

39.4 To ensure character and appearance isn't compromised, temporary buildings will be approved for a maximum of 3 years where it is related to an approval for a permanent building.

The Borough Council will not look favourably on applications for renewal of temporary permissions.

39.5 Areas should be designed to ensure they make places better for people and proposals have demonstrated that community views have been taken into account in the design of the development.

#### **Policy 40 High Quality Design and Safer Communities**

40.1 Good design improves the local environment, helps new development to fit in with its wider surroundings and creates a distinctive sense of place. A well planned environment in which to live and work can help to fight crime and the fear of crime. By using good design the opportunities to commit crime can be limited and this can have an effect on the quality of people's lives.

#### **Policy 40**

40.2 Good design should contribute positively to making the Borough a better place to live, work and visit. All development, including proposals for individual buildings, public and private spaces and wider development schemes will be expected to:

- i. be of a high quality design that reflects or complements the local surroundings and materials;
- ii. be of an appropriate siting and layout with distinctive corner buildings, landmarks, gateways and focal points at key junctions and other important locations;
- iii. protect and enhance key vistas to create visual links between places in the Borough;
- iv. include where appropriate, public art that is well designed, takes into account the risk of crime, is integrated within the overall design and layout of the development, located where it can be easily observed, improves public outdoor space and legibility and creates landmarks;
- v. aid movement by ensuring all developments benefit from accessibility, connectivity, permeability and legibility, particularly aiding sustainable modes of movement such as walking, cycling and access to public transport;
- vi. encourage community safety and 'design out' vulnerability to crime by incorporating the principles, concepts and physical security standards of the 'Secured by Design' award scheme; providing infrastructure for policing and emergency services; and considering the incorporation of fire safety measures;
- vii. provide appropriate space for waste and recycling to minimise any adverse visual impact on the property or the street-scene; and
- viii. incorporate any relevant guidance contained within Supplementary Planning Documents, for example Designing for Community Safety and Encouraging Good Design.

## 1.2 What does this SPD cover?

1.2.1 This SPD focuses on how a high standard of design can be achieved on new types of development in the Borough. Design can be defined as the look, function, arrangement or workings of an area or building(s) including transport routes, waterways and open spaces. This Design SPD provides an overview of design principles and sets out the requirements the Council have when assessing planning applications.

1.2.2 The Design SPD aims to:

- Be a starting point for the design process;
- Be a practical source of ideas and suggestions; and
- Help applicants assess the issues which may arise from a proposed development.

## 1.3 Who is the SPD for?

1.3.1 The Council has produced this Design SPD to help anyone considering any type of building or landscaping works, whether or not it requires formal consent (planning permission). This includes:

- Home owners;
- Developers;
- Farmers;
- Local businesses including shop owners and occupiers;
- Utilities and other operators of public services;
- Agents acting on behalf of any of the above;
- Planning Officers;
- Planning Inspectors;
- Statutory and non-statutory consultees.

## 1.4 What is the purpose of this SPD?

1.4.1 High quality design is key to promoting sustainable development and ensures that the character and appearance of an area and the street scene in general is not harmed and also enhanced. A well-designed development will enhance the existing built and natural environment, be appropriate to its intended use and may and may include innovative design.

1.4.2 BORLP4 was adopted on 30<sup>th</sup> January 2017 and therefore the local framework and policies against which planning applications are assessed changed on that date. Although there may be previous developments in the vicinity, applications are based on their individual merits and assessed against current policy at that time. Therefore the outcome of an application will be independent of previous decisions.

1.4.3 Proposed development will need to consider its immediate locality. Consideration must be given to the type of environment surrounding the development site, as this gives an understanding as to what may be permitted. Even with smaller proposals the local context and immediate surroundings will provide some understanding as to what may be permitted, and proposed development should seek to reflect the character and principles of this immediate locality. In terms of the definition of the immediate locality, this refers to what you can immediately see around you, what is in your field of vision.

- 1.4.4 This SPD will help in the formulation of proposed development to ensure that it is policy compliant by being a reasonable scale, layout, height, material, and colour, as well as respect the existing surrounding built environment and local character.
- 1.4.5 All applications will be considered on a case-by-case basis; however, they will be judged against the relevant policies in the Borough of Redditch Local Plan No. 4, National Planning Policy Framework (NPPF) and Planning Practice Guidance (PPG) as well as the Council's relevant SPDs.
- 1.4.6 Many applicants cite precedent as a reason their Planning Application should be approved. Precedent is when a planning application may have similar elements to that of a nearby or previous development which has been granted planning permission and has been implemented. In many cases there may be similar elements to planning applications but due to the nature of planning there are usually more elements which differ, making a decision and the role of precedent complex.

*"The Government attaches great importance to the design of the built environment. Good design is a key aspect of sustainable development, is indivisible from good planning, and should contribute positively to making places better for people."*

NPPF Paragraph 56

*"Permission should be refused for development of poor design that fails to take the opportunities available for improving the character and quality of an area and the way it functions"*

NPPF Paragraph 64

## **1.5 When would this SPD be used?**

- 1.5.1 This SPD must be used where consent is required and can be used as a guide where consent is not required, to ensure that the standards of design of all types of development are raised.
- 1.5.2 It is important to note that this guidance is not intended to be a substitute for professional advice. You are responsible for ensuring that the correct permissions are obtained before undertaking any development.

## **2. Preparing your application**

### **2.1 Before applying for planning permission**

- 2.1.1 Once you have decided what you want to do, you will need to design it appropriately taking into account the information within this Design SPD. You will also need to determine whether your proposal requires planning permission or if it can be undertaken via Permitted Development Rights (PDRs).

## 2.2 Permitted Development Rights (PDRs)

- 2.2.1 PDRs are afforded to most developments to enable owners to carry out certain works without planning permission under the Town and Country Planning (General Permitted Development)(England) Order 2015 (as amended)<sup>1</sup>. The Order sets classes of development for which certain types of works and development can be completed without the need to apply for planning permission.
- 2.2.2 Property owners should check with the Planning Department to determine whether their property still has its PDRs before commencing any building work to the property. If PDRs have been withdrawn any works covered by the regulations must be applied for via planning permission.
- 2.2.3 It should be noted that PDRs are complex and subject to interpretation and exceptions, for instance, PDRs are restricted in Conservation Areas and different PD Rights apply to commercial development, maisonettes, flats and Listed Buildings.
- 2.2.4 Developments which can be undertaken via permitted development should take into account the information within this SPD to ensure there are no adverse impacts on neighbours. Regardless of whether formal consent is required or not, it is advised that you speak to your neighbours about the proposed development, and try to avoid impacting on neighbours privacy and amenity.
- 2.2.5 Each site or building has its own unique characteristics, and different considerations will apply to different sites or buildings. Gaining an understanding of what a sites unique characteristics are should form an important early stage in the design process.

The Planning Portal provides the most up to date guidance on PDRs and it provides useful interactive tools to assist in determining which projects would or wouldn't require planning permission. Please visit the Planning Portal website at [www.planningportal.gov.uk](http://www.planningportal.gov.uk).

For further information or clarification you can speak to the Council by:

- Contacting the Planning Services team Monday to Friday 9am to 5pm on 01527 881 770;
- Talking to a Planning Officer at Householder Planning Surgery (for domestic extensions only) Tuesdays 10am-1pm at Parkside, Bromsgrove;
- Emailing your enquiry to [Newplan@bromsgroveandredditch.gov.uk](mailto:Newplan@bromsgroveandredditch.gov.uk); or
- Attending a pre-application discussion, which you can organise using the above contact details (please see <http://www.redditchbc.gov.uk/planning/apply-for-planning-permission/check-if-you-need-planning-permission.aspx> for relevant fees).

Many of the works allowed under permitted development and those which require planning permission also require Building Regulations approval. Please contact the North Worcestershire Building Control Department for further details at 01527 881 402 or email [b.control@bromsgroveandredditch.gov.uk](mailto:b.control@bromsgroveandredditch.gov.uk).

<sup>1</sup> Please note that there may be future changes/allowances to permitted development rights which may make some parts of this SPD obsolete.

## 2.3 Submitting an application

- 2.3.1 For information on the documents required for submitting a planning application, please visit the Council website: <http://www.redditchbc.gov.uk/planning.aspx>.
- 2.3.2 Please note: All plans and drawings must be drawn to an identified scale and, in the case of plans, shall show
- 2.3.3 Online applications can be made via the planning portal – [www.planningportal.co.uk](http://www.planningportal.co.uk)
- 2.3.4 It is advised you seek professional help in drawing up the plans.
- 2.3.5 The Council balance a large number of factors when determining planning applications. It is strongly advised that applicants take into account the relevant information in this SPD and policies in the BORLP4 and the NPPF before submitting a planning application. All applications will be assessed on a case by case basis taking into account the individual circumstances specific to the application. Please note that only material planning considerations will be taken into account when determining an application.
- 2.3.6 Most Planning Applications will be publicised by either a site notice or through letters to neighbouring properties. Further forms of publicity will be used where the development is a Listed Building or in a Conservation Area. For information on how, when and who the Council consult on planning applications, please see the Statement of Community Involvement which is available on Redditch Borough Council's website: <http://www.redditchbc.gov.uk/council/policy-and-strategy/planning-policies/borough-of-redditch-local-plan/statement-of-community-involvement.aspx>
- 2.3.7 Building Regulations are completely separate to Planning permission under the Town and Country Planning Legislation. The granting of approval under either does not give consent under the other. In some cases only Building Regulations approval will be needed and sometimes only planning permission, although in most cases both will be required.

## 2.4 How are applications assessed?

- 2.4.1 Planning Officers are required to assess each Planning Application on its own merits. It will be for the applicant to ensure they have maximised every opportunity for the scheme to be as well designed as possible and achieve the principles in this SPD.
- 2.4.2 Case Officers will consider the merits of the individual application; case officers are more likely to consider an application favourably if the development has been designed as thoughtfully as possible, incorporating the principles of this SPD.
- 2.4.3 For more information on how applications are assessed, please see the Statement of Community Involvement <http://www.redditchbc.gov.uk/council/policy-and-strategy/planning-policies/borough-of-redditch-local-plan/statement-of-community-involvement.aspx>



### 3. Residential Development – Alterations and Extensions

#### 3.1 Key considerations for all extensions

- 3.1.1 When considering an alteration or extension to a property it is essential to consider whether in the first instance a property should and could accommodate an alteration or extension or not. In some cases it will not be appropriate for a property to have an alteration or extension due to a range of reasons such as character of the property or proximity to adjoining neighbours.
- 3.1.2 To determine this, there are three main issues which alterations or extension applications will need to take into account and address:
1. Developments should ensure they protect and consider the impact on neighbouring amenity.
  2. Consideration of the impact on neighbouring properties and the impact on the street scene.
  3. Extensions should enhance, protect and give consideration to any impact of the development of the existing dwelling.
- 3.1.3 Other planning considerations such as Green Belt, Highways impacts, Listed Buildings and nearby trees may need to be taken into account.
- 3.1.4 The table below details the key considerations necessary for all alterations or extensions. Sections 3.2 to 3.10 of the SPD relate to specific types of alterations or extensions, for example side or rear extensions. The key considerations should be used in conjunction with the information in these sections.

PD BOX - Some developments which can be undertaken via permitted development will break the 45 degree code. Permitted development fall-back position will be considered where proposed developments are not in accordance with the 45 degree code. The PD fall back involves considering what would be allowed through development allowed under PDRs.

PD BOX – Some dwellings benefit from Permitted Development Rights which allow for certain types of residential development to be undertaken without the need for planning permission. Please check the planning portal (<http://www.planningportal.co.uk/>) or with the planning department for whether your proposed development will require planning permission.

#### Complement the original property

- 3.1.5 Enhance the dwelling and protect and give consideration to any impact of the development on the existing dwelling. The alteration or extension should complement the scale, general massing and materials of the existing building and remain subservient to it. Matching bricks, roof tiles or other facing materials in form, colour and texture should be used. Where there are existing features of interest, these should be preserved.

**Extensions must be subordinate**

- 3.1.6 Keep width, height and bulk in proportion to the existing property, thus avoiding making the extension the central feature of the building. The form and mass of an extension should take into account the scale and mass of the existing building and be proportionate in size.

**Neighbour impact**

- 3.1.7 Ensure that consideration has been given to the impact on neighbouring occupiers and protection of neighbouring amenity. This can be achieved by ensuring proposals take account of:
- i) Overlooking – This may be a problem if a new extension allows views into the private amenity or living space of your neighbour. Problems may also arise where an extension would result in the loss of outlook. However, overlooking is desirable where the spaces being overlooked are public spaces as this provides natural surveillance and can deter criminal activity and anti-social behaviour.
  - ii) Overshadowing – Overshadowing occurs where a development reduces the supply of light to a neighbour's property or garden. Development should be designed to minimise impacts upon the amenity and living conditions of neighbours. The extent of overshadowing and the severity of its impacts upon amenity will depend upon:
    - a) The aspect of the development relative to the path and height of the sun;
    - b) The size and massing of the new development;
    - c) The position of the extension relative to neighbouring properties;
    - d) The nature and use of the rooms affected by shadowing;
    - e) Distance between buildings;
    - f) The presence of existing features that obstruct light; and
    - g) Ground levels.
  - iii) Overbearance – A development would be considered overbearing if it dominated, overwhelmed, or had a visually intimidating impact on a neighbouring property. Overbearance can occur when an extension is positioned too close to a property boundary and has sufficient height and mass to dominate its neighbour. To ensure overbearance does not occur, the 45 degree code can be used. The code is not a definitive rule, as other considerations will be taken into account, such as orientation, levels, distances and permitted development fall back (this involves considering what would be allowed through development allowed under PDRs). A 45 degree line is drawn from the closest edge of the nearest rear habitable window of the neighbouring property. Habitable rooms do not include bathrooms, hallways, utility rooms and circulation space. If there are two rear windows in a room, the impact on the closer one would be considered.

Figure 1

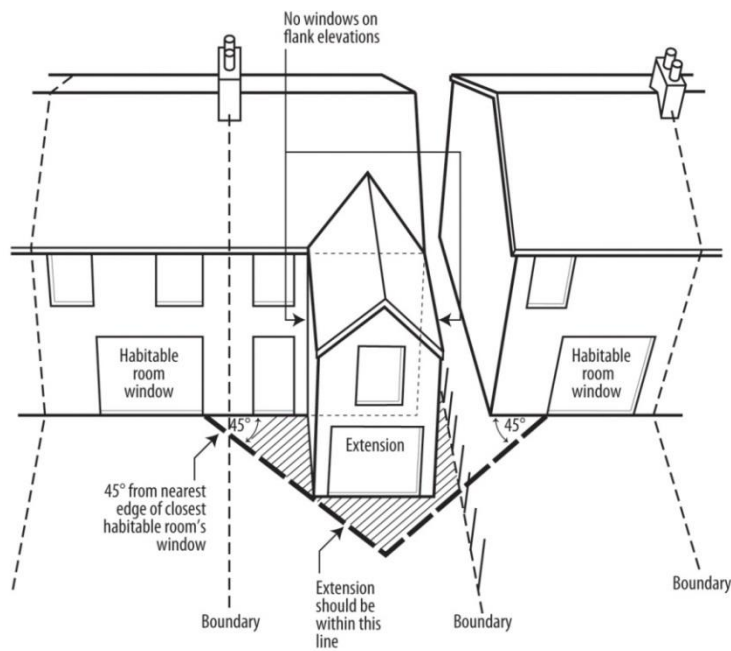
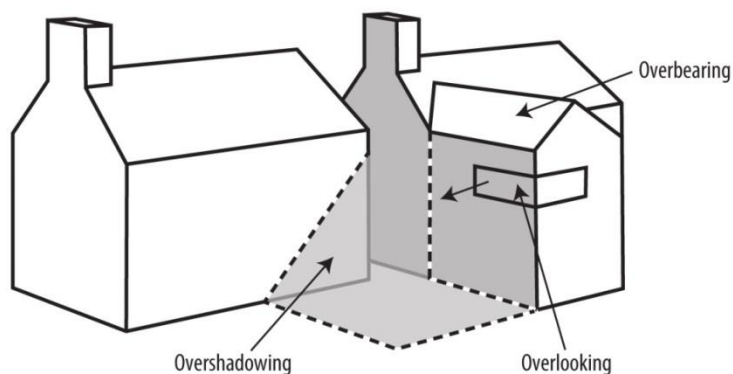


Figure 2



## Roofs

- 3.1.8 The roof form (type and angle of pitch) should match that of the original development, (particularly where a two storey extension is proposed) and that of the adjoining property. This contributes to the harmony of the building and avoids the long term maintenance problems associated with flat roofs.

## Windows and doors

- 3.1.9 Proposed openings should align horizontally and vertically to those in the existing property, as should other details such as sills and lintels. These features must be of a similar or matching design and size. This ensures that the harmony of the building is not disrupted. Dormer windows should not be deeper than half the depth of the roof slope, and ensure that they have square proportions or a vertical emphasis. They should be in keeping in terms of scale within the building and the street-scene.

- 3.1.10 Windows and doors installed in an extension or as part of an alteration should be certified to security standards approved by Secured by Design, in order to reduce the risk of crime.

#### Street scene

- 3.1.11 An alteration or extension or alteration must consider the impact on the street scene. An alteration or extension must:
- i) Enhance and strengthen the local distinctiveness of an area, for example reflect the pattern and spacing of buildings;
  - ii) Not normally project forward of the principle elevation, or that fronting the public domain. One exception would be the addition of a porch; and
  - iii) Respect local styles and features to maintain local distinctiveness.

#### Nesting birds/ bat roosts

- 3.1.12 The impact of the alteration or extension on protected and other species such as House Martins, Swallows and Swifts must be considered. It must also be ensured that suitable protection, conservation, enhancement or mitigation measures are undertaken.

#### Attached garages

- 3.1.13 Proposals for attached garages will be considered as extensions.

### 3.2 Extensions in the Green Belt

- 3.2.1 Extensions in the Green Belt will be assessed against Policy 8 of BORLP4 which complements the NPPF. The extension must also meet the following size requirements:

Extensions to existing residential dwellings up to a maximum of 40% increase of the original dwelling or increases up to a maximum total floor space of 140m<sup>2</sup> ('original' dwelling plus extension(s)) provided that this scale of development has no adverse impact on the openness of the Green Belt;

- 3.2.2 For the assessment of residential extensions in the Green Belt the above requirement is divided in to two separate elements:
- i) Either the extension is considered under the first part of the requirement– a maximum 40% increase of the original dwelling; **OR**
  - ii) The total floor space increases to a maximum of 140m<sup>2</sup> made of the original floor space of the dwelling plus the floor space of the proposed extension.
- 3.2.3 In the same way that a 'proportionate addition' is not defined in the NPPF, there is not a definitive guide to how a 40% increase should be calculated. It can be calculated either as floor space or volume.
- 3.2.4 All measurements must be taken externally.
- 3.2.5 An assessment to consider the impact of the proposal on the openness of the Green Belt can be undertaken in a number of ways. Generally, openness is considered to be the absence of buildings and development. However, positioning, mass, height and

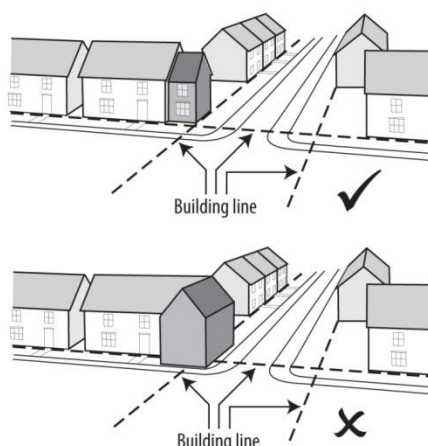
topography can all have an impact on this; in addition openness is a wider concept than that of the visual impact of the development on the Green Belt.

**PD BOX – Some front extensions, such as porches can be undertaken under permitted development provided they meet certain requirements.**

### 3.3 Side Extensions

- 3.3.1 Side extensions will be required to be subordinate in size and prominence. To achieve this, extensions should be clearly set down from the ridge of the dwelling and set back from the principle elevation. Each application will be considered on its own merits to ensure that the design of the side extension is appropriate to that property and its surroundings.
- 3.3.2 Extensions should reflect the proportions of the original building. To achieve this, an extension should be of a smaller and less substantial scale than the main building, as over-large extensions can unbalance the proportion and harmony of the host building and can also have a detrimental effect on the street scene as a whole.
- 3.3.3 Side extensions to dwellings on corner plots must respect the building line of both street frontages, providing interest on both elevations and avoiding blank elevations.

Figure 3



### 3.4 Rear Extensions

- 3.4.1 Although the rear of dwellings are usually the least prominent in public views, reduced visibility is not an excuse for poor design. The general objective remains to produce harmonious extensions which do not harm the amenity of neighbouring properties.
- 3.4.2 Two storey extension proposals should always match the main pitch of the roof.
- 3.4.3 Rear extensions should not cause overshadowing or be overbearance to neighbouring dwellings and gardens.

### 3.5 Dormer Windows and Roof Extensions

- 3.5.1 Dormer windows and roof extensions can detract from the form and appearance of the original dwelling. Dormers which require planning permission will only be allowed where they are below the ridgeline and set away from the edges of the roof, subject to

the character of the original dwelling. Dormers should preferably be pitched rather than flat roofed, and restricted in number and size in order to avoid a top heavy or unbalanced appearance.

### **3.6 Outbuildings**

- 3.6.1 Outbuildings can include detached garages and sheds. Where outbuildings require planning permission they should be of an appropriate scale, orientation and design to ensure they do not compete with or detract from the dwelling they serve.
- 3.6.2 Proposals should respect the design, materials and form of the original building, its setting and the residential amenities of neighbours.
- 3.6.3 Outbuildings set forward of the principle elevation will not usually be appropriate as it may harm the character of the street scene.
- 3.6.4 They should be of appropriate size and orientation to achieve their intended use while not being of such a scale to detract from the existing dwelling.

### **3.7 Extensions in Conservation Areas**

- 3.7.1 Where extensions to dwellings are proposed in Conservation Areas the impact on the character of the Conservation Area as a whole must be considered, not just the street scene. Due to the nature of most Conservation Areas, particularly the rural ones, other spaces and elevations can be visible. Proposals must preserve or enhance the character and appearance of the Conservation Area in terms of new development.
- 3.7.2 A starting point for any scheme should be a Heritage Statement which identifies the character and significance of the Conservation Area and the site in question, this should explain how the proposed scheme preserves or enhances the Conservation Area. Where there is a valid Conservation Area Appraisal and Management Plan, this should be referred to in the Heritage Statement. Guidance and discussion should be had with the Conservation Officer prior to a planning application being submitted.

### **3.8 Extensions or works to Listed Buildings**

- 3.8.1 A starting point for any potential works to a Listed Building should be a Heritage Statement. The Heritage Statement must identify the character and significance of the Listed Building; this should inform whether works or a proposed extension is appropriate in relation to the historic nature of the building. The Heritage Statement will also help guide appropriate application and type of materials as well as the form and massing of a potential extension.
- 3.8.2 Works to Listed Buildings including interior alterations will require Listed Building Consent. Guidance and discussion should be had with the Conservation Officer prior to a planning application being submitted.

### **3.9 Extensions to non-designated heritage assets**

- 3.9.1 A non-designated heritage asset is an asset of historic value which is not designated nationally, but is of local importance. Please be aware the Council do not have a definitive list of non-designated heritage assets, they are often identified through the submission of planning applications.

- 3.9.2 In weighing applications that affect non-designated heritage assets a balanced judgement will be required having regard to the scale of any harm or loss and the significance of the heritage asset.

### 3.10 Extensions to previously converted rural buildings

- 3.10.1 Extensions will not normally be permitted as these detract from the plain, simple and utilitarian appearance of most rural buildings.
- 3.10.2 Where extensions to previously converted rural buildings are proposed they will be treated differently to extensions on purpose built dwellings. The original nature and character of the building should have been retained through the conversion, and it should be retained where extensions are proposed. Proposed extensions must reflect the form, character and utilitarian nature of the building and proposed openings should reflect the character and scale of the original building. Materials should match those of the existing building and where possible, thoughtfully reclaimed materials should be used to blend the old and new sections together.
- 3.10.3 Conservatories, including lantern style orangeries, will not be permitted as they do not reflect the character of the original building.

## 4. Residential development - Creation of New Dwellings

“Although visual appearance and the architecture of individual buildings are very important factors, securing high quality and inclusive design goes beyond aesthetic considerations. Therefore, planning policies and decisions should address the connections between people and places and the integration of new development into the natural, built and historic environment.”

NPPF Paragraph 61

### 4.1 Types of new dwellings

- 4.1.1 This section sets out the various requirements for new dwellings. In the Green Belt new dwellings will generally not be permitted.

#### A) Replacement dwellings

- Replacement dwellings are considered by the Council as new dwellings.
- Replacement dwellings should be sited comfortably within the plot, follow the established building line and take into account the majority of key considerations in Section 4.2, where applicable.

#### B) Small scale development (1-9 dwellings)

- Small scale developments can have a great impact on the character and nature of an area. The below key considerations (section 4.2) will need to be taken into account as well as whether the development is part of a plot subdivision or back-land development.
- Plot subdivision will be resisted in most cases unless the plot is of sufficient size for both the existing and proposed development and no adverse impacts result from the development to either the proposed or existing dwelling(s). Plot subdivision which adversely impacts the grain of the existing area will be strongly resisted.
- Back land development or rear-garden development will be resisted, in line with Policy 5 (of BORLP4).



**C) Large scale development (10 or more dwellings)**

- Developments of more than 10 dwellings will require a considered approach taking into account the below key considerations (Section 4.2) as well as the detailed layout of the site and the Council's requirement for affordable housing and public open space.
- Contributions may be sought in line with current national and local policy.
- Affordable housing should be integrated into the site and should be indistinguishable from market housing to ensure a cohesive community is created.
- Sustainable Drainage Systems (SuDS) will be required on site to mitigate the impact of the development on flooding and surface water runoff. Suitable SuDS should be used for the scale of the development site and should be integrated into the design from the beginning.

**D) Conversion of Rural Buildings to Residential Use**

- These applications are treated differently to other types of new dwellings. Please see section 5 for more information.

**4.2 Key considerations for all new dwellings**

- 4.2.1 There are a number of principles which should be given due consideration to ensure that the design of new development is of a high standard. It is important that new housing is appropriately designed to deliver sustainable and attractive environments in Redditch Borough for both new and existing residents.
- 4.2.2 The key considerations which should be taken into account for the development of all new dwellings, including replacement dwellings (unless otherwise stated) are detailed below.

**Layout and surroundings****Layout**

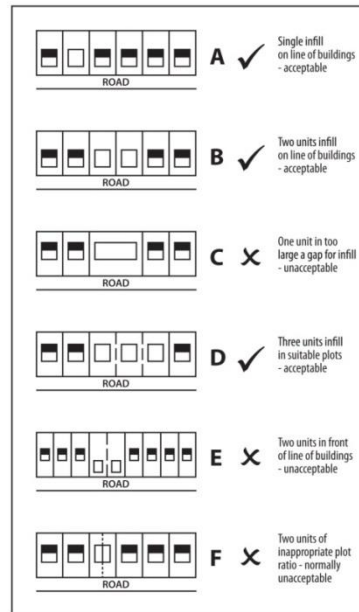
- 4.2.3 New residential developments will be required to be suitably sited taking into account neighbouring dwellings, the size of the plot and the orientation of the sun. New developments should be legible with easily identified landmark buildings and clear and accessible links through the site.
- 4.2.4 Urban block layouts provide an efficient template, with building fronts and entrances to public spaces and private backs to private spaces. Such layouts minimise the creation of unsupervised and unsafe public spaces and unsafe access routes.

**Infill**

- 4.2.5 Where infill is proposed, it must reflect the existing urban form (see Figure 4 below).



Figure 4



### Adequate bin storage

- 4.2.6 Accessible refuse stores within new developments should be provided. The size of the bin storage will be influenced by that of the containers housed. In designing and positioning refuse stores it is important to balance the functional requirements of servicing against other design objectives. Bins storage should be well designed and integrate with the property and curtilage to allow bins to be unobtrusive on the street scene.
- 4.2.7 Bin storage areas must be well designed and located in relation to properties. If the bin store is a gated under cover enclosure, it will require enough room to move bins through the opening and for easy access.
- 4.2.8 The access from the storage areas to the nearest vehicle access:
- Should be no further than 30 metres from the access roadway;
  - Should be free from steps and kerbs;
  - Should be smooth with a continuous finish;
  - Should be level with a gradient falling away from the store of less than 1:14; and
  - Should be a minimum width of 2 metres in the case of communal bins
- 4.2.9 Communal bin stores will be required to:
- Provide suitable capacity to allow for correct number of bins (based on 240 litre per fortnight waste and 240 litre per fortnight recycling per dwelling for capacity);
  - Use fewer communal bins of larger sizes where possible ;
  - Be fire proof in its construction;
  - Be designed to encourage the correct sorting and storing of recyclable and non-recyclable materials;
  - Be conveniently located for use of all residents;
  - Ideally have a locking mechanism that does not require keys; coded locks are preferable; and

- g) Ensure the provision does not have an impact on the amenity of occupiers.

#### **Local character**

- 4.2.10 Residential development should embody the particular characteristics of the built and natural environment in which it is located to provide a sense of place and identity. The use of particular materials and details in construction, the mix of building types, periods and styles, the street pattern and street furniture, the layout, scale and massing of buildings or arrangement and landscaping of spaces can be reflected in new development to ensure it retains and enhances the local character of an area. Applicants should identify the features that make a place distinctive and then identify how the proposal can retain these features and enhance them.

#### **Views and vistas**

- 4.2.11 The development should retain, enhance and/or create views, vistas, skylines, landmark buildings and other features such as trees, hedgerows and other landscape features where possible. Views of local landmarks should remain visible to enable legibility. Where appropriate, development can frame locally important views through the creation of boulevards which direct the eye or strategic gaps in development.

#### **Topography**

- 4.2.12 Developments should work with the contours of the site to ensure overlooking; overbearance and overshadowing are not issues.

#### **Urban grain**

- 4.2.13 The pattern of the arrangement of street blocks, plots and their buildings in a settlement should be continued through any new development to ensure proposals successfully integrate into the existing urban fabric.

#### **Streetscape**

- 4.2.14 Developments should fit suitably into the streetscape and follow the established building line. Materials for developments should reflect those in the existing vicinity in order to harmonise existing and new development. As a general rule all development should be positioned to front onto the street.

#### **Corner plots**

- 4.2.15 Where buildings are situated at corner plots they should 'wrap-around' the corner or be double-fronted to ensure that both sides front onto the street make a positive contribution to the street scene and natural surveillance is provided to both frontages.

**Connectivity****Ease of movement**

- 4.2.16 An area must have a variety of pleasant, convenient and safe routes through it. New developments should offer a choice of routes to, from and through the site, with a preference towards walking and cycling. Developments which are easy to navigate and are well connected should in turn make residents and visitors feel safe and secure.
- 4.2.17 The needs of pedestrians and cyclists should be put before the needs of vehicles with appropriate traffic calming measures that are integral to the overall design. All routes should be designed having regard to the needs of all people including the mobility and visually impaired, in order to promote greater activity, and so increase the natural surveillance.
- 4.2.18 Footpaths and cycle paths should be as direct as possible and should be more convenient than vehicle routes. Paths must be well-lit, short, straight and not run at the side or rear of properties. Integrated routes are preferable, that is those that run alongside vehicle routes. Where integrated routes are not possible, the pedestrian and cycling routes must benefit from natural surveillance.
- 4.2.19 Residential developments must carefully consider designing for through movement in order to provide an appropriate degree of connectivity. Where included, pedestrian through-routes must be integrated into the local movement network so that they connect to locations where residents want to go and as such are well-used. Providing too many footpaths dilutes pedestrian activity and may increase the fear of crime along these routes, discouraging residents from choosing to walk or cycle. Where through-footpaths are required within a development they must be desired/well-used, short, wide, well-lit and subject to good surveillance from the active rooms of neighbouring properties. They must not run at the side or rear of properties and must not contain possible hiding places.

**Interconnectivity with the surrounding area**

- 4.2.20 Development must be well connected to and integrated with the surrounding area and ensure ease of movement, with safe, direct and meaningful connections to the network of pedestrian and cycle routes in the wider area. How networks connect locally and more widely, and the way developments, routes and open spaces relate to one another should be designed in to new development.

**Legibility**

- 4.2.21 The development will enhance the legibility of the Borough through the appropriate design and siting of distinctive corner buildings, landmarks, gateways and focal points at key junctions and other important locations; and by the protection and enhancement of key vistas that create visual links between places.

**Neighbourhood**

- 4.2.22 Proposals should make appropriate connections between the site and neighbouring buildings, spaces and features. Developments should integrate well with the existing built environment and enhance existing features.

**Cycle storage**

- 4.2.23 Adequate cycle storage for residents of the property of an appropriate size should be included as part of the development. These standards are set out by Worcestershire County Council Highways Department. Please refer to their specific requirements regarding cycle storage.
- 4.2.24 Cycle parking should be located where it benefits from good natural surveillance from active streets, buildings and passing motorists.

**Electric car charging points**

- 4.2.25 Developments should consider the inclusion of electric car charging points and are encouraged to be incorporated as part of the scheme.

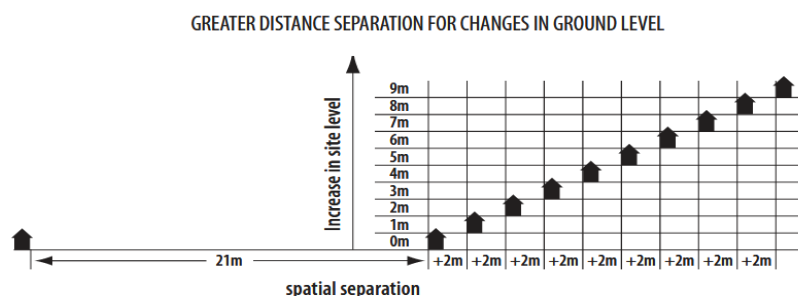
**Road Design**

- 4.2.26 Surface materials should be selected that are robust, suitable for the use, easy to maintain and that respect the character of the area.

**Amenity****Private Amenity Space and Spacing Standards**

- 4.2.27 Private amenity space will be required to be of a usable size, with a minimum of 70sqm for dwellings. Amenity space in the canopy of trees or on a steep gradient will not be included within the 70sqm requirement. A more flexible approach will be used for communal amenity space for flats. Rear private amenity space will usually be expected to be a minimum of 10.5 metres in length for a two storey dwelling. This applies independently of the minimum amenity space requirement. Private amenity space will be expected to be suitably sited and in scale with the plot and surrounding buildings and reflect existing local density.
- 4.2.28 Gardens should be located to the rear of buildings, and wherever possible, back onto other gardens or open spaces.
- 4.2.29 21m will be required between rear dwelling windows that directly face each other. Where there is a difference in gradient further distance may be required (please see Figure 5 below).

Figure 5



- 4.2.30 Balconies will only be acceptable where it can be demonstrated that the privacy of adjacent residents can be safeguarded by ensuring that there is no direct overlooking of windows or, at close quarters, the rear gardens of adjacent dwellings.

### Public open space

- 4.2.31 For larger residential development Open space should be located in a prominent position which maximises natural surveillance from surrounding development, should be easily accessible from the whole development and be of a sufficient size to provide a variety of uses. Small 'pocket' parks will not be permitted. Public space boundary treatments should allow clear views into and out of the site. (For more information on the design of Open Space please see the Open Space SPD).
- 4.2.32 Play areas for younger children should be designed so that they are safe locations for children to occupy. Whilst play areas should be close enough to properties to allow for natural surveillance.

### Street Furniture

- 4.2.33 For larger residential development there should be a co-ordinated approach to the provision of all street furniture and this should be appropriately sited and designed to reinforce the character and identity of the area and to ensure it benefits from natural surveillance.

### Car Parking

- 4.2.34 Where car parking within a residential building curtilage is provided, measures should be taken to mitigate its impact on the building by locating the garage or car-port alongside the house and set back from the building-line. Where garages are provided, the entrances should be located towards the front of dwellings where they can easily be seen and accessible. Flat roofs should be avoided. Incorporating garages into the main form of the dwellings should be avoided.
- 4.2.35 In appropriate circumstances consideration should be given to on street parking in designated parking bays.
- 4.2.36 Courtyard parking should be located to the rear of development and be well lit, overlooked by adjoining properties and in general not include more than 10 spaces. The entrance(s) to the courtyard between buildings or through an archway needs to respect the street frontage and avoid harming the continuity of the street.

- 4.2.37 Parking courtyards should be clearly defined as private space using symbolic boundary treatments, and where appropriate the use of gates. Where gates are provided they should make a positive contribution to the building or street scene and should be set back from the highway.
- 4.2.38 Where shared driveways are proposed, they should be designed to provide sufficient width to allow cars from both properties to be parked, car doors to be opened (without touching the other car) and room to allow wheelie bins to be moved past the vehicle.
- 4.2.39 Parking should be designed to adapt the users preferences therefore where possible, should be in close proximity to their property, with a direct line of sight.

#### **Boundary treatments**

- 4.2.40 Boundary treatments should utilise existing features and vegetation, such as hedgerows and mature trees.
- 4.2.41 Buildings and structures should be arranged to clearly demonstrate which areas are private and public, with a range of physical or symbolic boundary treatments used, depending on the context. Boundary treatments may include symbolic barriers, such as subtle changes in paving material, or physical barriers as such as gates, fences, walls and hedges.
- 4.2.42 The choice of boundary treatments should relate to the wider physical, social and physical and social context of the surrounding environment and seek to make a positive contribution to the character of the area and the building(s).
- 4.2.43 Where they are adjacent to public spaces, boundary treatments should allow clear views into and out of the site and not hinder vision on the highway, particularly at road junctions.
- 4.2.44 Boundary treatments should comply with the Secured by Design guidance. 'Aggressive' boundary treatments (such as razor-wire, barbed wire or bare metal palisade fencing with spiked pales) are not recommended in a residential setting. Careful attention must be paid to the design and construction of boundary treatments in order to avoid the creation of climbing aids.

#### **Overlooking**

- 4.2.45 Overlooking may be a problem if new development allows views into the private amenity (including outdoor space) or living space of a neighbouring property. The impact of overlooking is affected by a number of factors including in particular:
  - a) The distance between buildings;
  - b) The presence of openings;
  - c) Whether properties face each other directly or are offset;
  - d) Changes in levels across a site and relative to neighbouring properties; and
  - e) The types and use of rooms facing each other.
- 4.2.46 A minimum separation distance of 21 metres will be required between opposing faces to achieve a degree of privacy between habitable rooms of two-storey dwellings. Habitable rooms do not include bathrooms, hallways, utility rooms and circulation space. Where housing is proposed with main living rooms above ground floor level it is necessary to have a greater separation distance of 27.5 metres between opposing faces

to achieve both privacy and adequate visual separation. Care must be taken when windows overlook adjacent flank walls to ensure overshadowing and any overbearance are avoided. Where a two storey dwelling faces a flank wall on a two storey building, a minimum separation distance of 12.5 metres will be required. Where a two storey dwelling faces a flank wall of a three storey building, a separation distance of 15.5 metres will be required. Where there are changes in the ground level between dwellings, applications will need to take account of this and minimum separation distances increased where necessary.

Figure 6

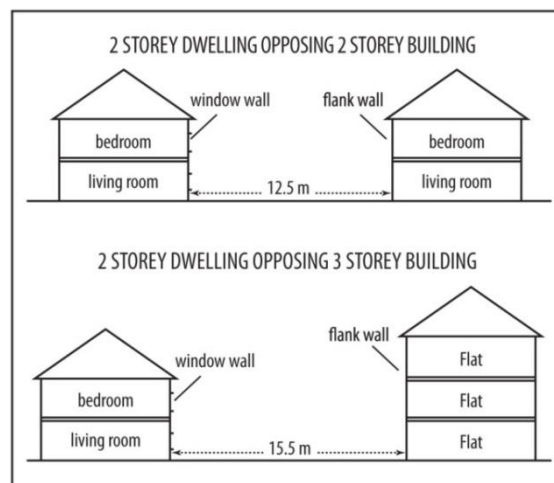
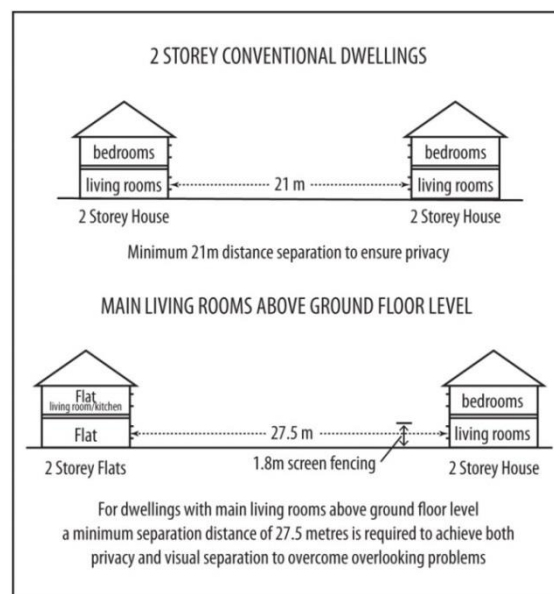


Figure 7



### Overshadowing

4.2.47 Overshadowing occurs where a development reduces the supply of light to a neighbour's property or garden. Developments should be designed to minimise impacts upon the amenity and living conditions of neighbours.

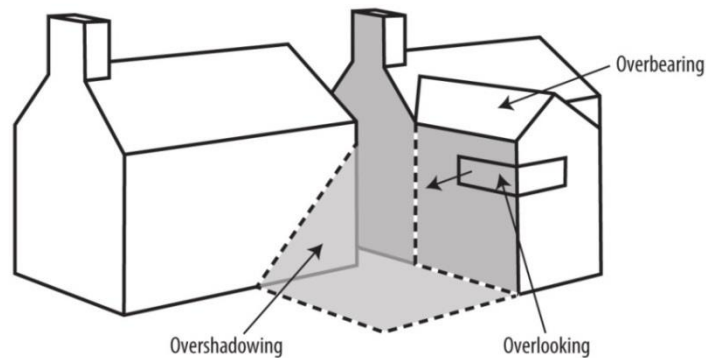
4.2.48 The extent of overshadowing and the severity of its impacts upon amenity will depend upon:

- a) The aspect of the development relative to the path and height of the sun;
- b) The size of the new development;
- c) The position of dwelling(s) relative to neighbouring properties;
- d) The nature and use of the rooms affected by shadowing;
- e) The presence of existing features that obstruct light;
- f) Ground levels; and
- g) Distance between buildings

### Overbearance

4.2.49 Where new dwellings are located and are of sufficient height and mass to dominate neighbouring dwellings, this will not be acceptable.

Figure 8



### Noise

4.2.50 Disturbance caused by noise may potentially be an issue where neighbouring uses and associated patterns of activity are dissimilar. Accordingly, careful consideration should be given to the siting of residential development where disturbance may be caused by established lawful uses, particularly in the late evening and early morning.

### Lighting

- 4.2.51 Artificial light sources may cause significant harm to residential developments. New street lights and security lighting within developments should be positioned in locations where they do not shine directly in dwelling windows, but provide sufficient lighting for safety and security on the street.
- 4.2.52 The type of lighting selected should be relevant to the local context, character and use of the area and minimise the impact of light pollution as well as being as energy efficient as possible.
- 4.2.53 The design and position of lighting should complement and support the provision of landscaping.



- 4.2.54 There should be a clear strategy for the provision of lighting within an area in support of the primary movement patterns. The decision to light or not light public spaces should be well thought through.

#### **Trees, hedges and landscaping**

- 4.2.55 The Council will expect to see important trees and hedges retained through incorporating these features into the design and layout of developments. An arboriculture report can help identify the health and amenity value of trees on the site and so inform this process.
- 4.2.56 Landscaping should be used to improve the attractiveness of an area, support biodiversity and positively protect property. Where trees and shrubs are planted, care must be taken to ensure that they do not obstruct visibility into or out of public areas. Where they are planted alongside footpaths or cycle ways they should not obscure views along the length of the route or provide for hiding places. It is essential therefore that appropriate species are selected and necessary maintenance regimes are set in place.
- 4.2.57 Defensive planting such as thorny or spiny shrub species should be used to help protect vulnerable boundaries and buildings.
- 4.2.58 Landscaping must be carefully sited and designed so as not to obscure existing CCTV, lighting, signage, windows and entrances.
- 4.2.59 Trees should not be planted in places which will assist as climbing aids into or onto properties.

#### **Sustainability**

##### **Energy conservation and efficiency**

- 4.2.60 Development should incorporate measures within its design, layout and orientation, in the use of materials and operation of services that promote energy efficiency and support energy conservation. Low carbon energy sources should be incorporated where appropriate. Energy storage should be considered to increase the efficiency of renewables where applicable. As properties become increasingly well insulated, heated and air-tight adequate ventilation, shading and cooling also need to be considered, while maintaining energy conservation.

##### **Habitats**

- 4.2.61 The opportunities to incorporate and enhance wildlife habitat features and species should be taken, particularly those identified as priorities by the Worcestershire Biodiversity Partnership, both within the layout of the proposal and through sympathetic construction techniques. This ensures connectivity and sufficient suitable habitats to support viable and sustainable populations.

**Resources**

- 4.2.62 Developments should seek to reduce the volume of resources consumed and should help to promote more sustainable lifestyles. Consideration should be given to water efficiency and lifecycle costs of materials.

**Passive Solar Design**

- 4.2.63 Sensitive layout and orientation of buildings can have a considerable impact on the amount of sunlight and overshadowing within a development. Good building design should seek to trap the heat generated by the sun in order to reduce consumption of conventional fuels. Layouts which are planned with the orientation of the sun in mind can be described as having Passive Solar Design. Solar gain can be beneficial in providing heat but can also result in overheating; therefore layouts should be carefully designed.

**Safety and Security****Public and private space**

- 4.2.64 It is important to clearly define public, private and communal spaces, which should be clearly defined by appropriate physical or symbolic boundary treatments. The type and design of these should be informed by the local context.

**Secured by Design**

- 4.2.65 The Council supports the Secured by Design Scheme; applicants are expected to meet those standards where possible.

**Natural Surveillance**

- 4.2.66 Natural Surveillance from dwellings should be ensured to provide safe and secure places to live. Blank walls along road ways, footpaths and cycle ways can create unwelcoming and oppressive routes. Siting dwellings which overlook or open onto routes through and between sites can reduce antisocial behaviour, littering and crime.
- 4.2.67 As far as possible, pedestrian and cycle routes should be overlooked by development to allow for natural surveillance.
- 4.2.68 Natural surveillance should be incorporated quite easily into a development scheme through a number of design features which should ensure:
- i. fronts of buildings face the public realm at ground level, particularly rooms with a lot of activity such as living rooms and kitchens and avoiding garage and bin stores;
  - ii. corners are built positively and should not provide 'dead' frontages;
  - iii. entrances to the property are overlooked;
  - iv. car parking spaces are overlooked by the property;
  - v. flatted developments maximise front doors onto the street and ground floor flats should generally have separate entrances as this minimises the shared access space;

- vi. the primary access to buildings are from the public realm with well-defined entrances at frequent intervals;
- vii. housing layouts are designed so backs face backs (private space to private space);
- viii. a change in road surface material;
- ix. pedestrian and cycle routes should be clear, direct and well overlooked from surrounding buildings and spaces. They should be generous in width with good visibility along their entire length. Sharp bends, blind spots and secluded access points should be avoided;
- x. careful consideration is given to the design of corner plots to ensure that they make a positive contribution to the street-scene on both sides and provide sufficient natural surveillance; and
- xi. public open space is prominently positioned with high levels of natural surveillance from surrounding buildings and roads.

### **4.3 New dwellings in Conservation Areas or near to Listed Buildings and non-designated heritage assets**

- 4.3.1 New residential developments within Conservation Areas will need to pay special attention to the street scene and must preserve or enhance the character of the area.
- 4.3.2 Where new residential developments are proposed near to Listed Buildings, great care will need to be had to ensure the Listed Buildings' setting is sustained and enhanced. Appropriate siting and design of the new development will need to be considered, as well as materials, layout and appropriateness.
- 4.3.3 New residential developments which are located near to a non-designated heritage asset will need to be appropriately designed to not detract from the setting of that asset. A non-designated heritage asset is an asset of historic value which is not designated nationally, but is of local importance. Please be aware the Council do not have a definitive list of non-designated heritage assets, they are often identified through the submission of planning applications.

Please note - Proposals within a Conservation Area or for or near a Listed Building should be discussed with the Conservation Officer prior to applications being submitted.

## 5. Conversion of Rural Buildings to Residential Use

- 5.1 Converting buildings to residential use allows the survival of the character and form of existing buildings while giving them a new lease of life. A well-designed conversion should retain the original, utilitarian character of the building, allowing ample use of the existing structure. Buildings which have become so derelict that they could be brought back into use only by complete or substantial reconstruction fall outside the scope of this guidance.
- 5.2 Factors to consider include:
- The building should have some intrinsic conservation value and should be suitable for conversion. The new use should conserve the form and character particularly where buildings are listed, are of listable quality or form part of a particularly fine group of traditional buildings.
  - The building should be large enough for the proposed use without the need for significant enlargement or alteration.
  - The building should be structurally sound and capable of conversion without the need for major rebuilding.
  - The building should have safe and adequate access to a public road and its conversion should not materially increase traffic on narrow country lanes leading to a demand for their improvement.
  - The re-use should not lead to the provision, improvement, renewal or extension of utility services which would be damaging to the landscape.
- 5.3 Where planning permission is granted for the conversion of buildings to a dwelling, the residential use and any associated use rights will only extend over the land within the approved curtilage. This is usually denoted by the red line on the approved site plan.
- 5.4 Where a building is of archaeological interest, is within or close to a site of archaeological interest, advice should be sought from Worcestershire County Council Archaeological Service on any survey or recording work that may be needed to further knowledge of the site. This may also apply to some farmsteads, which have been settled for many years and contain a wealth of historic interest.
- 5.5 Agricultural buildings are characterised by large unbroken roof slopes and few window and door openings. Large unbroken roof slopes should be respected as they can be seen from some distance, so new opening would normally be opposed, and dormers and similar structures will not be allowed.
- 5.6 On less visible slopes flush fitting roof lights may be possible. An alternative to roof lights may be a suitable opening in the gable end to supplement light levels. Existing openings should be utilised and new openings will be resisted. Where new openings are deemed necessary, they must be in keeping with the character of the original building and be located on the inside elevation, away from public view.
- 5.7 Existing features of interest should be retained and incorporated in the design of the conversion. This includes such items as external steps, lanterns, dovecotes, ventilation slits, barn door openings and lean-tos etc. Proposals should seek to enhance the building or group of buildings where there have been previous unsympathetic additions, to an otherwise attractive buildings, the Council will seek their removal.
- 5.8 Wagon arches should be fully glazed and if possible the great doors should be retained and sealed. If glazing is used, the vertical dimensions should be emphasised with no obvious signs that the conversion forms two floor levels. The glazing of wagon arches

can often provide illumination to the main internal spaces of the building and borrowed light to other rooms.

- 5.9 Rain was often allowed to run directly off the eaves of farm buildings. Any gutters and downpipes in rural conversions should therefore be discrete, of a dark colour and made of metal.
- 5.10 Rebuilding should be kept to a minimum and where considered to be required must be quantified on the submitted drawings. Existing materials should be re-used or new/ reclaimed traditional materials incorporated that blend harmoniously with old.
- 5.11 Chimney stacks are inappropriate in rural conversions since they damage the character of a traditional rural building by introducing domesticity. Alternative treatments such as a small metal flue may be acceptable provided that they are sensitively positioned. Small balanced flues are acceptable for oil or gas fired heating but fuel tanks sited to comply with Health and Safety Regulations can be intrusive features and will need to be sensitively sited.
- 5.12 Providing adequate private parking for converted buildings can be challenging. Parking should be located away from the main façade of the building, either within a traditional yard area or within other agricultural buildings in the vicinity.
- 5.13 In rural conversions proposed new areas of hardstanding for parking will be resisted, as this will both impact on the rural nature and character of the building and wider area. The re-use of existing stone, setts or stone blocks is encouraged. These are more likely to be in keeping with the farm building.
- 5.14 Regard will be had for the materials used to create an access. No access will be permitted to run over open fields where this would be especially visible in the open countryside. Where an agricultural building is part of a farmstead, use of the existing access will be required.
- 5.15 In rural conversions tall brick walls, elaborate gates and gate piers at the entrance to the conversion will not be permitted, as this will not reflect the agricultural roots of the building(s).
- 5.16 Planting will not be accepted as an excuse for poor design and disregard to the original building.
- 5.17 Old farm buildings are often used as roosts for owls or bats and provide valuable habitats for other birds and animals. A Phase 1 Habitat Survey is likely to be required to identify the ecological potential of the site. A Phase 1 habitat survey is a method of identifying semi-natural vegetation and other wildlife habitats and must inform the planning application. The system is the standard method for habitat surveys across the UK and needs to be undertaken by a qualified ecologist. Where the nature conservation interest is considerable, mitigation measures will be required or permission could be refused.
- 5.18 Where consent is given for the conversion of a traditional rural building, it is likely that the Council will include a condition to remove Permitted Development Rights for extensions and alterations, to ensure the building remains rural in character.

Figure 9

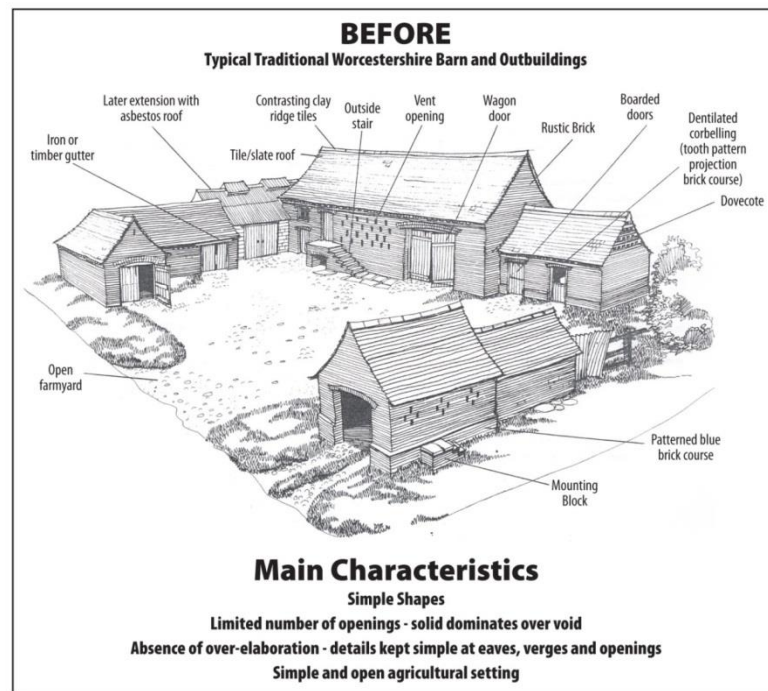


Figure 10

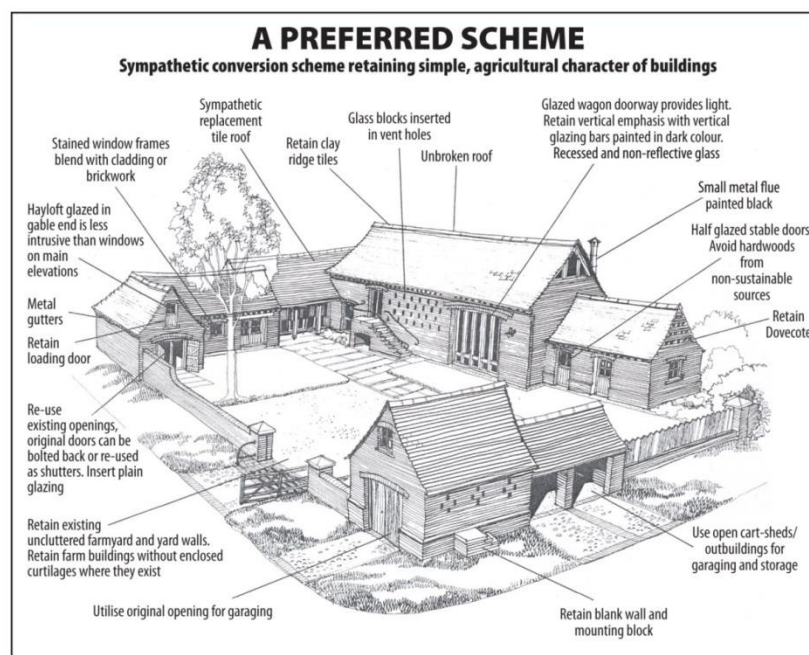
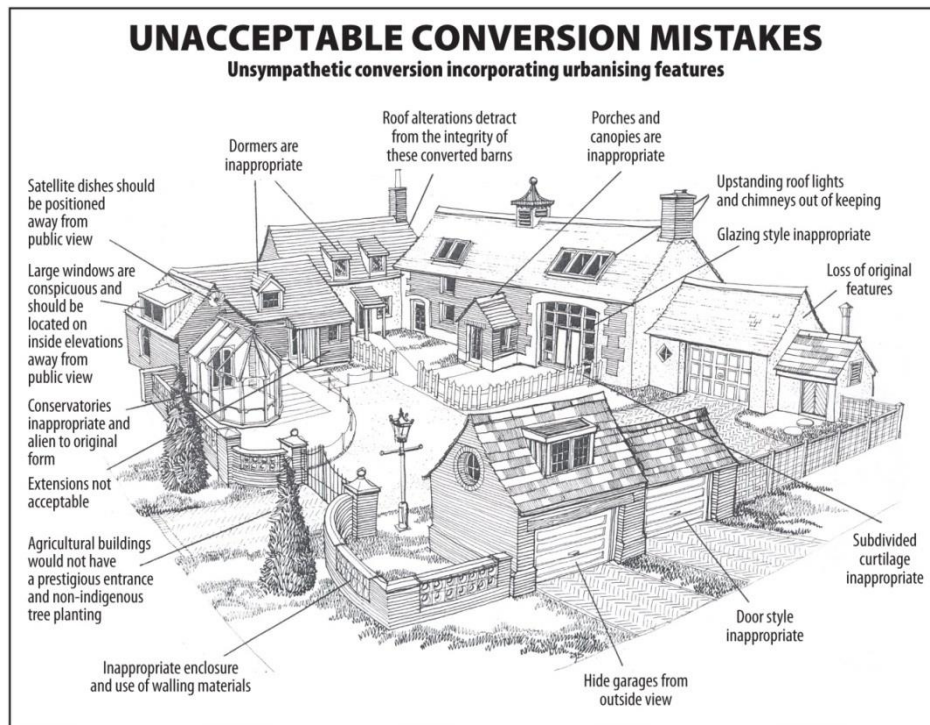




Figure 11



## 6. Non-Residential Development

### 6.1 Key considerations

- 6.1.1 Non-residential development is defined as all types of Use Classes except those under Class C of the Use Class Order 2016 (or subsequent).
- 6.1.2 Guidance is provided for the following types of non-residential development:
- Retail units;
  - Shopfronts;
  - Commercial/Industrial buildings;
  - Change of use;
  - Agricultural buildings; and
  - Equestrian development.
- 6.1.3 All non-residential development must take account of the following considerations:
- BREEAM;
  - Impact on neighbouring amenity; and
  - Local character.
- 6.1.4 **BREEAM** – BREEAM is the Building Research Establishment's Environmental Assessment Method. In line with Policy 15 'Climate Change' all new non-domestic development must be assessed against the BREEAM assessment method (or any other national scheme which supersedes it). Where this requirement affects the viability of the scheme justification must be provided for not fully meeting this requirement.

- 6.1.5 **Impact on neighbouring amenity** – Developments should not impact on neighbouring amenity of buildings, regardless of their use. This includes through overbearance, overshadowing and overlooking nearby buildings and developments.
- 6.1.6 **Local character** – Developments should respect and enhance the local character through the use of appropriate materials, siting, scale and massing.
- 6.1.7 **Conservation Areas and Listed buildings** – Non-residential developments within Conservation Areas will need to pay special attention to the Conservation Area as a whole and must preserve or enhance the character of the area. New development should not adversely impact the significance of heritage assets, which include Conservation Areas and Listed buildings, notably Listed Buildings, where there is a statutory requirement to consider the impact on setting, and Conservation Areas. This would include development outside of a Conservation Area but within the setting. The setting of non-designated heritage assets must also be considered. A non-designated heritage asset is an asset of historic value which is not designated nationally, but is of local importance. Please be aware the Council do not have a definitive list of non-designated heritage assets, they are often identified through the submission of planning applications.
- 6.1.8 As with any development near heritage assets, designated or not, applicants need to use an appropriate Heritage Statement as a starting point, and they also need to carry out a setting assessment using Historic England guidance (for more information see the Historic England website: <https://historicengland.org.uk/advice/hpg/has/setting/>).

Please note - Proposals within a Conservation Area or for or near a Listed Building should be discussed with the Conservation Officer prior to applications being submitted.

## 6.2 Commercial Development

- 6.2.1 Better designed buildings, landscapes, townscapes and places contribute towards more productive employees, a healthier and happier workforce, and communities are more likely to be committed to the maintenance and improvement of their surroundings.
- 6.2.2 Planning permission will only be granted for new commercial and industrial buildings which are of high quality design and are appropriate for their use and context. Development will not be permitted where it is considered to have a detrimental impact on the townscape or landscape character. The following considerations should be taken into account when designing a commercial/industrial scheme:
- Scale;
  - Layout;
  - Access;
  - Materials;
  - Landscaping;
  - Noise;
  - Boundary treatments;
  - Bin storage; and
  - Parking.
- 6.2.3 **Scale** - The proposed development should be in scale with surrounding developments and not be visually intrusive due to its scale and massing. Where possible large



buildings should minimise their impact through having low building heights and use of a curved roof.

- 6.2.4 **Layout** - The relationship between the proposed development and existing buildings and features in the area should be considered when designing the proposal or determining the location on the site.
- 6.2.5 All new commercial development will be expected to create continuous active frontages and minimise blank walls and fencing. There should be a clear relationship between any new and existing development and the building should be well integrated into its surroundings.
- 6.2.6 **Access** - Entrances should be directly visible and easily accessible. Access and circulation should contribute to a network of direct and connected routes within and beyond the site.
- 6.2.7 **Materials** – Commercial developments should be constructed to produce a visually attractive scheme. Materials, building methods and details in the design should aim to enhance the local distinctiveness of an area. Where there is no precedent set for specific types of materials to be used, a high quality area with a distinct character needs to be created, either from traditional or more modern materials. It is the degree to which any material is appropriate to its surroundings and its function that should determine its use.
- 6.2.8 **Landscaping** - A balance of both hard and soft landscaping should be included to ensure that quality visual spaces are enhanced and their use, both night and day, encouraged. Landscaping can also include appropriate screening to help reduce noise, light and air pollution.
- 6.2.9 Landscaping proposals should enhance the existing built and natural environmental features already present in the location, for example, careful retention of healthy trees can give a sense of maturity to a new development and can be a significant asset to any development. The use of native species and regard to soil conditions, drainage, shelter and space should be undertaken when designing the landscaping element of a scheme.
- 6.2.10 Proposed landscaping schemes should be included in planning applications and planning permissions will not be granted where the site is overdeveloped and the landscaping is piecemeal.
- 6.2.11 **Noise** - The scale, nature and frequency of vehicles that service industrial businesses can be a major source of conflict with neighbouring activities, including other industrial uses. The design objective is to manage noise, disturbance and potential danger from deliveries, servicing and storage in order to reduce the impact on neighbours and the general appearance of the area. The best place for this to occur is behind frontage buildings, or to the rear of the main building.
- 6.2.12 Mitigation measures may be needed, such as earth bunds, reed beds and tree planting to reduce the impact of noise or air quality.
- 6.2.13 The location of the servicing areas, routes in and out of the site and location of mitigation measures combined should reduce the impact of noise and air quality.
- 6.2.14 In addition, working hours may be need to be restricted especially where there are residential areas nearby in order to reduce disputes and conflicts.
- 6.2.15 **Boundary treatments** – must be appropriately designed and utilise existing features and vegetation, such as hedgerows and mature trees.

- 6.2.16 The choice of boundary treatments should relate to the wider physical and social context of the surrounding environment and seek to make a positive contribution to the character of the area and the building(s).
- 6.2.17 Where they are adjacent to public space, boundary treatments should be transparent to allow clear views into and out of the site and not hinder vision on the highway, particularly at road junctions.
- 6.2.18 **Bin storage** – Bin storage areas must be well designed and located in relation to properties. They should be located no more than 30 metres from the access roadway and be free from steps and kerbs.
- 6.2.19 Provision should be made for storage and collection of both residual waste and recyclable waste. A compactor could be considered for offices and light industrial developments for residual waste only with separate provision for recycling.
- 6.2.20 **Parking** - Adequate parking should be provided, with areas for service vehicles to park and turn if necessary. Parking areas should include some landscaping features and screening in order to reduce the visual impact. Cycle parking must also be provided along with cycle paths and footpaths in and out of the site. Adequate cycle storage of an appropriate size should be included as part of the development. These standards are set out by Worcestershire County Council Highways Department. Please refer to their specific requirements regarding cycle storage.

### 6.3 Agricultural buildings

- 6.3.1 Successful building design is not just a matter of what a new agricultural building will look like. In the countryside it is important to look beyond that to consider how new development will relate to its landscape setting and its impact on any settlement where it is to be located.

**PD BOX – Some agricultural development can be undertaken via permitted development, although prior approval rather than a full planning application may be required**

- 6.3.2 Buildings for agriculture and forestry are not considered inappropriate development in the Green Belt, however, the preservation of the Green Belt remains of paramount importance to the Council and it is important that the visual amenities of the Green Belt are retained and enhanced through ensuring new buildings are appropriately designed.
- 6.3.3 The following factors should be considered prior to a project being designed and commenced:
  - Grouping;
  - Access;
  - Viewpoints;
  - Skyline;
  - Materials;
  - Colour; and
  - Landscaping.
- 6.3.4 **Grouping** - When seen from a distance it is not the siting of a building which is apparent but its scale in relation to adjacent buildings. Tight clusters of buildings generally look more settled in the landscape than scattered ones. For this reason, new buildings

should form part of a group rather than stand in isolation. The siting of new proposals where there are listed buildings is of particular importance. New development sited within a group of other buildings will also benefit from surveillance and be less vulnerable to crime than if located on a detached site or screened site.

Figure 12

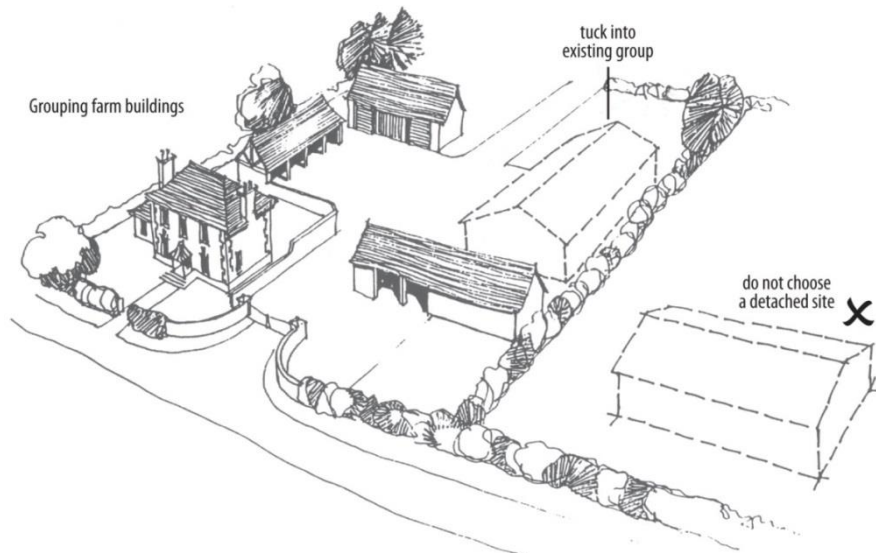


Figure 13

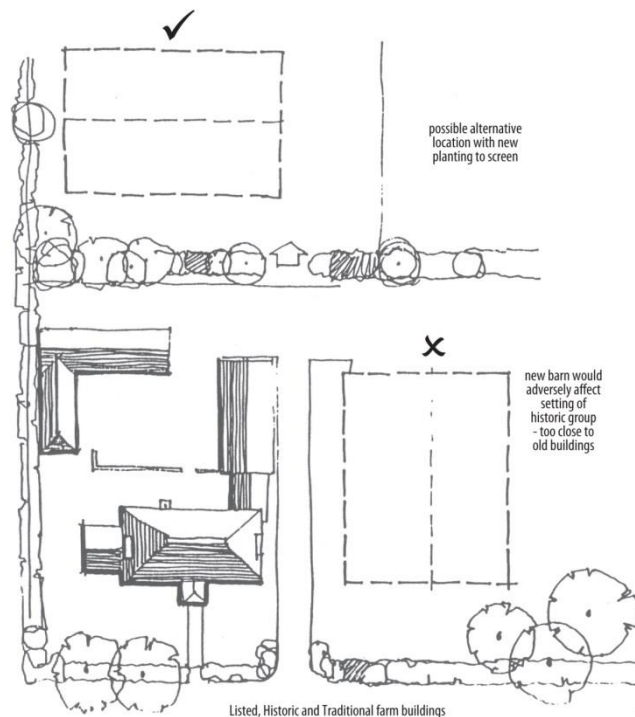
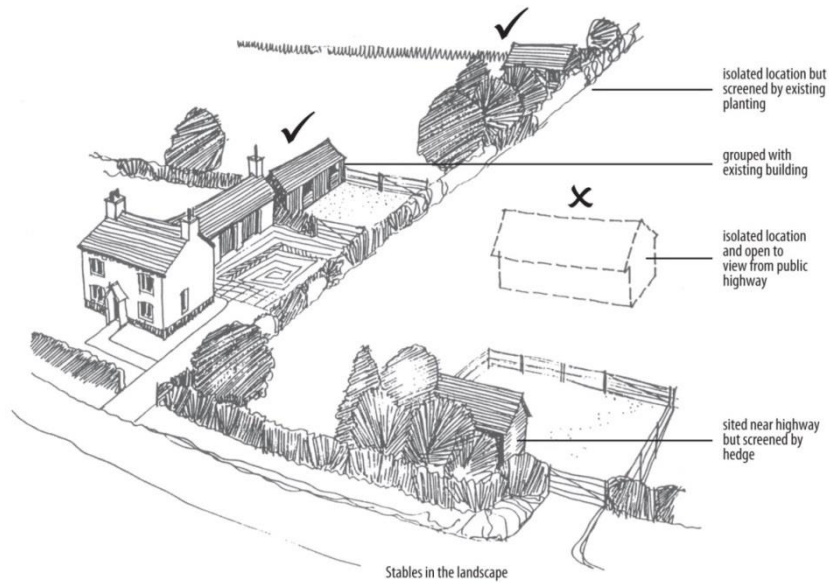


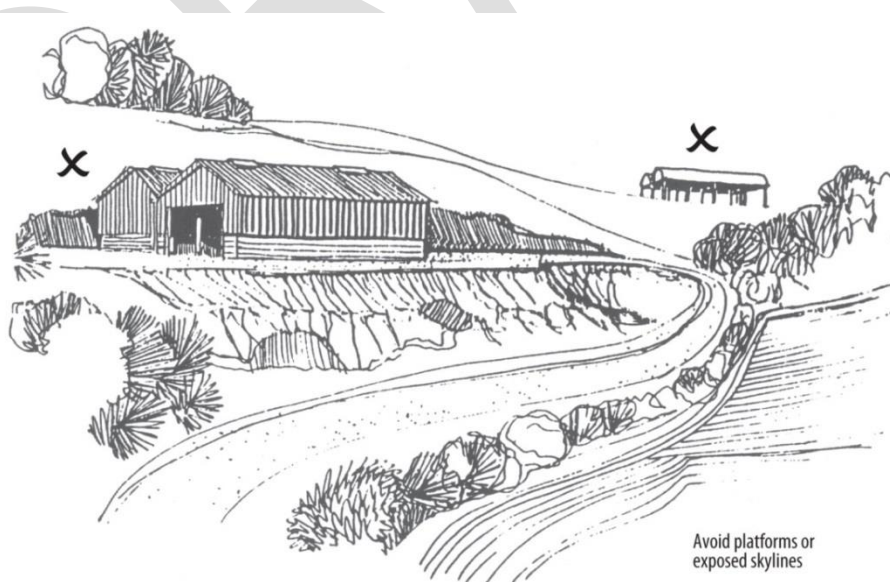
Figure 14



6.3.5 **Access** - New agricultural buildings should be located close to existing accesses or exiting buildings where possible to ensure long tracks and large areas of hardstanding are not required.

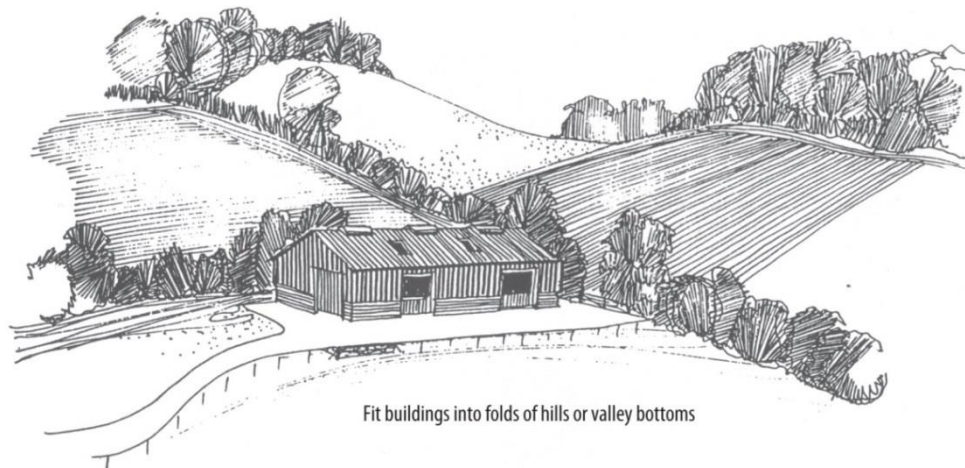
6.3.6 **Viewpoints** - A modern farm building by nature of its scale and materials can form a prominent feature in the landscape. It is important therefore, that views into and out of the site are accounted for.

Figure 15



6.3.7 **Skyline** - New buildings should respond to contours and the natural form of the land by fitting into folds or valley bottoms and avoiding platforms or exposed skylines or ridges.

Figure 16



- 6.3.8 **Materials** - Choice of materials should always take account of the adjacent landscape, buildings, walls and gates. Materials should be appropriate for the purpose. Over engineered buildings will not be permitted.
- 6.3.9 **Colour** - Generally, colours should be 'earth colours' such as browns, greys or greens to reflect local materials e.g. red bricks with a rustic finish. Juniper green (12B29) and Vandyke brown (08B29) are example colours which should be used. There is no need for new buildings to match the colour of existing buildings where they are sited in or nearby existing buildings.

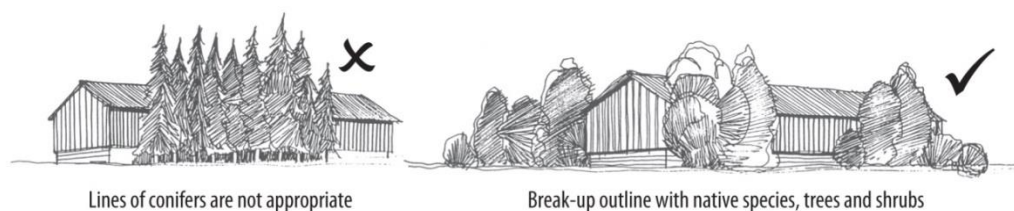
Figure 17



- 6.3.10 **Landscaping** - Landscaping will be encouraged to soften the appearance of agricultural buildings.



Figure 18



- 6.3.11 **Other material considerations** - The effects of noise and smell on nearby dwellings should be taken into account in detailed site and design planning. Agricultural buildings that are domestic in appearance shall be refused.
- 6.3.12 **Physical security standards** – the design and construction of walls, roofs and roof lights, external doorsets, windows, roller shutters and grilles should take into account the guidance issued in the Secured by Design Commercial Developments with a view to the development achieving the SBD Commercial Award.

## 6.4 Equestrian developments

- 6.4.1 The keeping of horses on the smallest scale is likely to require development of some kind and it is rare for equestrian development not to need planning permission.
- 6.4.2 Regardless of the type of development proposed – be it a simple field shelter, stabling or new access and tracks – consideration will need to be given to a number of factors including siting, scale, design, materials, colour and landscaping. Fitting in with the character of the landscape should be a key consideration of the design.
- 6.4.3 The change of use of land, from agricultural to equestrian land may be required. If poorly designed and managed, stabling can contribute to the rapid spread of disease, cause injury and pose significant fire risks.
- 6.4.4 Stables and shelters should be kept to a minimum and consist of only essential facilities, therefore stables should:
- Contain no more than a small tack room/hay store and the number of stables should reflect the number of horses present on the land. They should not be large enough to enable easy conversion to other uses;
  - Have doors a width of 1.25 metres;
  - Have stables a minimum size of 3.65 metres x 3.65 metres (12ft x 12ft) in accordance with the British Horse Society recommendations;
  - Stable height should be between 2.8 metres and 3.3 metres (9ft to 11ft);
  - Be constructed of timber with no more than a single course of brickwork for the stables to sit on;
  - Design floors to ensure good drainage, taking stable waste away from the horse;
  - Include adequate ventilation and air circulation. There should be a good flow of air throughout the building without unnecessary draughts;
  - Be sited as to reduce the amount of hardstanding or track required;

- Be closely related to existing groups for buildings or adjacent to natural screening; and
  - Allow easy access to grazing land.
- 6.4.5 It will be down to the applicant to provide reasonable justification(s) if an application differs to the above.
- 6.4.6 Where a manège is proposed, it should be no larger than 40m x 20m. As a flat surface is needed for a manège it is essential to choose a location where the re-grading of land is limited or not necessary. Manèges should be located close to the corners of a paddock and boundaries and be close to existing buildings and as inconspicuous as possible.
- 6.4.7 Light pollution is a growing concern. External lighting can make a site appear prominent in the landscape and affect the valued sense of rurality. Any planning applications should set out clearly whether or not artificial lighting is proposed, and if so, how light pollution will be minimised. Floodlighting will be strongly resisted.

Figure 19

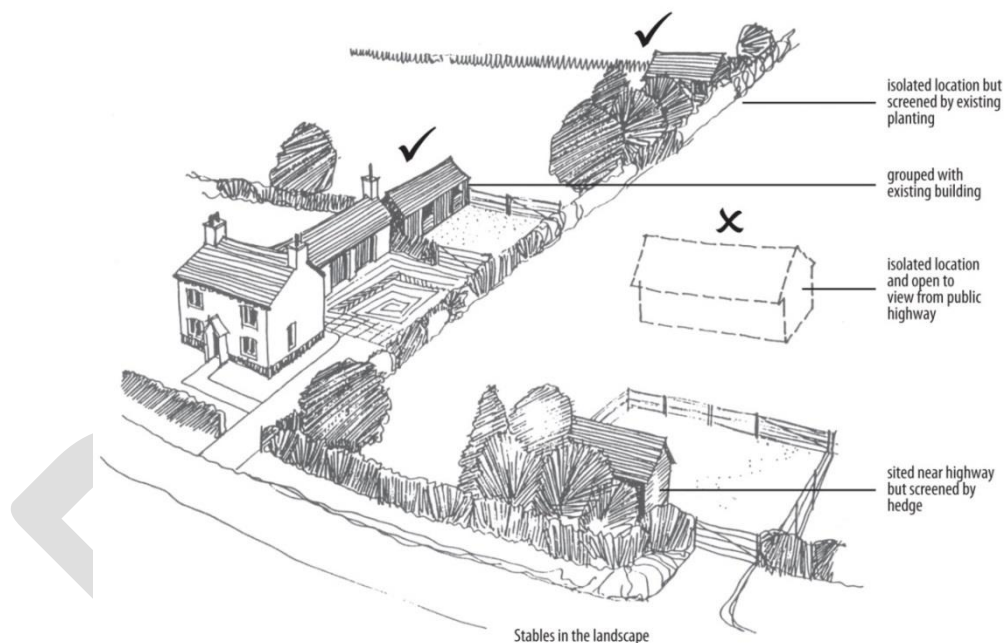
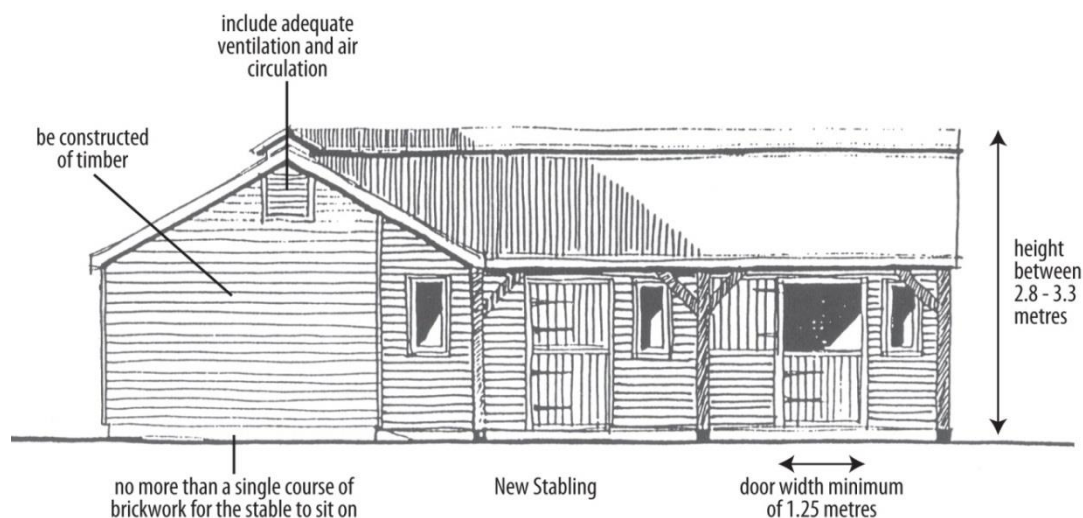


Figure 20



## 6.5 Retail units

- 6.5.1 An emphasis on good quality design enhances the character of a shopping environment, encourages investment and spending and brings benefits to all commercial interests.
- 6.5.2 Retail developments should be located in accordance with the retail hierarchy set out in Policy 30 of BORLP4. Retail proposals that are not in accordance with the retail hierarchy as set out in Policy 30 will not be favourably considered.
- 6.5.3 Retail proposals on the edge of settlements will not be favourably considered unless all other options have been discounted and there is an overwhelming need for retail development.
- 6.5.4 The Council will pay close attention to the outside design of shops such as signage schemes, parking spaces, gradients and design of access pathways, particularly where a retail unit is proposed outside the pedestrianised core of the Town Centre.
- 6.5.5 Adequate bin storage for the size and scale of refuse the unit will create should be provided and be capable of being made secure. Bin storage should ideally be no further than 30 metres from the access road and should be free from steps and kerbs. Provision should be made for storage and collection of both residual waste and recyclable waste. A compactor could be considered for residual waste only with separate provision for recycling. Where retail and residential uses co-exist there needs to be sufficient storage for separate residential and commercial waste storage.

**PD BOX – Certain types of retail uses can be changed to other uses via permitted development subject to certain limitations, restrictions, conditions and in some cases prior notification to the Council.**



## 6.6 Shopfronts

- 6.6.1 Changing a shopfront is often seen as a way to modernize a shop, especially when ownership changes or when the use of a shop alters.
- 6.6.2 Good design need not necessarily be traditional and there are many locations where a well-designed modern shopfront will be acceptable but it must be sympathetic to the building above and the streetscape.
- 6.6.3 The presence of unsympathetic shopfronts already within a host building or features elsewhere within the street is not sufficient argument for the installation of equally unattractive or inappropriate features in a new shopfront. Betterment will be sought in all cases to improve the character and appearance of the street scene and complement and enhance features of the building in question.
- 6.6.4 New and replacement shopfronts must:
- Relate to the building of which it is an integral part;
  - Respect the proportions and architectural detailing of the building;
  - Ensure that the ground floor is not divorced from the rest of the building;
  - Reflect the surrounding character of the area; and
  - Take account of the variation of individual buildings where a shop occupies more than one building and the elevations are of different design.

Figure 21



- 6.6.5 A fascia should state only the name of the trader and, if necessary, the nature of the trade. Unnecessary duplication of a name on a single fascia will not be permitted.
- 6.6.6 The existence of any former unsuitable fascia should not influence the design of a replacement and any new fascia should not be applied over the top of an existing one.
- 6.6.7 New fascias must be of a scale and design in proportion to the design of the shopfront and height of the building as a whole. The fascia must be no higher than the bottom the first floor windowsill above (this includes shops and businesses on upper floors).

Figure 22



6.6.8 In areas where canopies are considered to be acceptable in principle, the following criteria will be applied:

- Traditional matt woven retractable or fan type blinds are preferred. They may be acceptable on listed buildings and in conservation areas but they will not be acceptable where they disrupt the architectural rhythm of unified terraces or street facades or where they obscure architectural detail or features.
- Continental 'Dutch' blinds, often made from shiny plastic are inappropriate in conservation areas and on listed buildings. Their structure obscures the fascia and introduces a dominant shape out of character with the street.
- Canopies and blinds should only be sited at ground floor fascia level.
- The design and siting of a canopy should complement the design of the building, be located within the pilaster and should respect the architectural subdivisions of doors and windows.
- New canopies must reflect any existing canopies on adjacent buildings in order to provide a continuous canopy frontage.
- Advertisements should relate solely to the trade or name of business and lettering on the canopy should be no greater than 150mm in height.
- Canopies and blinds should always retract fully into the fascia and should provide safe and adequate ground clearance (minimum 2.4m above ground floor level).

6.6.9 The Council seeks to resolve potential conflict between the security needs of shopkeepers and the detrimental appearance of shutters on townscape quality. There is no clear security advantage in using solid shutters rather than other security measures. Proposals for solid shutters will not generally be permitted. Ideally, security features should be considered from the outset of shop front design and included as integral parts of a shop front rather than added as an after-thought. A wide range of security products are available that specifically aim to enhance shop front security without detracting from the appearance. These include:

- Laminated glazing;
- Internal window security grilles;
- External removable window security grilles;
- Visually permeable roller shutters (internally or externally mounted)

## Conservation Areas and development on or near to Listed Buildings

- 6.6.10 Extra care will need to be taken within Conservation Areas or on or adjacent to Listed Buildings to ensure that shopfront design does not adversely affect the special character of a Conservation Area or Listed Building and its setting.
- 6.6.11 Conservation Areas are areas of special architectural or historic interest. Development of shopfronts should preserve the special character of a Conservation Area and its setting. It is a legal requirement to pay special attention, in the exercise of planning functions, to the desirability of preserving or enhancing their character or appearance.
- 6.6.12 New traditional shop windows should draw the eye and be of interest, reflect the vertical emphasis of the building above. Window subdivisions, mullions and piers should be used for this purpose.
- 6.6.13 Existing features of traditional shopfronts such as pilasters, fascia's, old ironmongery and fire insurance signs should be retained for their historic interest and aesthetic value. Original fascias should always be retained as they form part of the design of the shopfront.
- 6.6.14 Where traditional shopfronts have previously been removed, these should be reinstated and a similar design used when replacing a shopfront. Traditionally most shopfronts were constructed in softwoods and painted. Occasionally hardwoods were used and finished with a glossy varnish. Hardwoods were never painted.
- 6.6.15 Particular attention will be given to materials in any proposal for a shopfront and no glossy surfaces such as acrylic sheeting or plastic will be permitted on Listed Buildings. The traditional material for shopfronts is timber and its continued use will be desirable in many instances.
- 6.6.16 Sensitive use of colour, respecting the age and setting of a building offers scope to improve the shopping environment and in general rich dark colour or those that are muted in tone give the most suitable background to highlight a window display.

Please note - Proposals within a Conservation Area or on or near a Listed Building should be discussed with the Conservation Officer prior to applications being submitted.

Figure 23

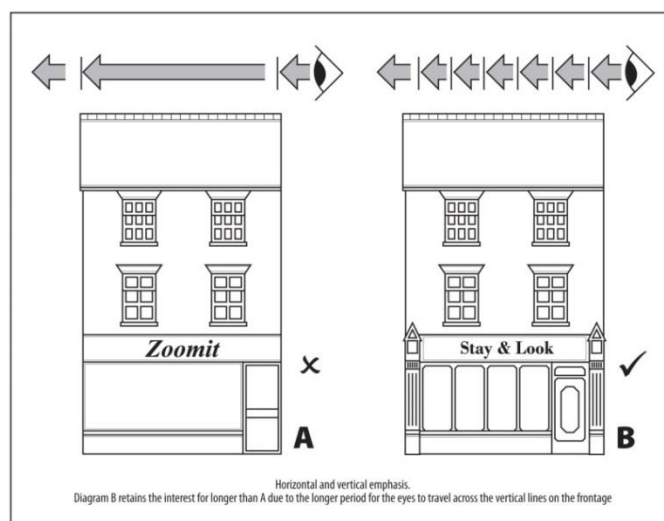


Figure 24

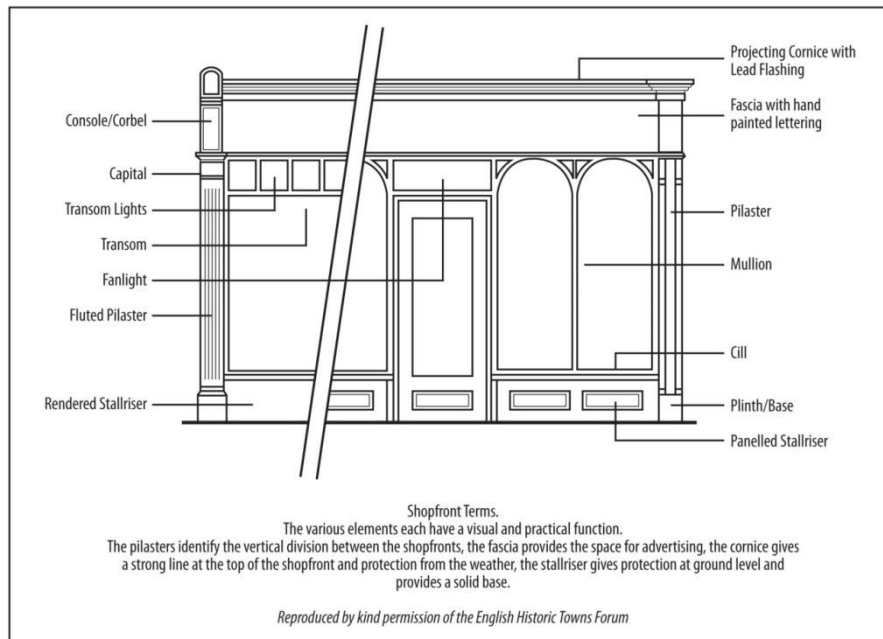
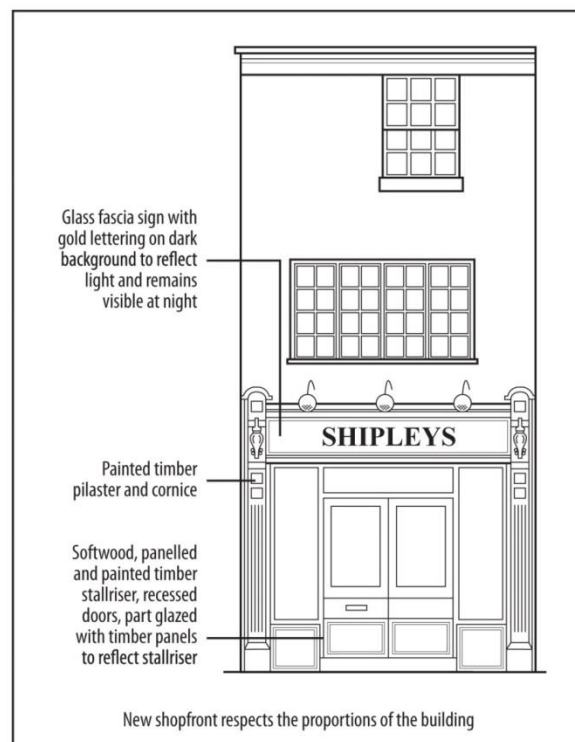


Figure 25



## 7. Advertisements and Signage

### 7.1 Key Considerations

- 7.1.1 Advertisements and signage can make a significant contribution to the character of an area and a shopfront or business. Poorly designed signage can detract from the character of a building and area.
- 7.1.2 Where advertisement consent is required, the council will expect the content of signs to be kept to a minimum.
- 7.1.3 Excessive advertisement should be avoided.
- 7.1.4 The Borough Council will expect corporate advertising to be adapted to fit buildings and townscape, particularly on Listed Buildings and in Conservation Areas.
- 7.1.5 Many advertisements require Advertisement consent, which is similar to planning permission.

*“Poorly placed advertisements can have a negative impact on the appearance of the built and natural environment... Advertisements should be subject to control only in the interests of amenity and public safety, taking account of the cumulative impacts.”*

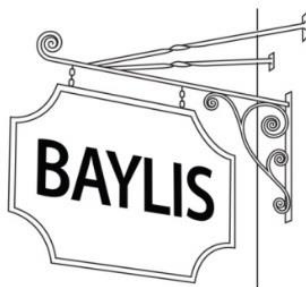
NPPF Parts of Paragraph 67

**DEEMED CONSENT BOX** – A number of types of advertisements and signage have the benefit of deemed consent under the Town and Country Planning (Control of Advertisements) (England) Regulations 2007 (as amended) subject to the standard conditions and the conditions and limitations relating to that advertisement. Deemed consent means that certain types of development which comply can be undertaken without the need for advertisement consent.

### 7.2 Hanging or Projecting Signs

- 7.2.1 Well-designed hanging or projecting signs can add to the character of the area.
- 7.2.2 Hanging and projecting signs should relate to the size and scale of a building and neither appear over intrusive or too small. The materials and colours of the signage should reflect the fascia of a business and respect the character of the area.
- 7.2.3 Projecting signs should generally be in line with the fascia panel and not above the first floor sill level.
- 7.2.4 Traditional hanging signs denoting a trade may be suitable for historic buildings. They should be constructed in metal or wood and be hung from a wrought iron bracket.
- 7.2.5 The Council will not permit more than one projecting or hanging sign per shopfront in order to avoid street clutter and will not normally allow illuminated projecting signs.

Figure 26



### 7.3 Free standing signage

- 7.3.1 Any free standing signs for business premises should be incorporated into a landscaping scheme and should preferably be located near the main site entrance.
- 7.3.2 Signs can include the logo of the business and the name of the business.
- 7.3.3 Appropriate colours should be used so as not to detract from street signage.
- 7.3.4 A proliferation of advertisements, especially on sites fronting main roads and railways, will not be permitted.

### 7.4 Window signs

- 7.4.1 Window signs provide a suitable method of advertising first floor premises.
- 7.4.2 Lettering on window panes of the shared advertising space of the ground floor trader can be used to advertise retail space on higher floors.
- 7.4.3 Lettering should generally be restricted to a maximum height of 0.3 metres (12 inches) unless exceptional circumstances prevail e.g large scale building.

### 7.5 Conservation Areas and Listed Buildings

- 7.5.1 Within Conservation Areas, advertisements and signage should reflect the character and nature of the Conservation Area and be of traditional materials or be traditional in appearance materials.
- 7.5.2 Advertisements on listed buildings will need to reflect the historic nature of the building and be of traditional materials and colours.
- 7.5.3 Illumination will not normally be permitted unless it is halo or down lit, but should be finalised in discussion with a Conservation Officer and the planning department.

## 8. Mixed Use Development

- 8.1 Mixed use developments will need to take into account the guidance in both the Residential Development – Creation of new dwellings and Non-residential Development sections of this High Quality Design SPD.
- 8.2 Mixed use developments should contain an appropriate mix of uses, depending on the location and nature of the proposal and policy requirements in the Borough of Redditch Local Plan No.4.

## **EXECUTIVE**

12<sup>th</sup> December 2017

### **ACQUISITION AND INVESTMENT STRATEGY**

Relevant Portfolio Holder	Councillor John Fisher
Portfolio Holder Consulted	
Relevant Head of Service	Jayne Pickering
Wards Affected	All
Ward Councillor Consulted	None specific
Non-Key Decision	

#### **1. SUMMARY OF PROPOSALS**

- 1.1 Attached at Appendix 1 is an Acquisition and Investment Strategy. Supporting business is incredibly important for Redditch and through the North Worcestershire Economic Development and Regeneration the Council will continue to support new and established businesses to grow
- 1.2 The Acquisition and Investment Strategy seeks to combine the priorities for economic development with the need for financial stability and income generation. The Strategy will provide a resource to promote economic development and a framework to ensure the resources are allocated prudently based on criteria identified in table 1 of the strategy and commercially based on the rates of return identified in table 2.

#### **2. RECOMMENDATIONS**

- 2.1 **The Executive is asked to RECOMMEND to Full Council that:**
  - 2.1.1 **the Acquisition and Investment Strategy be approved;**
  - 2.1.2 **the Corporate Director of Finance and Resources be responsible for identifying suitable opportunities and developing the viability appraisal and business case for the Council; and**
  - 2.1.3 **the Executive have delegated powers to approve business cases and complete acquisitions.**

#### **3. KEY ISSUES**

##### **Financial Implications**

- 3.1 The Acquisitions and Investment Strategy seeks to combine the economic development and commercial approach to generating income to enhance

**EXECUTIVE**12<sup>th</sup> December 2017

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business growth in the Borough. This is a key priority to the Council in the support of the Strategic Purpose “Help me run a successful business”. By ensuring the Council has the ability to be proactive in its investments for businesses it will provide greater opportunities to businesses in the future. The approach is similar to that of other authorities that are active in this area and will also provide an income stream to support other council activities.

- 3.2 There is a restriction in the Strategy to limit the investment portfolio to business cases within the Borough or in locations within Districts that are contiguous to the Borough. Some local authorities have widened this to the Local Enterprise Partnership area and there may be merit in considering this in the future if there is evidence that the Council is missing opportunities.
- 3.3 The Strategy also provides criteria to ensure the Council takes a prudent approach to investment and provides limits based on risk on the amount that can be invested in different categories of investment (see table 1 of the Strategy).
- 3.4 In terms of rate of return the Strategy priorities economic development investment and investments with lower risk through a minimum net rate of return (after borrowing and other costs) of 1.25%. Other projects which would need to have a strong business case would require at least a 2% net rate of return. Table 2 of the Strategy illustrates the calculation behind these rates of return and shows a potential return of £250k (1.25% net rate of return) to £400k (2% net rate of return) based on a £20m Investment Portfolio Fund. The likelihood is that there will be a mix of business cases and some will exceed the minimum requirement.

**Legal Implications**

- 3.5 This report fulfils the Council’s legal obligation under the *Local Government Act 2003* to have regard to both the CIPFA Code and the CLG Guidance.
- 3.6 The use of the General Power of Competence for commercial purpose requires a business case to be developed and approved by the Council. This business case must be a comprehensive statement covering (at least):
  - Business objectives;
  - Investment and other resources required to achieve the objectives;



## **EXECUTIVE**

**12<sup>th</sup> December 2017**

- Any risks the business might face and how significant these risks are; and
- The expected financial results and other relevant outcomes the business is expected to achieve.

### **Service/Operational Issues**

- 3.7 The Acquisition and Investment Strategy will complement the priority for business growth in Redditch as well as seek income generation to help balance the Council budget.

### **Customer/ Equalities and Diversity**

- 3.8 None as a direct result of this report.

## **4. RISK MANAGEMENT**

- 4.1 The Strategy includes a section on the key risks and mitigations. The main risks being:-
- Recession
  - Abortive Costs
  - Interest Rate
  - Knowledge of the market
  - Operational
  - Capacity
  - Change of Government Policy

### **AUTHOR OF REPORT**

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## **Acquisition and Investment Strategy**

### **Background**

1. The Council Plan 2017-2020 identifies economic development within the Borough as one of six priorities the Council intend to focus on. Supporting business is incredibly important for Redditch Borough Economic Development and Regeneration the Council will continue to support new and established businesses to grow.
2. The Council Plan also includes a priority for the financial stability of the Council. At a time of reduced Government support it is essential to look for income generation as well as budget savings.
3. The Acquisition and Investment Strategy combines these two priorities to achieve economic development as well as generate income potential achieved through an Investment Portfolio Fund.

### **The Acquisition and Investment Strategy**

4. The purpose of the Acquisition and Investment Strategy is to guide the use of the Investment Portfolio Fund to make commercial property investments to support economic redevelopment or regeneration in the Borough, achieve income generation and in some cases may be complimentary to the delivery of Council services. An Investment Portfolio Fund of £20m has been designated for the years 2018/19 to 2019/20.
5. Commercial property investment opportunities often arise unexpectedly and it is important to be nimble in order to take advantage of opportunities when they arise. The Council's Corporate Director of Finance and Resources will be responsible for identifying suitable opportunities and developing the viability appraisal and business case for the Council to invest; the Acquisition and Investment Strategy is important to provide a framework to guide the Council in identifying appropriate investment opportunities. Examples of where the Council may need to respond without delay include the traditional route of a selling agent and bidding process, through auctions and even "off market" through direct approaches from prospective sellers who want to circumnavigate the formal marketing process in order to save time and risk of abortive costs. Receivers or administrators of distressed sellers may also seek offers for commercial property assets quickly. The Acquisition and Investment Strategy will provide a systematic assessment investment opportunities so that it is able to move quickly when a compelling opportunity arises.
6. At this stage the Acquisition and Investment Strategy is limited to investment propositions that are within the boundary of Redditch Borough Council or investments that are within the area of Districts that are contiguous to the Borough. Other local authorities have widened the area to include the Local Enterprise Partnership (LEP) and there is merit in considering this option where the objective is purely income generation. As the Council becomes more experienced this may become an option.
7. There will projects where there will a strong business case and this will generate private investor interest. Although the Strategy will allow the Council to participate in these transactions it will have more economic development impact on projects that are unlikely to appeal to the private investor because the returns are lower. The principle principal consideration is to support economic regeneration with an essential

requirement that the business case cover the costs of the Council's borrowing and minimum revenue provision and generated a minimum revenue return.

10. Economic development is defined in its widest sense and will include investments in Bromsgrove that create retail, industrial, office and housing assets including working in partnership with other developers.

### **The Criteria for Investing**

11. It is necessary for the Council to take a prudent approach to the management of its financial affairs and when assessing investments the Council will need to carefully consider the balance of risk and reward and in doing so will consider such factors as the security against loss, the liquidity of the investment, the yield, affordability of the loan repayments, change in interest rates and property values, see table 1 below:-

**TABLE 1**

<b>Criteria</b>	<b>Excellent / very good</b>	<b>Good</b>	<b>Acceptable</b>	<b>Marginal</b>	<b>Unacceptable*</b>
Location	Major prime	Micro prime	Major secondary	Micro secondary	Tertiary
Tenancy strength	Single tenant with strong financial covenant	Single tenant with good financial covenant	Multiple tenants with strong financial covenant	Multiple tenants with good financial covenant	Tenants with poor financial covenant strength
Tenure	Freehold	Lease 125 years plus	Lease between 75 & 125 years	Lease between 10 & 75 years	Lease less than 10 years
Occupiers lease length	Greater than 15 years	Between 10 and 14 years	Between 9 & 6 years	Between 3 & 5 years	Less than 2 years or vacant
Repairing terms*	Full repairing & insuring	Internal repairing - 100% recoverable	Internal repairing - partially recoverable	Internal repairing - non recoverable	Landlord
Building Quality/ Obsolescence	Newly Built	Recently Refurbished	Average condition and likely to continue to be fit for current use for 25+ years	Aged property with redevelopment potential	Nearing end of useful life/ use unlikely to continue when lease expires
Investment size	Between £10m & £15m	Between £5m & £10m	Between £2m & £5m	Between £250k & £2m	Less than £250k

*\* unless there is an overwhelming case for investment that exceeds the Council's expectations*

12. The overall investment value and range of assets acquired needs to represent a good mix and spread of risk, size and location across differing sectors to ensure that the portfolio is resilient to change that might lie outside the Council's control. It is important that the Council maintains an adequate level of reserves and balances to ensure it can manage any down turn in the property market and limit the impact it will have on revenue income.

13. The investment size provides limits on each category with more being allocated to the lower risk categories and lower sums to higher risk categories (but potentially higher yield).

### **Rate of Return**

14. The experience of investment business case development elsewhere indicates that a gross yield of upwards of 5% on the value of the investment will be necessary for the investment to be of interest to the Council, taking into account its borrowing costs and other overheads.

15. The Acquisition and Investment Strategy will require an indicative minimum net return of 1.25%. The minimum rate of return would be limited to business cases meeting the excellent/very good investment criteria in table 1 or having strong economic development grounds and good/acceptable investment criteria. Business cases outside of this will require a net rate of 2% return. These indicative rates are similar to those achieved by the many other Councils with developed property portfolios and whilst modest are thought to be realistic. Officers will continue to modify them based on professional advice and prevailing market conditions. Table 2 illustrates that this could make a contribution towards closing the funding gap of between £250,000 to £400,000 per annum.

16. In considering its costs against a gross return the Council may need to consider any of the following when developing the business case for investing. It is worth noting that they may not all apply to the investment being considered:

- Finders Fees approx. (0.75%)
- Legal Fees approx. (0.5%)
- Survey and Valuation and due diligence fees approx. (0.5%)
- Stamp Duty (5% on freehold purchases over £250K)
- Finance Costs including minimum revenue provision (circa 5%)
- Void Business Rates/Council Tax (tenants should be covering these in occupied units)
- Repairs and maintenance (depending on lease type (probably covered in a service charge)
- Running costs of building, including building management (depending on lease type again probably covered in a service charge)
- Opportunity cost of alternative use or sale of the asset
- Staff Costs to manage the portfolio (non-recoverable)

**TABLE 2**

Rate of Return Requirement	Minimum 1.25% net rate of return	2% rate of return
Basis Investment before Stamp Duty and costs	£18,735,000	£18,375,000
Acquisition Costs at 6.75%	£1,265,000	£1,265,000
<b>Total Investment Fund</b>	<b>£20,000,000</b>	<b>£20,000,000</b>
<b>Rate of Return Calculation</b>		
Financing Costs – Public Works Loans Board (PWLB) @ 3% annuity	£777,000	£777,000
Annuity includes minimum revenue provision requirement		
Administration Costs	£60,000	£60,000
<b>Total Costs</b>	<b>£837,000</b>	<b>£837,000</b>
Net Rate of Return	£250,000	£400,000
Gross Rate of Return Required	£1,087,000	£1,237,000
Gross rate of return on £20m	5.44%	6.19%
Breakeven rate of return	4.19%	4.19%

17. The Council may hold property assets either directly or indirectly. Direct property investment gives the Council full control over the property and responsibility for its management and the business cases brought forward so far for investment are envisaged to be held in this way. Indirect property investment is where the asset is held through an arm's length trading company and will be necessary where the Council holds investments solely for income generation or where that is the most effective way for the Council to act in the private rented housing market. This commercial activity can be authorised through the General Power of Competence under sections 1 and 4, Localism Act 2011. The power does require the Council to act through a company.

### **Selection of Investments**

18. The Council will select investments for the purpose of income generation, economic development (including housing) or a mixture of both. The Council may acquire and hold properties directly or through a trading company; all of these factors will be determined on a business case by case basis. The Council only invest in projects within Redditch Borough Council. The Council may invest in the development of its own assets or acquire assets for development.

19. Investment property acquisitions need to be subject to the agreed parameters of the Council's Acquisition and Investment Strategy and will be led by the Council's Corporate Director of Finance and Resources in consultation with the Corporate Management Team. The initial selection of an asset will be assessed on two main criteria on a pass or fail basis:

I. The Council will need to ensure a satisfactory level of return on its investments and may decide to evaluate purchases on a balance between income yield and economic redevelopment and regeneration. The minimum rate of return of 1.25% will be limited to

business cases meeting the excellent/very good investment criteria in table 1 or having strong economic development grounds and good/acceptable investment criteria. Business cases outside of this will require a net rate of 2% return.

ii. Leases should be classified, for accounting purposes, as an operating lease rather than finance lease, to ensure that all rental income can be treated as revenue income (rather than a mix of capital receipt and revenue income). Operating leases are those where the risks and rewards of ownership are retained by the lessor (the Council) and must meet certain criteria. The main criteria being that the lease term should not be for the major part of the property's economic life unless the price paid is underpinned by the sites redevelopment potential and at the start of the lease; the total value of minimum lease payments (rents) should not amount to a significant proportion of the value of the property.

20. Officers will continue to monitor prevailing market conditions to enable the Council to reserve discretion to acquire assets that may fall outside the investment criteria outlined above if a strong case can be made that the investment provides an exceptional opportunity to promote the Council's strategic priorities.

21. For investments that pass the first two criteria, further evaluation will then be undertaken against a comprehensive set of defined property specific criteria as set out in table 2. The Council will consider these criteria and seek to achieve the appropriate balance of risk and reward proportionate to the size of the investment being considered. The ideal property investment would be a freehold in the town centre, let to a tenant with a strong financial covenant for a long term on a full repairing and insuring lease.

22. It is also important that the Council actively manages the investment portfolio... Such work will include issues include rent collection, service charge calculation and collection, building maintenance, security, dealing with tenants, re-letting empty units, negotiating terms of rent reviews, dilapidation claims and the general miscellany of property management. In terms of strategic management this will fall to the Corporate Director of Finance and Resources to ensure that the portfolio is delivering the investment returns that were envisaged and to always act in the interests of the Council's financial interest which will also include appropriate disposal of investments that are underperforming or no longer meet the Council's objectives, as well as acquisition.

23. The Corporate Director of Finance and Resources will also be responsible for providing regular reports on management issues and the performance of the Council's investment portfolio. The Council's Cabinet and Corporate Leadership Team will receive a report from the Corporate Director of Finance and Resources bi-annually which will update on both the individual asset management plans as well as the overall asset investment portfolio against expectations at the time of purchase and performance against prevailing market conditions. These reports can be made available to other meetings of the Council as required.

### **Risk and Mitigation**

24. In terms of management of risk it is understood that there are inherent risks associated with investments and each business case will be required to identify the risks associated with that investment proposal and the Council will need to balance risk and reward proportionate to the scale of the investment proposed. It is to be expected that some of the risks the Council will be expected to consider will be:

**Recession Risk**

25. There is a risk of the property market going into recession, capital values and rentals can fall as well as rise. Although this not seen as a significant risk at the moment it needs to be factored into long terms decisions. The Acquisitions and Investment Strategy criteria (table 1) will target low risk; low management investments that will better withstand any downturn and remain occupied and attractive to tenants, landlords and investors.

24. Operating as a commercial function will entail making good decisions quickly in order to put offers forward. However, these can be made as conditional offers and contracts for sale need not be exchanged until the full due diligence and the necessary governance procedures have been completed.

**Abortive Cost Risk**

25. Abortive costs will be incurred in making bids that do not succeed, or from choosing (as a result of due diligence) not to continue to exchange of contract. These costs may include feasibility studies, ground investigations, advisers' costs, legal costs, survey fees and Officer time.

26. This risk is inherent to property investment and the focus will be on ensuring that potential problems are identified at the earliest possible stage of each acquisition.

**Interest Rate Risk**

27. The PWLB borrowing rates have been consistently below 3% for some time but the market can change. To mitigate his risk of interest rate change the borrowing required for a business case will be undertaken and fixed at the time the scheme is committed.

28. A change in interest rates would require an update of Table 2 on the gross rates of return.

**Knowledge of the Market Risk**

29. Property investment involves clear risks due to wider economic conditions, which are beyond the control of the Council. However, other property related risks, such as those relating to the condition of the property or complications with leases are more easy to assess and manage.

30. The property market is driven by prompt responses to opportunities that may not be offered on the open market. The Council should be able to increase the potential to be offered access to such opportunities by engaging specialist external advisors. However, the ability to act quickly is critical and the Council will need to use its own knowledge of the Borough, combined with the wider market understanding of (external) specialists, to ensure that it adopts a proactive approach with property owners and specialist property investment agencies.

**Operational Risk**

31. Property management has many inherent operational risks including:-



- Vacancies (voids) in the portfolio will reduce average yield. As well as lost rental income on vacant units, the Council could find itself liable for a share of on-going costs which a tenant would normally pay such as empty property rates.
- Disputes with tenants. Common disputes include ongoing maintenance and repair costs of buildings and the ability to recover those costs from tenants.
- Tenant default, and that financing costs could rise.

32. These risks will be mitigated through the quality of the property and tenant. The criteria in table 1 will allocate most funds to the excellent/very good category.

### **Capacity Risk**

Operating a dynamic property investment function calls on a knowledge base and skill set which the Council does not currently have. Although some relevant expertise does exist within the Council, existing workloads and ongoing projects make it unlikely that this could be released at the level required to support this type of commercial activity.

Nevertheless, in order for Redditch Borough to successfully implement its property investment strategy, it will need access to the type and level of expertise that can support robust and timely decision-making. It is likely that this will be best achieved by contracting with external property investment advisors who will do the following:

- Identify potential investment opportunities and evaluate values.
- Carry out necessary due diligence and advice on risks.
- Prepare individual business cases.
- Undertake commercial negotiations.
- Manage Freehold and leasing arrangements.
- Evaluate prospects for rental growth and capital appreciation.

This use of external advisors will need to be carefully and consistently managed by the Corporate Director of Finance and Resources.

### **Change of Government Policy Risk**

The Council will use the General Power of Competence to undertake the acquisition and investment strategy. There is a risk that the Government could introduce limits to this power. If this was to happen it would restrict future investment, including business cases in progress but is unlikely to be retrospective.

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**Executive  
Committee**12<sup>th</sup> December 2017**FEES AND CHARGES**

Relevant Portfolio Holder	Councillor John Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering , Director of Finance and Resources
Wards Affected	All
Ward Councillor Consulted	No
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

- 1.1 To set out the fees and charges to be levied on services provided by the Council as used as the basis for income targets in the Medium Term Financial Plan 2018/19 – 2021/22.

**2. RECOMMENDATIONS**

- 2.1 It is recommended that Executive consider the fees and charges as included at Appendix 1 and;
- 2.1.1 RECOMMEND to Council the approval of all fees and charges that are included in Appendix 1 which have a proposed increase for 2018/19 over the currently agreed budget assumption of 3.9%.

**RESOLVE that**

- 2.1.2 the fees and charges as presented in Appendix 1 that have no increase for 2018/19 be approved; and
- 2.1.3 the fees and charges as presented in Appendix 1 that have reduced for 2018/19 be approved.

**3. KEY ISSUES****Financial Implications**

- 3.1 The Medium Term Financial Plan has been prepared on the basis that additional income will be generated from fees and charges. The guideline increase provided to Heads of Service was 3.9% in line with RPI. However managers have been asked to look at their fees and charges to review demand and cost.

**Executive  
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- 3.2 It is proposed that the revised fees and charges will be advertised to the public within approved deadlines with a start date of 1<sup>st</sup> January 2018, where an invoice has not already been raised covering the last quarter of the financial year, or as soon as practicable thereafter, dependant upon the notice period required prior to implementation.
- 3.3 There are a number of increases that are in excess of the 3.9% approval which are identified in Appendix 1. The Heads of Service have commented within the Appendix as to the reasons for the increase.

**Legal Implications**

- 3.4 A number of statutes governing the provision of services covered by this report contain express powers or duties to charge for services. Where an express power to charge does not exist the Council has the power under Section 111 of the Local Government Act 1972 to charge where the activity is incidental or conducive to or calculated to facilitate the Council's statutory function.

**Service / Operational Implications**

- 3.5 Monitoring will be undertaken to ensure that income targets are achieved.

**Customer / Equalities and Diversity Implications**

- 3.6 The implementation of the revised fees and charges will be notified in advance to the customer to ensure that all users are aware of the new charges and any concessions available to them.

**4. RISK MANAGEMENT**

- 4.1 There is a risk that if fees and charges are not increased that income targets will not be achieved and the cost of services will increase.

**5. APPENDICES**

Appendix 1 – Fees and Charges

**6. BACKGROUND PAPERS**

**Executive  
Committee****12<sup>th</sup> December 2017**

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None.

**7.    KEY**

None

**AUTHOR OF REPORT**

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# REDDITCH BOROUGH COUNCIL

## Business Transformation

Rounded to the nearest 10p.

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b><u>New Properties</u></b>					
Renaming an existing street (additional £61 for each premise)	251.30	7.04%	17.70	<b>269.00</b>	Assessed the benchmark and identified that a more commercial approach would be to increase by the proposed 7%.
Renaming (where the premise is not also numbered) or re-numbering a premise (additional £24 for each additional adjoining premise)	124.60	6.74%	8.40	<b>133.00</b>	Assessed the benchmark and identified that a more commercial approach would be to increase by the proposed 7%.
*Adding a name of renaming a premise (where the premise is also numbered)	24.70	5.26%	1.30	<b>26.00</b>	Assessed the benchmark and identified that a more commercial approach would be to increase by the proposed 7%.
Additional charge where this includes naming of a building (e.g. block of flats)	62.80	6.69%	4.20	<b>67.00</b>	Assessed the benchmark and identified that a more commercial approach would be to increase by the proposed 7%.
Naming a new street (additional £61 for each premise)	251.30	7.04%	17.70	<b>269.00</b>	Assessed the benchmark and identified that a more commercial approach would be to increase by the proposed 7%.
Naming and numbering new premises (£24 for each additional adjoining premise)	124.60	6.74%	8.40	<b>133.00</b>	Assessed the benchmark and identified that a more commercial approach would be to increase by the proposed 7%.
Confirmation of address to solicitors/conveyancers/occupiers or owners	24.70	5.26%	1.30	<b>26.00</b>	Assessed the benchmark and identified that a more commercial approach would be to increase by the proposed 7%.
Additional charge where this includes naming of a building (e.g. block of flats)	62.80	6.69%	4.20	<b>67.00</b>	Assessed the benchmark and identified that a more commercial approach would be to increase by the proposed 7%.

# REDDITCH BOROUGH COUNCIL

## Customer Access & Financial Support

Roundings to the nearest 10p.

Service Category	charge 1st April 2017 £	%change	increase/ decrease	Proposed charge from 2018 £	Comments
<b><u>Revenues</u></b>					
<b><u>Court Costs</u></b>					
<b>Council Tax</b>					
Summons	56.10	n/a	n/a	56.10	Statutory charge no increase
Liability Order	28.60	n/a	n/a	28.60	Statutory charge no increase
Magistrates Court Fee	3.10	n/a	n/a	3.10	Statutory charge no increase
<b>NNDR</b>					
Summons	56.10	n/a	n/a	56.10	Statutory charge no increase
Liability Order	28.60	n/a	n/a	28.60	Statutory charge no increase
Magistrates Court Fee	3.10	n/a	n/a	3.10	Statutory charge no increase
<b>Property Services (all exclusive of VAT)</b>					
Minor Land Sales Request for Information	47.80	2.80%	1.30	49.10	
Minor Land Sales Full Application	350.10	2.80%	9.80	359.90	
Advertising - Estimated Fee	594.10	2.80%	16.60	610.70	
Surveyors Fees - Estimated Fee	477.40	2.80%	13.40	490.80	



# REDDITCH BOROUGH COUNCIL

## Community Services

Service Category	charge 1st April 2017 £	%change	increase/ decrease	Proposed charge from 2018 £	Comments
<b><u>Private Sector Housing</u></b>					
House Fitness Inspections	114.50	3.90%	4.50	119.00	Based on average time/officer costs of service
Registration of housing in multiple occupation:					
per occupant	94.50	5.82%	5.50	100.00	Based on average time/officer costs assessment
per occupant - subsequent property	81.70				No longer needed (see line above)
Service and Administration of Improvement, Prohibition, Hazard Awareness or Emergency Measures Notices under Housing Act 2004	26.60	12.78%	3.40	30.00	
					Based on officers hourly rate incl oncosts
Enforcement of Statutory Notices, Supervision of Work in Default etc					Based on officers hourly rate incl oncosts
<b><u>Lifeline</u></b>					
Installation Fee - New Charge (Private & HRA)	36.00	38.89%	14.00	50.00	All products are VAT free due to VAT relief exemptions. Analysis has been completed to define that actual cost of a standard installation.
Alarms private user pre April 2004 x 52 weeks*	2.60		0.00	2.60	This unit includes the cost of a sim card. Ideal for those with no landline.
Community Alarm Hire Private/self funder x 52 weeks	3.80	5.26%	0.20	4.00	This price is based upon the use of an OWNFONE Footprint Tracker. Other devices are available and are being trialled which may require a review of this cost. This equipment provides support for service users outside their home.
GSM Alarm Hire - new charge	0.00	0.00%	5.80	5.80	Manufacturers cost + 17% admin fee. To enable access into the property in an emergency.
GPS Tracker Hire - new charge					This line is no longer applicable as covered in the charge below
	0.00	0.00%	6.80	6.80	This line is no longer applicable as covered in the charge below
Key safes types 1 and 2					Based on the actual cost of the product + 17% admin fee. Customer to pay for replacement to reduce losses
Extra pendants - private tenants					
Extra pendants - council tenants					
Replacement Pendant - new charge					
<b>*This is a lifetime set price and cannot be increased</b>					
<b><u>Hire Products</u></b>					

Service Category	charge 1st April 2017 £	%change	increase/ decrease	Proposed charge from 2018 £	Comments
Hire of smoke alarm per week	1.25	4.00%	0.10	1.30	Hire and monitoring fee.
CO2 Detector per week	1.25	4.00%	0.10	1.30	Hire and monitoring fee.
Bogus Caller Panic Button	1.25	4.00%	0.10	1.30	Hire and monitoring fee.
Flood Detector	1.25	4.00%	0.10	1.30	Hire and monitoring fee.
Falls Detector	1.25	4.00%	0.10	1.30	Hire and monitoring fee.
Additional pendant	1.25	4.00%	0.10	1.30	Hire and monitoring fee.
<b><u>Dial a Ride Service</u></b>					
Minibus - single journey	2.50	0.00%	0.00	2.50	increase is bi-annual and in 2017/18 there was a 14% increase
Concessionary fare	2.00	0.00%	0.00	2.00	increase is bi-annual and in 2017/18 there was a 14% increase
<b><u>Shopmobility</u></b>					
					Executive Committee agreed in 2017 to introduce the following charges for the shopmobility service in order to support the future sustainability of the service. No increase for 2018/19 to encourage more users and will be increased bi-annually in line with Dial a Ride.
Annual registration fee	10.00	0.00%	0.00	10.00	as above
Daily Charge (Redditch resident)	2.00	0.00%	0.00	2.00	as above
Daily Charge (Non resident)	3.00	0.00%	0.00	3.00	as above
Escort fee (starting Jan 2018)	2.00	0.00%	0.00	2.00	as above
Pay as you go	5.00	0.00%	0.00	5.00	as above
Wheelchair Hire - per day	5.00	0.00%	0.00	5.00	as above
Wheelchair Hire - per week	20.00	0.00%	0.00	20.00	as above
Wheelchair Hire - per month	70.00	0.00%	0.00	70.00	as above

# REDDITCH BOROUGH COUNCIL

## Corporate

Roundings to the nearest 10p.

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b><u>Photocopying per copy</u></b>					
A4 (black & white)	0.30	0.00%	0.00	0.30	
A4 (colour)	0.40	0.00%	0.00	0.40	
A3 (black & white)	0.40	0.00%	0.00	0.40	
A4 binding	2.00	0.00%	0.00	2.00	
A4 plastic cover	1.30	0.00%	0.00	1.30	
A3 (colour)	0.70	0.00%	0.00	0.70	
A2 (black and white)	0.60	0.00%	0.00	0.60	
A2 (colour)	Variable rate			Variable rate	
A1 (black and white)	1.10	0.00%	0.00	1.10	
A1 (colour)	Variable rate			Variable rate	
A0 (black and white)	2.10	0.00%	0.00	2.10	
A0 (colour)	Variable rate			Variable rate	
<b><u>Other Corporate Charges</u></b>					
Copy P60	5.90	0.00%	0.00	5.90	
Replacement ID badge	5.90	0.00%	0.00	5.90	
Attachment of Earnings per deduction	1.10	0.00%	0.00	1.10	

# REDDITCH BOROUGH COUNCIL

## Environmental Services

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b><u>Bulky Household Waste</u></b>  <p>The Bulky Service operates based on a standard unit price based on size and weight, with collection from the boundary of the property with the public highway. 1 Unit is equivalent to an under unit appliance, and this measure is multiplied up for multiple or larger items and items that cannot be lifted by two people will need to be quoted seperately.</p> <p>Bulky collection - per single unit*  <b>*Dependant on size, these items charged for as a multiple of units.</b></p> <p>Items that are classed by WCC as non domestic waste</p> <p>Bulky collection - two unit*</p> <p>Bulky collection - three unit* (reduced rate for 3 items)  or 10 Black Bags</p> <p>Bulky collection - four items or more  Items not on the boundary of the property</p> <p>The items below to be quoted for individually depending on size, weight and position of collection point:  Garden shed</p> <p>Piano</p>	<p>8.20</p> <p>Quotation</p> <p>16.50</p> <p>21.70</p> <p>21.70</p> <p>Quotation</p> <p>Quotation</p> <p>Quotation</p>	<p>3.66%</p>	<p>0.30</p>	<p>8.50</p> <p>Quotation</p> <p>0.00</p> <p>0.00</p> <p>0.00</p> <p>N/A</p> <p>Quotation</p> <p>N/A</p>	<p>Reworded description</p> <p>Above CPI to reflect increased operating costs</p> <p>Quotations for this material will be linked to national waste disposal costs, as not disposable through WCC as the disposal authority.</p> <p>No longer applicable as charge based on units as above</p> <p>No longer applicable as charge based on units as above</p> <p>No longer applicable as charge based on units as above</p> <p>No longer applicable as charge based on units as above</p> <p>No longer applicable as charge based on units as above</p>

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
Chest Freezer	Quotation			N/A	No longer applicable as charge based on units as above
Large cookers (ranges)	Quotation			N/A	No longer applicable as charge based on units as above
Green Houses	Quotation			N/A	No longer applicable as charge based on units as above
Hazardous oils ( Special collections) because of the distance to dispose of them correctly	Quotation			N/A	No longer applicable as charge based on units as above
over 10x Black bags	Quotation			N/A	No longer applicable as charge based on units as above
Wheels, tyres and other car parts	Quotation			N/A	No longer applicable as charge based on units as above
Mechanically Sweep Private Road / Car Park - Mini Sweeper per Hour	30.00			0.00	
Mechanically Sweep Private Road / Car Park - HGV Sweeper per Hour	50.00			0.00	
Orange sacks each	2.00			0.00	
Garden Waste Collection Service - new charge				45.00	Agreed at £45 for 18/19, hold price at £45 for 19/20 to enable us to attract additional customers.
Garden Waste Set up fee - new charge				20.00	Agreed at £20 for 18/19, hold price at £20 for 19/20 to enable us to attract more customers.
Re-issue of service - new charge				40.00	To recover the additional costs with re-issuing the garden waste service.
<b><u>MOT</u></b>					
Class 4 (car)	Set by VOSA			Set by VOSA	
Class 7 (van)	Set by VOSA			Set by VOSA	
Class 5 vl (minibus)	Set by VOSA			Set by VOSA	
<b>VOSA have yet to set a revised charge.</b>					
<b>Council have agreed that the workshop can increase fee in line with VOSA charges (rounded down to the nearest whole £) as VOSA change them.</b>					
<b><u>Supplies Service</u></b>					
On cost for cash sales	0.27	0.00%	0.00	0.30	
Logs per cubic metre per bag	19.10	0.00%	0.00	19.10	
<b><u>Crematorium/Cemetery</u></b>					
<b>Interment</b>					
Full earth interment under 1 year (non resident only)	0.00			0.00	
Full earth interment under 1 year (Redditch resident)	No Charge			No Charge	
Interment 1 year to 17 (inc) years (non resident only)	0.00			0.00	
Interment 1 year to 17 years (inc) (Redditch Resident)	No Charge			No Charge	

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b>Interment 18 years and over*</b>					
Single Depth	590.00	3.90%	23.00	613.00	
Double Depth	590.00	3.90%	23.00	613.00	
Interment of cremated remains *	196.00	4.08%	8.00	204.00	higher than rpi increase to ensure rounded charge
Interment of cremated remains - non resident under 18 years	No Charge			No Charge	
Interment of cremated remains (Redditch Resident under 18 years only)	No Charge			No Charge	
	82.00	3.66%	3.00	85.00	lower than rpi increase to ensure rounded charge
<b><u>Charges for Burials</u></b>					
<b>Exclusive Right of Burial for 75 years</b>					
In adult size grave	1,485.00	3.91%	58.00	1,543.00	higher than rpi increase to ensure rounded charge
In babies grave	255.00	3.92%	10.00	265.00	higher than rpi increase to ensure rounded charge
In child's grave (4 x 2)	271.00	4.06%	11.00	282.00	higher than rpi increase to ensure rounded charge
In ashes grave	568.00	3.87%	22.00	590.00	lower than rpi increase to ensure rounded charge
<b><u>Extending Rights in existing grave for 25 years</u></b>					
In existing full earth grave	424.00	3.90%	16.50	440.50	
In child's grave	90.00	3.90%	3.50	93.50	
In ashes grave	165.00	3.94%	6.50	171.50	higher than rpi increase to ensure rounded charge
Assignment / Transfer of Exclusive Right	96.00	4.17%	4.00	100.00	higher than rpi increase to ensure rounded charge
Certified copy of entry in Register of Burials	21.00	3.90%	0.80	21.80	
Disinterment of Remains - Cremated Remains	516.00	3.90%	20.10	536.10	
<b><u>Cemetery Memorials</u></b>					
Memorial application administration fee	96.00	4.17%	4.00	100.00	higher than rpi increase to ensure rounded charge
<b><u>Cremation related fees</u></b>					
Direct Cremation 18+ years 08:30am & 08:45am	395.00	3.80%	15.00	410.00	lower than rpi increase to ensure rounded charge
Cremation 17 years and under	No Fee			No Fee	retained the commitment made by members to not charge for child funerals

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
Cremation 18+ years 09:00am Only	495.00	8.08%	40.00	535.00	this is for the 08:30 or 9am service time charges agreed at executive on 15/12/15
Cremation 18+ years 09:30am 10:15 am	555.00	7.21%	40.00	595.00	charges agreed at executive on 15/12/15
Cremation 18+ years 11am onwards	645.00	7.75%	50.00	695.00	charges agreed at executive on 15/12/15
<b>None Resident Cremation Fees</b>					
Cremation 18+ years 9:00 am service only	595.00	6.72%	40.00	635.00	this is for the 08:30 or 9am service time charges agreed at executive on 15/12/15
Cremation 18+ years 09:30am 10:15 am	655.00	6.11%	40.00	695.00	charges agreed at executive on 15/12/15
Cremation 18+ years 11am onwards	745.00	6.71%	50.00	795.00	charges agreed at executive on 15/12/15
Weekday scattering of ashes from other Crematoria	58.00	3.45%	2.00	60.00	lower than rpi increase to ensure rounded charge
Weekend scattering of ashes from other Crematoria	74.00	4.05%	3.00	77.00	higher than rpi increase to ensure rounded charge
Certified extract from Register of Cremations	21.00	4.76%	1.00	22.00	higher than rpi increase to ensure rounded charge
Replacement certificate of cremation	11.00	4.55%	0.50	11.50	higher than rpi increase to ensure rounded charge
Organist's fee	45.00	22.22%	10.00	55.00	price increased in line with supplier increases
Extra Service Time in Chapel	165.00	3.64%	6.00	171.00	lower than rpi increase to ensure rounded charge
Use of chapel for burial service of child 16 or under (not RBC Cemeteries)	228.00	3.95%	9.00	237.00	higher than rpi increase to ensure rounded charge
Use of Chapel for burial service (RBC Cemeteries)	165.00	3.64%	6.00	171.00	lower than rpi increase to ensure rounded charge
Use of Chapel for burial/ memorial service (not RBC Cemetery) 8.30 and 9.00 am	495.00	8.08%	40.00	535.00	in line with lost revenue from cremation service
Use of Chapel for burial/ memorial service (not RBC Cemetery) 9.30 and 10.15 am	555.00	7.21%	40.00	595.00	in line with lost revenue from cremation service
Use of Chapel for burial/ memorial service (not RBC Cemetery) 11.00 am onwards	645.00	7.75%	50.00	695.00	in line with lost revenue from cremation service
Use of chapel for burial service of child 16 or under (RBC Cemeteries)	76.00	3.95%	3.00	79.00	higher than rpi increase to ensure rounded charge
Late arrival at Crematorium (only if service runs into next time slot)	165.00	3.64%	6.00	171.00	lower than rpi increase to ensure rounded charge
Cremation of a body part where the original cremation was elsewhere -	150.00	4.00%	6.00	156.00	higher than rpi increase to ensure rounded charge

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b><u>Caskets</u></b>					
Wooden cremated remains casket	92.70	20.82%	19.30	112.00	Price increase due to supplier increase by 20%
<b><u>Wesley music additional options</u></b>					
CD of chapel service (tbc)	48.00	20.83%	10.00	58.00	Wesley music price increases up by 20% on average
DVD of Chapel service (tbc)	58.00	20.69%	12.00	70.00	Wesley music price increases up by 20% on average
Webcast of Chapel service (tbc)	69.00	20.29%	14.00	83.00	Wesley music price increases up by 20% on average
<b><u>Memorials</u></b>					
Book of Remembrance - Name + 1 line	84.90	5.00%	4.20	89.10	price increased in line with supplier increases
Each additional line in the Book	31.80	5.00%	1.60	33.40	price increased in line with supplier increases
Miniature Book of Remembrance - Name + 1 line	74.30	5.00%	3.70	78.00	price increased in line with supplier increases
Remembrance Card - Name + 1 line	37.20	5.00%	1.90	39.10	price increased in line with supplier increases
Additional lines in miniature and cards	26.60	5.00%	1.30	27.90	price increased in line with supplier increases
Crests - Floral depiction	53.00	5.00%	2.70	55.70	price increased in line with supplier increases
- Badge or other	63.70	5.00%	3.20	66.90	price increased in line with supplier increases
Bench with 10 year lease & top rail engraving (max 40 letters) -	800.00	3.87%	31.00	831.00	lower than rpi increase to ensure rounded charge
Bench with 10 year lease & standard silver plaque (max 60 letters) -	760.00	3.95%	30.00	790.00	higher than rpi increase to ensure rounded charge
Bench replacement plaque - £110.00	110.00	3.65%	4.00	114.00	lower than rpi increase to ensure rounded charge
<b><u>Wall Plaques – Internal</u></b>					
Indoor single (12" x 3") - 5 year lease	179.70	5.00%	9.00	188.70	price increased in line with supplier increases
Indoor single (12" x 3") - 10 year lease	285.80	5.00%	14.30	300.10	price increased in line with supplier increases
Indoor single (12" x 3") - 20 year lease	391.90	5.00%	19.60	411.50	price increased in line with supplier increases
Indoor double (12" x 6") - 5 year lease	285.80	5.00%	14.30	300.10	price increased in line with supplier increases



Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
Indoor double (12" x 6") - 10 year lease	391.90	5.00%	19.60	411.50	price increased in line with supplier increases
Indoor double (12" x 6") - 20 year lease	498.00	5.00%	24.90	522.90	price increased in line with supplier increases
<b><u>Outdoor Wall Plaques</u></b>					
5 year lease	201.00	5.00%	10.10	211.10	price increased in line with supplier increases
10 year lease	307.10	5.00%	15.40	322.50	price increased in line with supplier increases
20 year lease	413.10	5.00%	20.70	433.80	price increased in line with supplier increases
Photo or motif	169.10	5.00%	8.50	177.60	price increased in line with supplier increases
<b><u>Bird Bath Memorial</u></b>					
<b>5 year lease</b>					
Size 1 - small	191.00	5.00%	9.60	200.60	price increased in line with supplier increases
Size 2	212.20	5.00%	10.60	222.80	price increased in line with supplier increases
Size 3	233.40	5.00%	11.70	245.10	price increased in line with supplier increases
Size 4	254.60	5.00%	12.70	267.30	price increased in line with supplier increases
Size 5 - large	275.80	5.00%	13.80	289.60	price increased in line with supplier increases
<b>10 year lease</b>					
Size 1 - small	297.10	5.00%	14.90	312.00	price increased in line with supplier increases
Size 2	318.30	5.00%	15.90	334.20	price increased in line with supplier increases
Size 3	339.50	5.00%	17.00	356.50	price increased in line with supplier increases
Size 4	360.70	5.00%	18.00	378.70	price increased in line with supplier increases
Size 5 - large	381.90	5.00%	19.10	401.00	price increased in line with supplier increases
<b>20 year lease</b>					
Size 1 - small	403.10	5.00%	20.20	423.30	price increased in line with supplier increases
Size 2	424.40	5.00%	21.20	445.60	price increased in line with supplier increases

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
Size 3	445.60	5.00%	22.30	467.90	price increased in line with supplier increases
Size 4	466.80	5.00%	23.30	490.10	price increased in line with supplier increases
Size 5 - large	488.00	5.00%	24.40	512.40	price increased in line with supplier increases
<b><u>Motif</u></b>	106.10	5.00%	5.30	111.40	price increased in line with supplier increases
<b><u>Additional inscription on plaque</u></b>	132.00	5.00%	6.60	138.60	price increased in line with supplier increases
<b><u>Memorial Plaque extension fee 5 years ONLY</u></b>	132.70	5.00%	6.60	139.30	price increased in line with supplier increases
<b>Withdrawn option to extend for 10 and 20 years due to the lack of space and price people will pay</b>					
<b><u>Indoor Memorial Tree</u></b>					
Standard Leaf - 3 year lease - new charge				65.00	New memorial scheme at Redditch Crematorium to allow families to commemorate loved ones in a low cost and innovative way.
Additional Leaves - new charge				45.00	
<b><u>Memorial Vaults - new charges</u></b>					
Double Unit - 20 year lease including first interment and casket					“New above ground burial option for cremated remains which allows families to inscribe the tablet and add photos and badges were appropriate. Allows an alternative to the standard below ground burial options. Costs include the placing of the remains, supply of the casket, office administration and 20 year maintenance costs.”
2nd interment of remains including casket				1,250.00	
Inscribed tablet upto 80 letters				172.00	
Additional Letters (per letter)				140.00	
Standard Motif				4.00	
Photo of 1 person				100.00	
Photo of 2 people				120.00	
Photo of 3 people				190.00	
				245.00	
Other items are available but will be quoted iindividually				QUOTED INDIVIDUALLY	

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Agenda Item 8

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b><u>Memorial Posts - new charges</u></b>					
Memorial plaque - 3 year lease				240.00	New memorial scheme at Redditch Crematorium to allow families to place an inscribed memorial plaque on a post within the grounds.
Motif				45.00	
Replacement Plaque				120.00	
<b><u>Private Memorial Garden -new charge</u></b>					
Including memorial - 20 year lease				1,600.00	“New memorial scheme to allow families a new and innovative way to personalise a small section of our grounds with family tributes and memorials which can span generations. Costs include the construction of the fence surround, membrane and chippings as well as planting and miniature headstone. The lease also cover the 20 year maintenance.”
<b><u>Purchase of memorial plaque (bronze)</u></b>	180.00			180.00	Please note that these charges excludes all orders undertaken relating to remembrance day function which remains free of all charges.
Road Closures - new charge				85.00	
<b><u>Parking Fines PCN's On Street - statutory Set by Statute</u></b>					
Certain Contraventions	70.00			70.00	
If paid within fourteen days	35.00			35.00	
Other Contraventions	50.00			50.00	
If paid within fourteen days	25.00			25.00	
<b>These charges will increase if the charge remains unpaid after the 28 days given on the NTO (Notice to Owner)</b>					

# REDDITCH BOROUGH COUNCIL

## Housing Services

Roundings to the nearest 10p.

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b><u>Dispersed Units</u></b>					
Water charge - per week	4.90	3.90%	0.20	5.10	
Minimum Charge	13.30	3.90%	0.50	13.80	
Maximum Charge	14.30	3.90%	0.60	14.90	
<b><u>Service Charges</u></b>					
Three Storey Flats*	7.00	3.90%	0.30	7.30	No change, pending a review of the cleaning service. as above as above
Woodrow Estate	3.70	3.90%	0.10	3.80	
Evesham Mews	6.10	3.90%	0.20	6.30	
St David's House	26.60	3.90%	1.00	27.60	
Queen's Cottages	26.60	3.90%	1.00	27.60	
Replacement Key Fobs (each)	11.10	3.90%	0.40	11.50	
<b><u>Sheltered Scheme (VAT inclusive)</u></b>					
Use of washing machines	2.50	3.90%	0.10	2.60	The drying machine increase in 2017 wasn't able to be done due to the necessity to have the coinage system replaced to enable the increase which would be a cost of £2,600. This will still be the position in 2018, however, work is being undertaken to consider replacement of the equipment due to age etc.
Use of drying machines					
	2.10	3.90%	0.10	2.20	
Use of guest bedrooms per night	14.80	3.90%	0.60	15.40	
Use of communal lounge	11.10	3.90%	0.40	11.50	
<b><u>St David's House</u></b>					
Heating charge	8.40	3.90%	0.30	8.70	
Water charge	4.20	3.90%	0.20	4.40	
Laundry Charge	6.40	3.90%	0.20	6.60	
<b><u>Mendip House</u></b>					
Gas boiler and cooker F1/B3	9.30	3.90%	0.40	9.70	
Gas boiler and cooker F1/1(B)	11.10	3.90%	0.40	11.50	
<b><u>Bredon House</u></b>					
Gas boiler and cooker F1/1(A)	8.40	3.90%	0.30	8.70	
Gas boiler and cooker F1/1(B)	8.40	3.90%	0.30	8.70	
Gas boiler and cooker F3/BS	8.40	3.90%	0.30	8.70	
Gas boiler and cooker F1/2P	9.50	3.90%	0.40	9.90	

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b><u>Malvern House</u></b> Gas boiler and cooker F1/BS Gas boiler and cooker F1/1 Gas boiler and cooker F1/2  <b><u>Mendip House</u></b> Gas boiler & electric cooker F1/B3 Gas boiler & electric cooker F1/1  <b><u>Bredon House</u></b> Gas boiler & electric cooker F1/1(A) Gas boiler & electric cooker F1/1(B) Gas boiler & electric cooker F3/BS Gas boiler & electric cooker F1/2P	8.50 9.10 9.60  7.80 9.70  6.00 6.10 6.10 6.90	3.90% 3.90% 3.90%  3.90% 3.90%  3.90% 3.90% 3.90% 3.90%	0.30 0.40 0.40  0.30 0.40  0.20 0.20 0.20 0.30	8.80 9.50 10.00  8.10 10.10  6.20 6.30 6.30 7.20	
<b><u>Malvern House</u></b> Gas boiler & electric cooker F1/BS Gas boiler & electric c ooker F1/1 Gas boiler & electric cooker F1/2  <b><u>Garage Rents</u></b> Garages Car Ports Non Council Tenants plus VAT  <b><u>Rechargeable Repairs</u></b> <b>Boarding up a domestic property:</b> Minimum charge Maximum charge <b>Glazing:</b> Minimum charge Maximum charge <b>Lock replacement:</b> Minimum charge Maximum charge <b>Larger repairs (eg door, w/c replacement):</b> Minimum charge Maximum charge <b>Out of Hours call out</b>  <b><u>St Davids House Luncheon Club</u></b> Residents Non Residents (Over 60) (inc VAT) All Others (inc VAT) Drinks	6.20 6.30 7.10  8.40 3.20 10.10  22.90 Full cost  47.80 Full cost  26.60 Full cost  One third Full cost  36.00	3.90% 3.90% 3.90%  3.90% 3.90% 3.90%  3.90% 3.90% 3.90% 3.90%  3.90% 3.90% 3.90% 3.90%	0.20 0.20 0.30  0.30 0.10 0.40  0.90  1.90  1.00  1.40	6.40 6.50 7.40  8.70 3.30 10.50  23.80 Full cost  49.70 Full cost  27.60 Full cost  One third Full cost  37.40	

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b><u>Home Support Service</u></b>					
Weekly well being telephone call	4.00	3.90%	0.20	4.20	
Weekly well being home visit	7.70	3.90%	0.30	8.00	
Weekly Individual Support visiting service	15.30	3.90%	0.60	15.90	
<b><u>Tenants' Support - St David's House/Queen's Cottages</u></b>					
Full Charge	38.00	3.90%	1.50	39.50	
<b><u>Landlords References</u></b>					
Landlords References	55.20	3.90%	2.20	57.40	

REDDITCH BOROUGH COUNCIL

Legal, Equalities and Democratic Services

Roundings to the nearest 10p.

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b><u>Legal Costs</u></b>					
Mortgage Redemption Fee	62.30	3.90%	2.40	64.70	
Second Mortgage questionnaire	42.70	3.90%	1.70	44.40	
Surrender of Garage Lease	71.10	3.90%	2.80	73.90	
Discount questionnaire	32.40	3.90%	1.30	33.70	
Leasehold Questionnaire	75.00	3.90%	2.90	77.90	
Notice of Postponement during Right to Buy	23.70	3.90%	0.90	24.60	
Notice of Postponement post Right to Buy	32.40	3.90%	1.30	33.70	
Re-mortgage	55.60	3.90%	2.20	57.80	
Consent for alterations to former Council house/flat	144.20	3.90%	5.60	149.80	
Retrospective Consent for alterations to former Council house/flat	180.30	3.90%	7.00	187.30	
Garden licence - initial administration fee (plus annual fee)	100.00	3.90%	3.90	103.90	
WayLeave Agreement	150.00	3.90%	5.90	155.90	
Deed of Grant/Easement	351.20	3.90%	13.70	364.90	
* Licence to Assign	351.20	3.90%	13.70	364.90	
* Rent Deposit Deed	351.20	3.90%	13.70	364.90	
* Authorised Guarantee Agreement	351.20	3.90%	13.70	364.90	
* Licence for Alterations	351.20	3.90%	13.70	364.90	
* Licence to Sub-let	351.20	3.90%	13.70	364.90	
* Deed of Variation	351.20	3.90%	13.70	364.90	
* Grant of Lease	475.00	3.90%	18.50	493.50	
* Extended Lease	475.00	3.90%	18.50	493.50	
* Deed of Surrender	351.20	3.90%	13.70	364.90	
 * Please note that each document shall be charged for separately, except where one transaction involves more than two documents, in which case fees will be capped at £765.00					
Tenancy at Will	351.20	3.90%	13.70	364.90	
Renewal of Lease	351.20	3.90%	13.70	364.90	
Minor land sales - legal fees upto the value of £1000	475.00	3.90%	18.50	493.50	
	<b>0.5% of the purchase price, with a minimum charge of £500.00</b>				
Major land sales - legal fees £10000+					
	<b>0.5% of the purchase price, with a minimum charge of £750</b>				
Major land sales - legal fees £50000+					
	<b>0.5% of the release consideration with a minimum of £750</b>				
Deed of release of covenant					
Footpath Diversion Orders	1,936.40	3.90%	75.50	2,011.90	Amend to "Diversion of Footpath under Planning and Highways Acts"
Freehold reversions - admin fee	351.20	3.90%	13.70	364.90	
Copy of lease (up to 25 pages)					
Copies of RTB service charges (up to last three years)					
Extra copies of valuation - S.125 Notice					
<b><u>Section 106</u></b>					
Private Owner	481.50	3.90%	18.80	500.30	
Each additional unit added (up to a maximum of £1,500) *	60.30	3.90%	2.40	62.70	
100% Affordable housing schemes	903.80	3.90%	35.20	939.00	
Deed of Variation **	343.50	3.90%	13.40	356.90	
Fee for agreeing a unilateral undertaking	343.50	3.90%	13.40	356.90	

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<p>* Please note that for complex 106 agreements charges may be calculated based at the Law Society regional rates for legal work to reflect the time taken to complete the negotiations and drafting. Fees calculated under this provision may exceed £1,500 ** This new head of charge is required as variations to S106 agreements were rare but are becoming more frequent and this enables the charge to be published and this enables the charge to be published. The rate is the same as that for a similar type of planning agreement, for consistency.</p> <p><b>LOCAL LAND CHARGES</b></p> <p><b>Search Type</b></p> <p><b>Official Certificate of Search (LLC1) only</b></p> <p><b>CON29R Enquiries of Local Authority (2007)</b></p> <p>- Residential</p> <p>- Commercial</p> <p><b>Standard Search Fee: LLC1 and CON 29R combined</b></p> <p>- Residential</p> <p>- Commercial</p> <p><b>CON 29O Optional enquiries of Local Authority (2007)</b></p> <p>(Questions 5,6,8,9,11,15) per question</p> <p>(Questions 7,10,12,13,14,16-21) per question</p> <p>(Question 22)</p> <p>(Question 4)</p> <p><b>Extra written enquiries (Refer to Worcestershire County Council for Highways enquiries)</b></p> <p><b>Each additional parcel of land (LLC1 and CON29R)</b></p> <p><b>Refresher Search</b></p> <p><b>Expedited (within 48 hrs)</b></p>	<p>26.80</p> <p>98.50</p> <p>140.80</p> <p>125.30</p> <p>167.60</p> <p>12.40</p> <p>6.20</p> <p>24.70</p> <p>13.40</p> <p>48.40</p> <p>22.70</p> <p>39.10</p> <p>30.90</p>	<p>2.80%</p> <p>2.80%</p> <p>2.80%</p> <p>2.80%</p> <p>2.80%</p> <p>2.80%</p> <p>2.80%</p> <p>2.80%</p> <p>2.80%</p> <p>2.80%</p> <p>2.80%</p> <p>2.80%</p> <p>2.80%</p>	<p>0.80</p> <p>2.80</p> <p>3.90</p> <p>3.50</p> <p>4.70</p> <p>0.30</p> <p>0.20</p> <p>0.70</p> <p>0.40</p> <p>1.40</p> <p>0.60</p> <p>1.10</p> <p>0.90</p>	<p>27.60</p> <p>101.30</p> <p>144.70</p> <p>128.80</p> <p>172.30</p> <p>12.70</p> <p>6.40</p> <p>25.40</p> <p>13.80</p> <p>49.80</p> <p>23.30</p> <p>40.20</p> <p>31.80</p>	<p>assessed the benchmark and identified that a more commercial approach would be to increase by 2.8%'</p> <p>Now 2016 not 2007</p> <p>Amend to Qs 9, 10, 18 and 19</p> <p>Amend to Qs 5 - 8, 11 - 17 and 20 - 21</p>



# REDDITCH BOROUGH COUNCIL

## Leisure Services

Roundings are to the nearest 10p.

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b>Palace Theatre</b>					
<u>The following Palace price proposals are for 2018-2019 as the theatre books a minimum of 12 months in advance</u>					
<b>Main Theatre - Fee Per Hour</b>					
Performance / conference including 1 technician. Full lighting and sound systems available. Please see the current Technical Specification. MINIMUM OF 8.5 HOURS					
<b>Mon - Thurs</b>					
Cost	141.00	3.55%	5.00	146.00	Rate deleted in line with new discounted policy giving local groups the 15% discount if they do not reach 65% ticket sales
Disc. Local Community & charity rate (-15%)	120.00				
<b>Fri - Sat</b>					
Cost	159.00	3.14%	5.00	164.00	Rate deleted in line with new discounted policy giving local groups the 15% discount if they do not reach 65% ticket sales
Disc. Local Community & charity rate (-15%)	136.00				
<b>Sun &amp; Bank Holidays</b>					
Cost	212.00	-9.43%	-20.00	192.00	Rate reduced to promote more hirers performing on sundays and inline with being more competitive to other venues Rate deleted in line with new discounted policy giving local groups the 15% discount if they do not reach 65% ticket sales
Disc. Local Community & charity rate (-15%)	180.00				
4 hour block - Monday to Wednesday daytime hires up to 5pm, Saturday up to 1pm and Monday to Wednesday evenings 6pm to 10pm. Local charity or a community group that is a member of the Air partnership only. Subject to negotiation and availability. 1 member of staff only.	332.00	3.61%	12.00	344.00	
For a public performance add the appropriate hourly rate for technical staff / FOH and additional fees.	442.60	3.03%	13.40	456.00	
Rehearsals/Filming: Min 4 Hours - Sundays with 1 technical staff member	120.00	3.33%	4.00	124.00	
Rehearsals/Filming: Min 4 Hours - Monday to Thursdays with 1 technical staff member	95.00	3.16%	3.00	98.00	
<b>Full week hire (including technical, F.O.H manager, and box office for 1 hour up to the start of each performance), Full lighting and sound systems available. Please see the current Technical Specification. See below for additional fees and charges.</b>					
<b>Up to 6 performances including Sunday get in 9am-6pm, Monday 10am-10:30pm, Tues to Sat performances 6-10.30pm and sat Mat 1 - 5pm (Sat until 11pm for get out). 49 hours of hire.</b>					
Cost Per Week	5,422.00	3.02%	164.00	5,586.00	Rate deleted in line with new discounted policy giving local groups the 15% discount if they do not reach 65% ticket sales
Disc. Local Community & charity rate (-15%)	4,630.00				

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<p><b>The Room Upstairs and Bar Lounge (room only, for additional facilities available see below)</b></p> <p>Local Charities and local groups receive the below discount: (The discount will decrease by 1% once sales have reached 65% up to 80% when no discount in the hire fee will be applied. E.g. 76% ticket sales means a 4% discount in the hire fee.)</p> <p>65% and below</p> <p>66% 67% 68% 69% 70% 71% 72% 73% 74% 75% 76% 77% 78% 79%</p> <p>80% and above</p>	<p>15% discount 14% discount 13% discount 12% discount 11% discount 10% discount 9% discount 8% discount 7% discount 6% discount 5% discount 4% discount 3% discount 2% discount 1% discount 0% discount</p>			<p>15% discount 14% discount 13% discount 12% discount 11% discount 10% discount 9% discount 8% discount 7% discount 6% discount 5% discount 4% discount 3% discount 2% discount 1% discount 0% discount</p>	
<p><b>Notes:</b></p> <p>1. Promotion and percentage deal splits to be agreed by Committee and Theatre Manager</p> <p>2. Studio and bar hirer must pay a non-refundable payment of 50 % of the hire fee when booking</p> <p>3. For all daytime studio and bar bookings please speak to the box office team on (01527) 65203</p> <p>4. Additional tech staff show call rate, minimum 4Hrs call</p> <p><b><u>The Room Upstairs Fee Per Hour MINIMUM 4 HOURS</u></b></p> <p>Space Hirer (studio includes use of the sound system)</p> <p>Studio Performance (Thur, Free and Sat evenings 5pm to 10:30pm) inc brochure listing, use of sound ad lighting systems. Additional perf. At £45 per performance.</p>	<p>16.00</p> <p>96.00</p>	<p>6.25%</p> <p>3.13%</p>	<p>1.00</p> <p>3.00</p>	<p>17.00</p> <p>99.00</p>	
<p><b>Arts and performance development activity arrangements are also available. Please contact the Theatre Team To Discuss agreements and availability</b></p> <p>Studio Technician (min 4 hr call)</p> <p>WORKSHOP HIRE - per day (Appropriate certification proof must be shown to use the workshop machinery)</p> <p>Theatre Tours (maximum 25 people per tour) - 1 hour tour</p>	<p>48.00</p> <p>128.00</p> <p>89.00</p>			<p>48.00</p> <p>128.00</p> <p>89.00</p>	
<p><b>Notes:</b></p> <p>1. All new hirers must play a non-refundable deposit of 20% of the hire fee when booking</p> <p>2. For all daytime studio and bar bookings please speak to the box office team on (01527) 65203</p> <p>3. Additional tech staff show call rate, minimum 4hrs call</p> <p><b><u>Additional Charges to all performances</u></b></p> <p>PRS fees (percentage of Net box office takings), unless written notification is provided from PRS then this will be charged (3%)</p> <p>Credit Card Charges (percentage of Net box office takings) (3%)</p> <p>Customer booking fee at box office (max. of £4 for any one booking)</p>	<p>0.03</p> <p>0.03</p> <p>1.00</p>			<p>0.00</p> <p>0.00</p> <p>1.00</p>	

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b><u>Additional charges applicable to all hirer performances</u></b>					
Marketing Bronze Package (see App 5 Publicity & Advertising form for hirers for further info)	140.00			140.00	
Marketing Silver Package (see App 5 Publicity & Advertising form for hirers for further info)	358.00			358.00	
Marketing Gold Package (see App 5 Publicity & Advertising form for hirers for further info)	440.00			440.00	
The Room Upstairs event Listing in the Theatre Brochure for the relevant season, Includes free web site entry on receipt of your marketing	46.00			46.00	
1 month advert on the big screen in the town (subject to availability)	240.10			240.10	
1000 post out mail shot	425.70			425.70	
A0 display front of building per week (max 4 weeks), FCFS	11.20			11.20	
Banner position front of building per week, FCFS	16.40			16.40	
Local press advertisement charged at cost + administration fee at: 10%	0.00			0.00	
Sale of merchandise at Theatre premises. (Percentage taken is gross of merchandise takings) 15 %	0.00			0.00	
Email Marketing to customer email database	30.00			30.00	
<b><u>Additional Facilities / services available</u></b>					
Bar Extension after performance	60.00			60.00	
Orchestra replacement. The company must provide at least two staff to aid refitting of the orchestra PIT after the final performance. If this does not happen, the charge here will be included in your Bill per pit section	20.00			20.00	
Additional cleaning fee where premises are not left in a clean and tidy state. per room	25.00			25.00	
Un-blocking of sinks or toilets (per toilet or sink)	46.00			46.00	
Items hired or purchased from a third party on your behalf (Cost + 10%)	0.00			0.00	
Portable Appliance Testing (PAT), per item	5.00			5.00	
Tea / coffee per head (unlimited drinks per person).	2.00			2.00	
Photo-copying and printing A4 black and white	0.10			0.10	
Photo-copying and printing A4 colour	0.20			0.20	
<b>Additional items available for Hire (please check with the Technical department for availability)</b>					
<b>Star Cloth</b>					
Per Day	76.00			76.00	
Per Week	222.00			222.00	
<b>Black Gauze</b>					
Per Day	39.00			39.00	
Per Week	94.00			94.00	
<b>White Gauze</b>					
Per Day	39.00			39.00	
Per Week	94.00			94.00	
<b>Tab Track</b>					
Per Day	37.00			37.00	
Per Week	91.00			91.00	
<b>Red Tabs</b>					
Per Day	49.00			49.00	
Per Week	149.00			149.00	
<b>Blue Tabs</b>					
Per Day	49.00			49.00	
Per Week	149.00			149.00	
<b>Jem Techno Fog Machine</b>					
Per Day	16.00			16.00	
Per Week	45.00			45.00	
<b>Under-stage Smoke System</b>					
Per Day	42.00			42.00	
Per Week	113.00			113.00	
<b>Haze Machine</b>					

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
Per Day	16.00			16.00	
Per Week	45.00			45.00	
<b>Baby Grand Piano tuning (additional tuning charge at cost)</b>					
Per Day	115.00			115.00	
Per Week	330.00	0.00%	0.00	330.00	
<b>Portable digital piano</b>					
Per Day	32.00	0.00%	0.00	32.00	
Per Week	89.00	0.00%	0.00	89.00	
<b>Technics Key Board</b>					
Per Day	0.00	0.00%	0.00	0.00	
Per Week	0.00	0.00%	0.00	0.00	
<b>Small 1600 to 2400 Lumin Video/ Data Projector</b>					
Per Day	30.00	0.00%	0.00	30.00	
Per Week	85.00	0.00%	0.00	85.00	
<b>Large Video Projector 5000 lumin + (main house only)</b>					
Per Day	130.00	0.00%	0.00	130.00	
Per Week	385.00	0.00%	0.00	385.00	
<b>Laptop</b>					
Per Day	30.00	0.00%	0.00	30.00	
Per Week	85.00	0.00%	0.00	85.00	
<b>Overhead projector (OHP)</b>					
Per Day	11.00	0.00%	0.00	11.00	
Per Week	27.00	0.00%	0.00	27.00	
<b>Portable folding projector screen (approx. 5 feet square)</b>					
Per Day	7.00	0.00%	0.00	7.00	
Per Week	20.00	0.00%	0.00	20.00	
<b>Flip chart stand (Paper and pens are not provided)</b>					
Per Day	8.50	0.00%	0.00	8.50	
Per Week	23.40	0.00%	0.00	23.40	
<b>White board</b>					
Per Day	12.80	0.00%	0.00	12.80	
Per Week	38.20	0.00%	0.00	38.20	
<b>Lectern including microphones and lights</b>					
Per Day	52.00	0.00%	0.00	52.00	
Per Week	154.00	0.00%	0.00	154.00	
<b>Radio Mics (Up to 4 handheld &amp; 10 lapels)-per microphone-See note 2</b>					
Per Day	23.00	0.00%	0.00	23.00	
Per Week	67.00	0.00%	0.00	67.00	
<b>Radio Communications packs (up to 3 available) per pack:</b>					
Per Day	5.30	0.00%	0.00	5.30	
Per Week	13.00	0.00%	0.00	13.00	
<b>Music Stands (each) *</b>					
Per Day	4.00	0.00%	0.00	4.00	
Per Week	10.00	0.00%	0.00	10.00	
<b>Conductor music stand *</b>					
Per Day	5.00	0.00%	0.00	5.00	
Per Week	13.00	0.00%	0.00	13.00	
<b>Metro deck staging sections (2 m x 1 m) inc 18" or 1.5m Legs and skirts if requested</b>					
Per Day	12.00	0.00%	0.00	12.00	
Per Week	25.00	0.00%	0.00	25.00	
<b>1 Metre hand rail section for above Rostra (5 available) (each)</b>					
Per Day	7.00	0.00%	0.00	7.00	
Per Week	15.00	0.00%	0.00	15.00	
* Free to use for Disc. Local Community & charity rate hirers					
<b>Consumables</b>					
Gaffa Tape	8.20	0.00%	0.00	8.20	

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
LX tape	1.60	0.00%	0.00	1.60	
PP3 Battery (each)	3.10	0.00%	0.00	3.10	
AA battery (each)	1.20	0.00%	0.00	1.20	
<b>Additional Staffing</b>					
Additional technical staff per hour @ O/T rate (minimum 4 hour call)	21.60	0.00%	0.00	21.60	
<b>Notes:</b> 1. Extra consumables for equipment can be supplied at cost plus 10% for administration costs. All equipment will be provided with one container. 2. Rechargeable AA batteries suitable for use on Palace Theatre radio microphones and chargers are provided with all Radio Microphones, users must put batteries on charge and return back to the dimmer room after use. Any missing will be charged for at cost + 10% 3. Proof of appropriate certification must be shown to use Workshop machinery. 4. No equipment must be altered or modified in anyway.  5. Any damages to Palace Theatre Property must be paid for and will be re charged to the company at the costs charges to the Palace Theatre including any carriage where necessary.					

**BUILDING CONTROL - VAT AT 20%**

**Explanatory notes:**

1 Before you build, extend or convert a building to which the building regulations apply, you or your agent must submit a Building regulations application.  
The charge you have to pay depends on the type of work, the number of separate properties, or the total floor area.  
You can use the following tables with the current charges regulations to work out the charges. If you have any difficulties, please do not hesitate to call us.

2 The charges are as follows.

Category A: New domestic homes, flats or conversions etc

Category B: Extending or altering existing homes

Category C: Any other project including commercial or industrial projects etc.

Individually determined fees are available for most projects. We would be happy to discuss these with you if you require.

In certain cases, we may agree that you can pay charges in instalments. Please contact us for further discussions.

3 Exemptions and reductions in charges.

a) If your plans have been approved or rejected, you won't have to pay again if you resubmit plans for the same work which has not started, provided you resubmit with 3 years of the original application date.

b) You don't have to pay charges if the work will provide access to a building or is an extension to store medical equipment or provide medical treatment facilities for a disabled person. In order to claim exemption, an application must be supported by appropriate evidence as to the nature of the disabled persons disability. In these regulations, a 'disabled person' is a person who is described under section 29(1) of the National Assistance Act 1948 (as extended by section 8(2) Mental Health Act 1959).

4 You have to pay VAT for all local authority Building Regulation charges, except for the regularisation charge. VAT is included in the attached fees.

5. Regularisation applications are available for cases where unauthorised building work was undertaken without an application. Such work can only be regularised where the work was undertaken after October 1985 and not within the last 6 months. The Authority is not obliged to accept Regularisation applications. Regularisation application fees are individually determined. Please contact us to discuss regularisation application fees.

6. Reversion applications. Where the control of a building project passes from a third party to the Council a reversion application will be required. Reversion application fees are individually determined.

**Other information:**

1 These notes are for guidance only and do not replace Statutory Instrument 2010 number 0404 which contains the full statement of the law, and the Scheme of Recovery of Fees dated April 2014.

2 These guidance notes refer to the charges that you have to pay for building control services within North Worcestershire.

**Telephone payments are accepted. Please contact the relevant payment centre with your address and card details:  
Redditch 01527 64252**

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b><u>TABLE A: STANDARD CHARGES FOR THE CREATION OR CONVERSION TO NEW HOUSING</u></b> <b>1,2,3 or More Properties:</b> Application Regularisation	Please Ring for Quote Please Ring for Quote			Please Ring for Quote Please Ring for Quote	
<b><u>TABLE B: DOMESTIC EXTENSIONS TO A SINGLE BUILDING</u></b> <b>Garage Conversion to habitable room</b> Application Regularisation Additional	Please Contact Us Please Contact Us Please Contact Us			Please Contact Us Please Contact Us Please Contact Us	
<b>Extension project</b> Application Regularisation Additional	Please Contact Us Please Contact Us Please Contact Us			Please Contact Us Please Contact Us Please Contact Us	
<b>All other extensions</b> <b>Loft Conversions</b> <b>Detached garage over</b>	Please Contact Us Please Contact Us			Please Contact Us Please Contact Us	
<b>Electrical works by non-qualified electrician</b> Application Regularisation	Please Contact Us Please Contact Us			Please Contact Us Please Contact Us	
<b>Renovation of thermal element</b> Application	Please Contact Us			Please Contact Us	

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<p>Regularisation</p> <p><b>Installing steel beam(s) within an existing house</b></p> <p>Application</p> <p>Regularisation</p> <p><b>Window replacment</b></p> <p>Application</p> <p>Regularisation</p> <p><b>Installing a new boiler or wood burner etc.</b></p> <p>Application</p> <p>Regularisation</p> <p><b>TABLE C: ALL OTHER WORKS - ALTERATIONS</b></p> <p>£0 +</p> <p><b>For Office or shop fit outs, installation of a mezzanine floor and all other work where the estimated cost exceeds £50,000, please contact the Building Control Office on 01527 881402 for a competitive quote</b></p> <p><b>These charges have been set on the following basis:</b></p> <p>1. That the building work does not consist of, or include innovative or high risk construction techniques and / or duration of the building work from commencement to completion does not exceed 12 months</p> <p>2. That the design and building work is undertaken by a person or company that is competent to carry out the relevant design and building work. If they are not, the building control service may impose supplementary charges.</p> <p><b><u>Building Control – Supplementary Charges</u></b></p> <p>If you are selling a property that has been extended or altered, you need to provide evidence to prospective purchasers that any relevant building work has been inspected and approved by a Building Control Body. That evidence is in the form of a Building Regulations Completion / Final Certificate and / or an Approval or Initial Notice (called the 'authorised documents' in the Home Information Pack Regulations).</p>	<p>Please Contact Us</p> <p>Please Contact Us</p> <p>Please Contact Us</p> <p>Please Contact Us</p> <p>Please Contact Us</p> <p>Please Contact Us</p> <p>Please Contact Us</p> <p>Please Contact Us</p>			<p>Please Contact Us</p> <p>Please Contact Us</p> <p>Please Contact Us</p> <p>Please Contact Us</p> <p>Please Contact Us</p> <p>Please Contact Us</p> <p>Please Contact Us</p>	
<p>Legal entitlement to a Completion Certificate is subject to conditions. In cases where the Council is not told that building work is completed, or the building is occupied without addressing outstanding Building Regulation matters, a certificate is not issued. Despite the best efforts of the Council's Building Control Surveyors, many home owners who undertake building works fail to obtain a Completion Certificate and their application is archived. A fee is payable to re-open archived building regulations applications for the purposes of issuing a completion certificate.</p> <p>Other charges are payable where we are asked to withdraw a Building Regulations application and refund fees, or asked to re-direct inspection fee invoices. Fees are payable in cleared funds before the release of any authorised documents or other actions listed below.</p> <p><b><u>ARCHIVED APPLICATIONS</u></b></p> <p>Process request to re-open archived building control file, resolve case and issue completion certificate</p> <p>Each visit to site in connection with resolving archived building control cases</p> <p><b><u>WITHDRAWN APPLICATIONS</u></b></p> <p>Process request</p> <p>With additional fees of.....</p> <p>Withdraw Building Notice application where no inspections have taken place</p> <p>Withdraw Building Notice application where inspections have taken place</p> <p>Withdrawn Full Plans application without plans being checked or any site inspections being made</p> <p>Withdraw Full Plans application after plan check but before any inspections on site</p>	<p>52.00</p> <p>67.90</p> <p>52.00</p>	<p>0.00%</p> <p>0.00%</p> <p>0.00%</p>	<p>0.00</p> <p>0.00</p> <p>0.00</p>	<p>52.00</p> <p>67.90</p> <p>52.00</p>	

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
Withdraw Full Plans application after plan check and after site inspections made					
<b><u>RE-DIRECT INSPECTION FEES / ISSUE COPY DOCUMENTS</u></b> Process request to re-invoice inspection fee to new addressee Optional Consultancy Services	52.00 Please Contact Us	0.00%	0.00 Please Contact Us	52.00 Please Contact Us	
<b><u>Charges note</u></b>  Under the Building (Local Authority Charges) Regulations 2010 local authority building control is not permitted to make a profit or loss. The service is to ensure full cost recovery and no more. Any surplus or loss made against expenditure budgets is to be offset against the following years fees and charges setting. This draft set of fees and charges reflects the surplus income projected to have arisen by the end of 13/14 across the shared service. In addition, the level of competition from the private sector needs to continually defended against therefore it is proposed to curtail both the extent of fee categories published and to make extensive use of the fact that legislation now allows local authorities to offer site specific quotations for building regulations applications. In addition expenditure of the service has reduced since the creation of a shared service resulting in a reduction in the hourly rate charged by the service.					
<b><u>DEVELOPMENT PLAN DOCUMENTS</u></b>					
<b><u>Previous Local Plans</u></b>					
<b>Borough of Redditch Local Plan No.1:</b>					
Written statement and proposals map	10.80	0.00%	0.00	10.80	
<b>Borough of Redditch Local Plan No.2:</b>		0.00%			
Written statement and proposals map	27.90	0.00%	0.00	27.90	
Inspectors Report (1993 & 1995)	6.40	0.00%	0.00	6.40	
<b><u>Local Development Framework Documents (LDF)</u></b>					
<b>Borough of Redditch Local Plan No.3:</b>					
Written statement and proposals map	68.30	0.00%	0.00	68.30	
Inspectors Report	33.90	0.00%	0.00	33.90	
Local Development Scheme (LDS)	20.30	0.00%	0.00	20.30	
Statement of Community Involvement (SCI)	20.30	0.00%	0.00	20.30	
Scoping Report for Development Plan Documents	20.30	0.00%	0.00	20.30	
<b><u>Monitoring Documents</u></b>					
Housing Commitments in Redditch Borough since 1 April 1996	33.30	0.00%	0.00	33.30	
Housing Completions on Large and Small Sites in Redditch Borough since 1 April 1996	33.30	0.00%	0.00	33.30	
Replacement Dwellings Monitoring since 1 April 1996	33.30	0.00%	0.00	33.30	
Annual Commitments & Completions on Small Windfall Sites since 1 April 1996	33.30	0.00%	0.00	33.30	
Provision of Affordable Housing since 1 April 1996	33.30	0.00%	0.00	33.30	
Employment Land Supply in Redditch Borough since 1 April 1996	33.30	0.00%	0.00	33.30	
Annual Monitoring Report	33.30	0.00%	0.00	33.30	
<b><u>Other Documents</u></b>					
Feckenham Housing Needs Assessment	6.60	0.00%	0.00	6.60	
Redditch Housing Needs Assessment	13.30	0.00%	0.00	13.30	
Residential Urban Capacity Study	45.60	0.00%	0.00	45.60	
Open Space Needs Assessment	45.60	0.00%	0.00	45.60	
Schedule of Buildings of Local Interest	32.30	0.00%	0.00	32.30	
North West Redditch Master Plan Documents					
- Report	19.70	0.00%	0.00	19.70	
- Transport Report Appendix	13.30	0.00%	0.00	13.30	
- Landscape Appendix	1.50	0.00%	0.00	1.50	



Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments	
<b><u>Supplementary Planning Documents/ Guidance</u></b>						
Affordable Housing Provision (2000)	19.70	0.00%	0.00	19.70		
Encouraging Good Design	19.70	0.00%	0.00	19.70		
General Mobility Housing - Design Standards	6.20	0.00%	0.00	6.20		
General Mobility Housing - Needs Assessment	3.30	0.00%	0.00	3.30		
Employment Land Monitoring (SPG)	19.70	0.00%	0.00	19.70		
All new Supplementary Planning Documents (SPD's)	19.70	0.00%	0.00	19.70		
<b><u>Development Management Charges</u></b>						
High Hedge Complaints	595.10	0.00%	0.00	595.10		
High Hedge Complaints - concession	237.60	0.00%	0.00	237.60		
<b><u>Residential Development/ Development Site Area/Proposed Gross Floor Area</u></b>						
<b>1-4 dwellings / less than 0.5 ha</b>	306.60	0.00%	0.00	0.00	new charging structure below	
Additional Meetings (after first three)	122.10	0.00%	0.00	0.00		
<b>5-9 dwellings / 0.6-0.99ha</b>	616.40	0.00%	0.00	0.00		
Additional Meetings (after first three)	122.10	0.00%	0.00	0.00		
<b>10-49 dwellings / 1.0-1.25ha</b>	1,230.60	0.00%	0.00	0.00		
Additional Meetings (after first three)	615.30	0.00%	0.00	0.00		
<b>50-199 dwellings / 1.26 - 2.0ha</b>	2,461.30	0.00%	0.00	0.00		
Additional Meetings (after first three)	910.20	0.00%	0.00	0.00		
<b>200+ dwellings / more than 2ha</b>	3,690.90	0.00%	0.00	0.00		
Additional Meetings (after first three)	1,230.60	0.00%	0.00	0.00		
<b><u>Residential Development/ Development Site Area/Proposed Gross Floor Area</u></b>						
<b>1* Dwelling</b>	0.00	0.00%	200.00	200.00	The Council already charges a pre application fee for residential developments over a certain size. Charging for larger employment pre applications (greater than 1 hectare) would be a more commercial approach for charging.	
<b>2 - 4 Dwellings</b>	0.00	0.00%	300.00	300.00		
<b>5 - 9 Dwellings</b>	0.00	0.00%	600.00	600.00		
<b>10 - 49 Dwellings</b>	0.00	0.00%	1,200.00	1,200.00		
<b>50 - 99 Dwellings</b>	0.00	0.00%	2,200.00	2,200.00		
<b>100 - 199 Dwellings</b>	0.00	0.00%	3,000.00	3,000.00		
<b>200+ Dwellings</b>	0.00	0.00%	4,000.00	4,000.00		
* includes one-for-one replacements						
<b>Non-residential development (floor space)</b>						
<b>Floor area is measured externally</b>						
<b>Less than 500sqm</b>	0.00	0.00%	0.00	0.00	With respect to Changes of Use if the development is a change to create dwellings the charge will be for the number of dwellings created. If the change is to another use the charge will be based on the floor area created or the site area involved if there are no building operations proposed. There is no charge of Advertisement schemes, variation or removal of conditions, car parks & roads or for certificates for lawfulness. All fees are inclusive of VAT. (at 20%)	
<b>500 - 999sqm</b>	0.00	0.00%	500.00	500.00		
<b>1000 - 1999sqm</b>	0.00	0.00%	1,000.00	1,000.00		
<b>2000 - 4999sqm</b>	0.00	0.00%	2,000.00	2,000.00		
<b>5000 - 9999sqm</b>	0.00	0.00%	2,500.00	2,500.00		
<b>10,000sqm or greater</b>	0.00	0.00%	3,000.00	3,000.00		
<b>Non-residential development (site area) where no building operations are proposed</b>						
<b>Less than 0.5ha</b>	0.00	0.00%	300.00	300.00		
<b>0.5 - 0.99ha</b>	0.00	0.00%	600.00	600.00		
<b>1 - 1.25ha</b>	0.00	0.00%	1,000.00	1,000.00		
<b>1.26 - 2ha</b>	0.00	0.00%	2,000.00	2,000.00		
<b>2ha or greater</b>	0.00	0.00%	3,000.00	3,000.00		

Service Category	charge 1st April 2017 £	%change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b>Fee Concessions</b> Some pre-application advice will still be provided free of charge. For example where the development is for the direct benefit of a disabled person (and as such there would be no fee incurred to make the planning application) or where works relate to a listed building. Some advice is provided at a reduced or concessionary rate. If the proposal is being submitted by or is for the benefit of a Parish Council or other Local Authority, then the appropriate fee is reduced by 50%. In addition if the scheme relates to a solely affordable housing scheme, the Applicant is a Registered Social Landlord or Housing Association the fee for pre application advice would also be reduced by 50%.					
<b>Business Centres</b> <b>Fax - Outgoing</b> UK 0.90 0.00% 0.00 0.90 Europe & Eire 1.80 0.00% 0.00 1.80 North America 2.00 0.00% 0.00 2.00 Other 2.90 0.00% 0.00 2.90 <b>Fax - Incoming</b> 0.60 0.00% 0.00 0.60 <b>Secretarial</b> - minimum charge 10.70 0.00% 0.00 10.70 - charge per hour 13.10 0.00% 0.00 13.10 <b>Postal Address Facility - per month</b> 47.00 0.00% 0.00 47.00 <b>Telephone Divert:</b> 0.00 Normal - per quarter 120.20 0.00% 0.00 120.20 Gold - per quarter 227.30 0.00% 0.00 227.30 <b>Photocopying:</b> A4 single side 0.10 0.00% 0.00 0.10 A4 double side 0.20 0.00% 0.00 0.20 A3 single side 0.30 0.00% 0.00 0.30 A3 double side 0.30 0.00% 0.00 0.30 <b>Photocopying:</b> A4 single side - non tenants 0.20 0.00% 0.00 0.20 <b>Conference Room (per hour):</b> Rubicon Tenants 10.70 0.00% 0.00 10.70 Rubicon Non Tenants 21.30 0.00% 0.00 21.30 Greenlands Tenants 12.10 0.00% 0.00 12.10 Greenlands Non Tenants 24.00 0.00% 0.00 24.00					

**REDDITCH BOROUGH COUNCIL**

**Regulatory Services**

Roundings are to the nearest 10p.

Service Category	charge 1st April 2017 £	%Change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b>TAXI LICENSING</b>					
- Hackney Carriage Vehicle Licence per annum ( charge excludes vehicle testing)	258.65	0.00%	0.10	258.70	
- Hackney Carriage Driver's Licence - 1 Year	58.60	0.00%	0.00	58.60	
- Hackney Carriage Driver's Licence - 3 Year	144.00	0.00%	0.00	144.00	
- Private Hire Operator's Licence - 1 Year					
- (1 vehicle)	164.00	0.00%	0.00	164.00	
- per each additional vehicle	16.40	0.00%	0.00	16.40	
- Private Hire Operator's Licence - 3 Year (1 Vehicle)	394.00	0.00%	0.00	394.00	
- Private Hire Operator's Licence - 5 Year (1 Vehicle)	624.00	0.00%	0.00	624.00	
- Private Hire Driver Licence - 1 Year	58.60	0.00%	0.00	58.60	
- Private Hire Driver Licence - 3 Year	144.00	0.00%	0.00	144.00	
- Dual Hackney Carriage and Private Hire Driver's Licence - 1 Year	83.00	0.00%	0.00	83.00	
- Dual Hackney Carriage and Private Hire Driver's Licence - 3 Year	200.00	0.00%	0.00	200.00	
- Knowledge test	20.00	0.00%	0.00	20.00	
- Administration Charge - new applications	35.00	0.00%	0.00	35.00	
- Transfer of plate - per transfer	48.00	0.00%	0.00	48.00	
- Replacement Vehicle Plates	20.00	0.00%	0.00	20.00	
- Replacement Driver's Badge (card)	11.00	0.00%	0.00	11.00	
- Amendment to paper licence - eg change of address	10.50	0.00%	0.00	10.50	
- DVLA Enquiry - Electronic	6.00	0.00%	0.00	6.00	
- DVLA Enquiry - Paper	11.00	0.00%	0.00	11.00	
- CRB Disclosure	53.00	0.00%	0.00	53.00	
<b>GENERAL LICENSING</b>					
- Annual Street Trading Consent - Food - Initial - per annum	1,418.00	0.00%	0.00	1,418.00	
- Annual Street Trading Consent - Food - Renewal - per annum	1,301.00	0.00%	0.00	1,301.00	
- Annual Street Trading Consent - Non Food - Initial - per annum	1,183.00	0.00%	0.00	1,183.00	
- Annual Street Trading Consent - Non Food - Renewal - per annum	1,064.00	0.00%	0.00	1,064.00	
- Animal Boarding - Initial	120.00	5.00%	6.00	126.00	To reflect cost increases
- Animal Boarding - Renewal	120.00	5.00%	6.00	126.00	To reflect cost increases
- Animal Boarding - Vet fees/Animal welfare visit if applicable charged at cost	Recharged at cost			Recharged at cost	
- Dog Breeding - Initial	120.00	5.00%	6.00	126.00	To reflect cost increases
- Dog Breeding - Renewal	120.00	5.00%	6.00	126.00	To reflect cost increases
- Dog Breeding - Vet fees/Animal welfare visit if applicable charged at cost	Recharged at cost			Recharged at cost	
- Dangerous Wild Animals - Initial	190.00	5.00%	9.50	199.50	To reflect cost increases
- Dangerous Wild Animals - Renewal	190.00	5.00%	9.50	199.50	To reflect cost increases
- Dangerous Wild Animals - Vet fees/Animal welfare visit if applicable charged at cost	Recharged at cost			Recharged at cost	
- Pet Shops - Initial	120.00	5.00%	6.00	126.00	To reflect cost increases
- Pet Shops - Renewal	120.00	5.00%	6.00	126.00	To reflect cost increases
- Pet Shops - Vet fees / Animal welfare visit if applicable charged at cost	Recharged at cost			Recharged at cost	
- Riding Establishments	190.00	5.26%	10.00	200.00	To reflect cost increases
- Riding Establishment - Vet fees / Animal welfare visit if applicable charged at cost	Recharged at cost			Recharged at cost	
- Control of Sex Establishments	979.00	0.00%	0.00	979.00	
- Zoo - Initial	120.00	5.00%	6.00	126.00	To reflect cost increases
- Zoo - Renewal	120.00	5.00%	6.00	126.00	To reflect cost increases
- Zoo - Vet fees/Animal welfare visit if applicable charged at cost	Recharged at cost			Recharged at cost	
<b>Acupuncture, Tattooing, Ear Piercing and Electrolysis</b>					

Service Category	charge 1st April 2017 £	%Change	increase/ decrease £	Proposed charge from 2018 £	Comments
- Premises	130.00	0.00%	0.00	130.00	
- Practitioners	85.00	0.00%	0.00	85.00	
<b>Scrap Metal Dealers Act 2013</b>					
- Site Licence (New)	290.00	0.00%	0.00	290.00	No increase - Countywide fee
Per Additional Site	150.00	0.00%	0.00	150.00	No increase - Countywide fee
- Collectors Licence (New)	145.00	0.00%	0.00	145.00	No increase - Countywide fee
- Site Licence (Renewal)	240.00	0.00%	0.00	240.00	No increase - Countywide fee
Per Additional Site	150.00	0.00%	0.00	150.00	No increase - Countywide fee
- Collectors Licence (Renewal)	95.00	0.00%	0.00	95.00	No increase - Countywide fee
- Variation of Licence	65.00	0.00%	0.00	65.00	No increase - Countywide fee
- Copy of Licence (if lost or stolen)	25.00	0.00%	0.00	25.00	No increase - Countywide fee
<b>ENVIRONMENTAL HEALTH</b>					
<b><u>Dog Warden</u></b>					
- Penalty (statutory fee)	25.00	0.00%	0.00	25.00	
- Kennelling Fee - £13.50 per day or part day	13.50	0.00%	0.00	13.50	
- Kennelling Fee for dangerous dog by breed or behaviour- £20 per day	16.00	25.00%	4.00	20.00	Cost increase to reflect cost recovery charges.
- Admin charge	10.00	50.00%	5.00	15.00	Cost increase to reflect cost recovery charges.
- Levy for out of hours	31.00	12.90%	4.00	35.00	
- Repeat offence levy	25.00	0.00%	0.00	25.00	
<b>GAMBLING FEES</b>					
<b><u>Premises Licence Fees - Discretionary</u></b>					
<b><u>Bingo Premises</u></b>					
- Grant	2,128.00	0.00%	0.00	2,128.00	
- Annual Fee	626.00	0.00%	0.00	626.00	
- Variation	1,064.00	0.00%	0.00	1,064.00	
- Transfer	730.00	0.00%	0.00	730.00	
- Application for Provisional Statement	2,128.00	0.00%	0.00	2,128.00	
- Licence Application (Provisional Statement Holders)	730.00	0.00%	0.00	730.00	
- Copy of Licence	25.00	0.00%	0.00	25.00	Statutory charge - cannot be above £25
- Notification of Change	50.00	0.00%	0.00	50.00	Statutory charge - cannot be above £50
- Re-instatement Fee	730.00	0.00%	0.00	730.00	
<b><u>Adult Gaming Centre</u></b>					
- Grant	1,216.00	0.00%	0.00	1,216.00	
- Annual Fee	626.00	0.00%	0.00	626.00	
- Variation	626.00	0.00%	0.00	626.00	
- Transfer	730.00	0.00%	0.00	730.00	
- Application for Provisional Statement	1,216.00	0.00%	0.00	1,216.00	
- Licence Application (Provisional Statement Holders)	730.00	0.00%	0.00	730.00	
- Copy of Licence	25.00	0.00%	0.00	25.00	Statutory charge - cannot be above £25
- Notification of Change	50.00	0.00%	0.00	50.00	Statutory charge - cannot be above £50
- Application by Re-instatement	730.00	0.00%	0.00	730.00	
<b><u>Family Entertainment Centre</u></b>					
- Grant	1,216.00	0.00%	0.00	1,216.00	
- Annual Fee	578.00	0.00%	0.00	578.00	
- Variation	626.00	0.00%	0.00	626.00	
- Transfer	608.00	0.00%	0.00	608.00	
- Application for Provisional Statement	1,216.00	0.00%	0.00	1,216.00	
- Licence Application (Provisional Statement Holders)	608.00	0.00%	0.00	608.00	
- Copy of Licence	25.00	0.00%	0.00	25.00	Statutory charge - cannot be above £25
- Notification of Change	50.00	0.00%	0.00	50.00	Statutory charge - cannot be above £50
- Application by Re-instatement	596.00	0.00%	0.00	596.00	

Service Category	charge 1st April 2017 £	%Change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b><u>Betting Premises (excluding tracks)</u></b>					
- Grant	1,817.00	0.00%	0.00	1,817.00	
- Annual Fee	364.00	0.00%	0.00	364.00	
- Variation	908.00	0.00%	0.00	908.00	
- Transfer	727.00	0.00%	0.00	727.00	
- Application for Provisional Statement	1,817.00	0.00%	0.00	1,817.00	
- Licence Application (Provisional Statement Holders)	727.00	0.00%	0.00	727.00	
- Copy of Licence	25.00	0.00%	0.00	25.00	Statutory charge - cannot be above £25
- Notification of Change	50.00	0.00%	0.00	50.00	Statutory charge - cannot be above £50
- Application by Re-instatement	730.00	0.00%	0.00	730.00	
<b><u>Betting Premises (Including Tracks)</u></b>					
- Grant	1,817.00	0.00%	0.00	1,817.00	
- Annual Fee	364.00	0.00%	0.00	364.00	
- Variation	908.00	0.00%	0.00	908.00	
- Transfer	727.00	0.00%	0.00	727.00	
- Application for Provisional Statement	1,817.00	0.00%	0.00	1,817.00	
- Licence Application (Provisional Statement Holders)	727.00	0.00%	0.00	727.00	
- Copy of Licence	25.00	0.00%	0.00	25.00	Statutory charge - cannot be above £25
- Notification of Change	50.00	0.00%	0.00	50.00	Statutory charge - cannot be above £50
- Application by Re-instatement	730.00	0.00%	0.00	730.00	
<b><u>Temporary Event Use Notice</u></b>					
- Grant	304.00	0.00%	0.00	304.00	
- Copy of Licence	15.00	0.00%	0.00	15.00	
<b>GAMBLING ACT PERMIT FEES - STATUTORY</b>					
<b><u>Licensed Premises Gaming Machine Permit</u></b>					
- Grant	150.00	0.00%	0.00	150.00	
- Existing operator grant	100.00	0.00%	0.00	100.00	
- Variation	100.00	0.00%	0.00	100.00	
- Transfer	25.00	0.00%	0.00	25.00	
- Annual Fee	50.00	0.00%	0.00	50.00	
- Change of name	25.00	0.00%	0.00	25.00	
- Copy of Permit	15.00	0.00%	0.00	15.00	
<b><u>Licensed Premises Automatic Notification Process</u></b>					
- Grant	50.00	0.00%	0.00	50.00	
<b><u>Club Gaming Permits</u></b>					
- Grant	200.00	0.00%	0.00	200.00	
- Grant (Club Premises Certificate holder)	100.00	0.00%	0.00	100.00	
- Existing operator grant	100.00	0.00%	0.00	100.00	
- Variation	100.00	0.00%	0.00	100.00	
- Renewal	200.00	0.00%	0.00	200.00	
- Renewal (Club Premises Certificate holder)	100.00	0.00%	0.00	100.00	
- Annual Fee	50.00	0.00%	0.00	50.00	
- Change of Name	100.00	0.00%	0.00	100.00	
- Copy of Permit	15.00	0.00%	0.00	15.00	
<b><u>Club Machine Permits</u></b>					
- Grant	200.00	0.00%	0.00	200.00	
- Grant (Club Premises Certificate holder)	100.00	0.00%	0.00	100.00	
- Existing operator grant	100.00	0.00%	0.00	100.00	
- Variation	100.00	0.00%	0.00	100.00	
- Renewal	200.00	0.00%	0.00	200.00	
- Renewal (Club Premises Certificate holder)	100.00	0.00%	0.00	100.00	
- Annual Fee	50.00	0.00%	0.00	50.00	

Service Category	charge 1st April 2017 £	%Change	increase/ decrease £	Proposed charge from 2018 £	Comments
- Copy of Permit	15.00	0.00%	0.00	15.00	
- Change of Name	25.00	0.00%	0.00	25.00	
- Transfer of Permit	25.00	0.00%	0.00	25.00	
<b><u>Family Entertainment Centre Gaming Machine Permit</u></b>					
- Grant	300.00	0.00%	0.00	300.00	
- Existing operator grant	100.00	0.00%	0.00	100.00	
- Change of name	25.00	0.00%	0.00	25.00	
- Renewal	300.00	0.00%	0.00	300.00	
- Copy of Permit	15.00	0.00%	0.00	15.00	
<b><u>Prize Gaming Permits</u></b>					
- Grant	300.00	0.00%	0.00	300.00	
- Existing operator grant	100.00	0.00%	0.00	100.00	
- Change of name	25.00	0.00%	0.00	25.00	
- Renewal	300.00	0.00%	0.00	300.00	
- Copy of Permit	15.00	0.00%	0.00	15.00	
- Transitional Application Fee	100.00	0.00%	0.00	100.00	
<b><u>Small Lottery Registration (statutory)</u></b>					
- Grant	40.00	0.00%	0.00	40.00	
- Annual fee	20.00	0.00%	0.00	20.00	
<b><u>Premises Licences &amp; Club Premises Certificates Fees - Statutory Licensing Act 2003</u></b>					
The fees for applications for new licenses, or variations are set according to the rateable value of the premises to be licensed					
<b><u>Band:</u></b>					
<b>A (0 - 4,300)</b>					
Initial Fee	100.00	0.00%	0.00	100.00	
Annual Charge	70.00	0.00%	0.00	70.00	
<b>B (4,301 - 33,000)</b>					
Initial Fee	190.00	0.00%	0.00	190.00	
Annual Charge	180.00	0.00%	0.00	180.00	
<b>C (33,001 - 87,000)</b>					
Initial Fee	315.00	0.00%	0.00	315.00	
Annual Charge	295.00	0.00%	0.00	295.00	
<b>D (87,001 - 125,000)</b>					
Initial Fee	450.00	0.00%	0.00	450.00	
Annual Charge	320.00	0.00%	0.00	320.00	
<b>E (125,001 &amp; over)</b>					
Initial Fee	635.00	0.00%	0.00	635.00	
Annual Charge	350.00	0.00%	0.00	350.00	
Property not subject to non-domestic rates will fall into Band A. Properties, which have not yet been constructed will fall into band C.					
For premises whose business is mainly alcohol-related (not Registered Clubs) fees for Premises in Band D and E are as follows					
<b>D(x2) (87,001 - 125,000)</b>					
Initial Fee	900.00	0.00%	0.00	900.00	
Annual Charge	640.00	0.00%	0.00	640.00	
<b>E(x2) (125,001 &amp; over)</b>					
Initial Fee	1,905.00	0.00%	0.00	1,905.00	
Annual Charge	1,050.00	0.00%	0.00	1,050.00	

Service Category	charge 1st April 2017 £	%Change	increase/ decrease £	Proposed charge from 2018 £	Comments
<b>Large Events</b> An additional fee will be charged where the maximum number of persons exceeds 5000 at a licensable event. Please contact the Licensing Section for further details.					
<b>Personal Licence</b> <b>Temporary Event Notice (Per Notice)</b>	37.00 21.00	0.00% 0.00%	0.00 0.00	37.00 21.00	
<b>Exemptions</b> Church Halls, Community Halls, Village Halls, or other similar building etc. are exempt from paying any fees for a premises licence authorising <b>ONLY</b> the provision of regulated entertainment. If the retail of alcohol is to be included in the Premises Licence, the full fee will be payable as outlined above.  No fees are payable by an educational institution, such as a school or a college (whose pupils/students have not attained the age of 19) for a premises licence authorising <b>ONLY</b> the provision of regulated entertainment providing that is for and on behalf of the educational institution.					
<b>Application for copy of licence or summary on theft, loss etc.</b> <b>Notification of change of name or address (holder of premises licence)</b> <b>Application to vary the Designated Premises Supervisor</b> <b>Application to transfer a premises licence</b> <b>Interim authority notice following death etc. of licence holder</b> <b>Application for making of a provisional statement</b> <b>Application for copy of certificate or summary on theft, loss etc.</b> <b>Notification of change of name or alteration of club rules</b> <b>Change of relevant registered address of club</b> <b>Temporary Event Notices</b> <b>Application for copy of licence on theft, loss etc. of temporary event notice</b> <b>Application for copy of licence on theft, loss etc. of personal licence</b> <b>Notification of change of name or address (Personal Licence)</b> <b>Notice of interest in any premises</b> <b>Minor variation application</b>	10.50 10.50 23.00 23.00 23.00 315.00 10.50 10.50 10.50 21.00 10.50 10.50 10.50 21.00 89.00	0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00%	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	10.50 10.50 23.00 23.00 23.00 315.00 10.50 10.50 10.50 21.00 10.50 10.50 10.50 21.00 89.00	
Should you need assistance in determining which level of fee you are required to pay, please contact the Worcestershire Regulatory Services Licensing Section on (01905) 822799 Alternatively email -wrsenquiries@worcestershire.gov.uk In all cases, cheques must be made payable to 'Redditch Borough Council'					

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**EXECUTIVE COMMITTEE**

**12<sup>th</sup> December 2017**

**Finance Monitoring Quarter 2 2017/18**

<b>Relevant Portfolio Holder</b>	Councillor John Fisher
<b>Portfolio Holder Consulted</b>	Yes
<b>Relevant Head of Service</b>	Jayne Pickering
<b>Wards Affected</b>	All Wards
<b>Ward Councillor Consulted</b>	N/A
<b>Non Key Decision</b>	

**1. Purpose and summary**

This report details the Council's final financial position for General Fund Revenue, Capital and Housing Revenue Account (HRA) for the period April – September 2017 (Quarter 2 2017/18).

**2. Recommendations**

**The Executive Committee is asked to**

**RESOLVE that**

- 2.1 the current financial positions for the quarter April – September 2017 as detailed in the report be noted**

**and to RECOMMEND**

- 2.2 the virement of £104k from Customer Access and Financial Services Public Capital Building project to Environmental Services Capital Crematorium project. This is due to part of the public buildings contract now being included as part of the bigger crematorium project to minimise disruption.**

**3. Revenue budgets**

- 3.1** This report provides details of the financial information across the Council. The aim is to ensure officers and members have relevant information to consider the overall financial position of the Council. The report reflects the finances across the Strategic Purposes to enable Members to be aware of the level of funding attributed to these areas and how this compares to budget. The summary at 3.4 shows the financial position for revenue funding for the period April – September 2017. A year end forecast is in Quarter 2 to ensure budget holders can assess the financial position of their service areas with as much information as possible.
- 3.2** Financial reports are sent to budget holders on a monthly basis and a detailed review is undertaken with financial support to ensure that all issues are considered and significant savings or cost pressures addressed. This report aims to focus on the key variances to budgets to ensure a focus is undertaken during the year on areas where there are significant savings or additional costs.
- 3.3** The £11.012m original budget as included in the table below is made up of the budget approved in February 2017 of £ 11.113m which is then adjusted to reflect capital charges and interest of £1.5m offset by the savings and additional income of £1.6m.

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In addition the Latest Budget 2017/18 shown includes the net transfers from reserves of £406k. Appendix 2 shows the movement in reserves of £406k as noted above.

**Revenue Budget Summary – Overall Council  
 Financial Year 2017/18**

Please note figures have been rounded

Strategic Purpose	Original Budget 2017/18 £'000	Latest budget 2017/18 £'000	Budget to date April – Sept 2017/18 £'000	Actuals to date April – Sept 2017/18 £'000	Variance to date April – Sept 2017/18 £'000	Projected outturn 2017-18 £'000	Projected variance 2017/18 £'000
Keep my place safe and looking good	4,340	4,650	2,486	2,440	-47	4,516	-134
Help me run a successful business	-88	-88	-52	-51	1	-39	50
Help me be financially independent	491	410	21	19	-2	410	0
Help me to live my life independently	121	121	-96	-66	30	199	78
Help me find somewhere to live in my locality	1,240	1,241	620	459	-161	942	-299
Provide Good things for me to see, do and visit	1,123	1,386	661	689	28	1,452	66
Enable others to work/do what they need to do (to meet their purpose)	7,132	7,045	4,679	5,011	333	7,409	364
HRA Recharge	-4,680	-4,680	-2,340	-2,340	0	-4,680	0
Capital	1,333	1,333	667	667	0	1,333	0
<b>Totals</b>	<b>11,012</b>	<b>11,418</b>	<b>6,645</b>	<b>6,828</b>	<b>182</b>	<b>11,542</b>	<b>124</b>
Corporate Financing	-9,679	-10,085	3,822	4,171	349	-9,749	336
Capital (Corporate)	-1,333	-1,333	-667	-667	0	-1,333	0
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>9,800</b>	<b>10,332</b>	<b>531</b>	<b>459</b>	<b>459</b>

**Financial Commentary:**

There are a number of significant variances in Quarter 2 across the strategic purposes. The summary above shows the overall position for the Council and the main variations are as a result of:

**Keep my place safe and looking good**

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These budgets include those relating mainly to environmental services, planning, lifeline, CCTV and other activities to deliver against the purpose to ensuring an area is a safe and attractive place for the community.

Having reviewed the variance position and focusing on the variances that are above £50k the following comments detail the nature of the variances. The overall variance for the quarter and the year will also include other pressures and savings to budget that are under £50k.

The variances to report are :

There is a variance in the second quarter due to some of the following variances:

- Savings found within CCTV on telephones and accommodation which is projected to rise to **£73k** by year end.
- Environmental services have also delivered some savings on repairs and maintenance of vehicles and other general supplies with a projection of **£50k** by the year end.
- These savings will be offset against a shortfall in income within Development management of **£42k** due to a low number of applications being received which in turn is unlikely to increase by the year end and therefore projected a shortfall amounting to **£86k**.

**Help me run a successful business**

The budgets within the strategic purpose include economic development, all licenses and costs associated with the town and other Properties within the Borough.

- There is a projected shortfall in income by the year end of **£50k** as there is a void property which results in a reduction in income received. There is also an expected increase in rents payable within the Councils business centres.

**Help me be financially independent**

The strategic purpose includes all costs relating to the support of benefits and the administration and delivery of Council Tax services in the Borough.

- There are no variances over £50k to report in the second quarter.
- Officers are currently reviewing the monitoring of benefits subsidy through the returns submitted to ensure an informed financial position can be reported prior to year-end.

**Help me to live my life independently**

There are a number of budgets relating to the delivery of the strategic purpose including; Lifeline and Community Transport.

- The variance within this strategic purpose relates to shopmobility and dial a ride. This is due to savings not being delivered by quarter 2. The manager is currently reviewing the financial position. The dial a ride service has seen an increase in repairs and maintenance expenditure on the vehicles while they are waiting on a delivery of two new vehicles.

**Help me find somewhere to live in my locality**

The costs associated with homeless prevention, housing strategy and land charges are all included in this strategic purpose. It is worth noting that these costs solely relate to those charged to the General Fund not the Housing Revenue Account

- The variance shown in this strategic purpose is due to salary savings pending a staffing review.

**EXECUTIVE COMMITTEE**12<sup>th</sup> December 2017**Provide Good things for me to see, do and visit**

The majority of budgets within this purpose relate to Leisure and culture services.

- The variance is due to additional costs incurred in the closing down of the dual usage sites and income generated was lower than anticipated during the period prior to closure, however income at the Abbey stadium continues to improve and membership numbers are continuing to increase.
- There has also been some additional costs within Leisure on staffing pay appeals.

**Enable others to work/do what they need to do (to meet their purpose)**

All support services and corporate overheads are held within the enabling purpose. These include; IT, HR, Finance, Management team and other support costs.

- The variance within enabling is made up of a saving realised from paying the pension deficit to the County (relating to previous years) in advance and this has resulted in a saving within 2017/18 of **£153k**.
- This is offset by the unidentified corporate savings which are not allocated to individual service areas. Heads of Services are currently working to identify all savings and additional income from 2016/17 that can be delivered in 2017/18 to enable the savings to be achieved.
- There is an underspend also within ICT on software licences following a full review of all expenditure required to meet licencing costs. This is projected to be **£140k** by the end of the financial year.

**HRA Recharge**

- Work is being undertaken to ensure that any shortfall in general fund income is offset by identified savings. This will be reported when the full analysis has been undertaken.

**Corporate Financing**

- Following the external audit it was noted that the charge to capital from revenue did not reflect the level of resource required to carry out the capital programme. Therefore a full review has had to be undertaken, resulting in a reduction in the charge to capital by £200k.
- There is also a shortfall due to not achieving the expected growth within business rates. This is being monitored by officers to ensure growth is encouraged.

**4. Efficiency Plan**

The efficiency plan was presented to Council in October 2016. Appendix 2 reflects the efficiency plan compared with the current delivery of savings as identified in the Medium Term Financial Plan along with the additional savings that have been projected to be delivered in 2017/18. This now shows a shortfall of £172k to the initially estimated savings plan and therefore officers will be required to identify further savings.

**Risks of delivery**

**EXECUTIVE COMMITTEE**

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- 4.2 There are a number of savings/ efficiencies that will be identified as part of the current work on analysing the 2016/17 outturn position. Heads of Service are working with the Directors as the strategic purpose leads to undertake a detailed review of all cost heads to understand the cost recovery on all areas and the nature of the savings from 2016/17 to enable these to be given up for 2017/18 to meet the efficiency plan targets. In addition savings from vacancies are to be released from individual service budgets and used to offset the savings plans for 2017/18.

**5. Cash Management**

- 5.2 The cash position of this Council at the start of the financial year and the expected end of year cash positions for the coming financial years is shown in the table below.

<b>Date</b>	<b>£m</b>	<b>Position</b>
As at 31 <sup>st</sup> March 2017 (Actual)	1.78	Borrowing
As at 31 <sup>st</sup> March 2018 (Forecast)	8.54	Borrowing

The forecast cash balances at 31<sup>st</sup> March reflects the borrowing to fund the advance payment of pension contributions.

**6. Borrowing and investments**

**Borrowing**

- 6.1 Outstanding as at the 30th September 2017 are £7m in short term borrowing with associated borrowing costs within the quarter of £11k and £103.929m in long term borrowing with associated costs in the quarter of £1.658m. All long term borrowing costs relate to the HRA.

The projections for the forthcoming year are to refinance existing short term borrowing. Overall the borrowing is predicted to reduce by the 31<sup>st</sup> March 2018.

- 6.2 An interest payable budget has been set of £17k for 2017/18 due to expenditure relating to current capital projects.

**Investments**

- 6.3 At 30<sup>th</sup> September 2017 there were no short term investments held.

- 6.4 An investment income target of £5k has been set for 2017/18 using a projected rate of return of 0.25%

**EXECUTIVE COMMITTEE**

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**7. Capital Budgets**

**Capital Budget Summary – Overall Council  
 Financial Year 2017/18**

7.1

Please note figures have been rounded

Strategic Purpose	Revised Budget £'000	Budget to date £'000	Actuals to date £'000	Variance to date £'000	Projected outturn 2017-18 £'000	Projected variance 2017/18 £'000
Keep my place safe and looking good	2,817	1,409	1,325	-84	2,766	-51
Help me to live my life independently	967	484	414	-70	803	-164
Provide Good things for me to see, do and visit	725	406	413	7	720	-5
Enable others to work/do what they need to do (to meet their purpose)	140	20	20	0	140	0
<b>Totals</b>	<b>4,649</b>	<b>2,319</b>	<b>2,171</b>	<b>-147</b>	<b>4,429</b>	<b>-220</b>

**Financial Commentary:**

**Keep my place safe and looking good**

The majority of the projects are all in progress however there is an underspend on small area improvements project due to the work being on an ad-hoc basis.

**Help me to live my life independently**

There is a variance due to some of the projects being delayed and therefore starting later in 2017/18. Due to this it is likely that a request will be made to roll the underspend into 2018/19.

**Provide Good things for me to see, do and visit**

There are no variances to report in the second quarter. It is predicted that majority of projects will be completed by the year end.

**Enable others to work/do what they need to do (to meet their purpose)**

There are no variances to report in the second quarter. All projects are expected to be completed by the year end.

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**8. Housing Revenue Account**

- 8.1 Appendix 1 details the financial position for the Housing Revenue Account (HRA) for the period April – September 2017.  
The underspend on Repairs and maintenance (R&M) is due to fluctuations in the level of responsive repairs in the quarter which by their nature do not follow a set pattern together with external supplier invoices being received after the quarter end date.  
The underspend on Supervision & Management is due to vacant post salary savings pending a structure review.

**9. Earmarked Reserves**

- 9.1 The projected position at the start and end of next financial year is shown in Appendix 2. The balances on earmarked reserves are reviewed at the financial year end

**10. General Fund Balances**

- 10.1 The General Fund Balance as at the 31<sup>th</sup> March 2017 is £1.895m. A balanced budget was approved in February 2017 to include identified savings which have been built into individual budget allocations and also a planned use of balances for 2017-18 of £103k. The forecast General fund balances as at the 31<sup>st</sup> March 2018 is £1.792m.

**11. Legal Implications**

No Legal implications have been identified.

**12. Service/Operational Implications**

Managers meet with finance officers on a monthly basis to consider the current financial position and to ensure actions are in place to mitigate any overspends.

**13. Customer / Equalities and Diversity Implications**

No direct implications as a result of this report.

**14. Risk Management**

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

**APPENDICES**

Appendix 1 – HRA Monitoring April – September 2017-18  
Appendix 2 – Earmarked Reserves  
Appendix 3 – Savings and efficiency plan

**AUTHOR OF REPORT**

Name: Kate Goldey

**EXECUTIVE COMMITTEE**

**12<sup>th</sup> December 2017**

E Mail: [k.goldey@bromsgroveandredditch.gov.uk](mailto:k.goldey@bromsgroveandredditch.gov.uk)  
Tel: (01527) 881208



**HOUSING REVENUE ACCOUNT (HRA)****REVENUE 2017/18 Quarter 2**

	2017/18 Approved YTD Budget £'000	2017/18 Actuals YTD £'000	Variance YTD £'000
<b><u>INCOME</u></b>			
Dwelling Rents	12,181	11,974	207
Non-Dwelling Rents	409	408	1
Tenants' Charges for Services & Facilities	325	314	11
Contributions towards Expenditure	27	27	0
<b>Total Income</b>	<b>12,942</b>	<b>12,723</b>	<b>219</b>

**EXPENDITURE**

Repairs & Maintenance	2,412	2,241	-171
Supervision & Management	1,349	1,232	-117
Rent, Rates, Taxes & Other Charges	95	41	-54
Provision for Bad Debts	0	0	0
Depreciation & Impairment of Fixed Assets	0	0	0
Interest Payable & Debt Management Costs	0	0	0
<b>Total Expenditure</b>	<b>3,856</b>	<b>3,514</b>	<b>-342</b>
<b>Net cost of Services</b>	<b>-9,087</b>	<b>-9,209</b>	<b>-123</b>
Provision for Job Evaluation	0	0	0
<b>Net Operating Expenditure</b>	<b>-9,087</b>	<b>-9,209</b>	<b>-123</b>
Interest Receivable	0	0	0
Revenue Contribution to Capital Outlay	0	0	0
Transfer to Earmarked Reserves	0	0	0
<b>(Surplus)/Deficit on Services</b>	<b>-9,087</b>	<b>-9,209</b>	<b>-123</b>

**HRA CAPITAL 2017/18 Quarter 2****Strategic Purpose****Help Me to Find Somewhere to Live in my Locality**

	Original Budget £'000	YTD Budget £'000	YTD Actuals £'000	YTD Variance £'000
<b>Total Capital programme</b>	<b>7,586</b>	<b>3,793</b>	<b>2,451</b>	<b>-1,342</b>

**Financial Commentary:**

The projects form the basis of the HRA 30 year capital improvement plan and are currently moving forward within the plan. The plan is reviewed periodically to ensure the correct budgets are in place to meet the improvement plan targets.

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Description	Balance b/fwd 1/4/2017	Transfers in existing reserve 2017/18	Transfers out existing reserve 2017/18	New Reserve 2017/18	C/fwd 31/3/2018	Comment
<b>GF Earmarked Reserves</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	
<b>Business Rates Grants</b>	<b>-7,406</b>	0	0	0	<b>-7,406</b>	Small Business Rate Relief - Ringfenced grant
<b>Commercialism</b>	<b>-50,000</b>	0	0	0	<b>-50,000</b>	To help fund costs in relation to commercialism projects
<b>Community Development</b>	<b>-18,535</b>	0	0	0	<b>-18,535</b>	To support the costs associated with community projects
<b>Community Safety</b>	<b>-356,735</b>	0	356,735	0	<b>0</b>	External grant funding to be released over a number of years on Community Safety Projects ongoing
<b>Corporate Services</b>	<b>-150,000</b>	0	0	0	<b>-150,000</b>	Funding for Locality Enhancements
<b>Customer Services</b>	<b>-12,000</b>	0	0	0	<b>-12,000</b>	Contribution to WCC for an open portal
<b>DWP Feris</b>	<b>-27,983</b>	0	0	0	<b>-27,983</b>	Funding for new system
<b>Electoral Services</b>	<b>-127,095</b>	0	0	0	<b>-127,095</b>	To support the delivery of individual electoral registration and to set aside a reserve for potential refunds to government
<b>Environmental Services</b>	<b>-38,500</b>	0	0	0	<b>-38,500</b>	To fund tree works within the Borough and funding towards a new system
<b>Equalities</b>	<b>-11,250</b>	0	0	0	<b>-11,250</b>	To fund licence fees
<b>Equipment Replacement</b>	<b>-100,000</b>	0	7,850	0	<b>-92,150</b>	ICT equipment reserve
<b>Housing Benefits Implementation</b>	<b>-26,731</b>	0	0	0	<b>-26,731</b>	Specific welfare reform grant received
<b>Housing Support</b>	<b>-504,469</b>	0	0	<b>-57,742</b>	<b>-562,211</b>	Government Specific Grant - annual funding
<b>Land charges</b>	<b>-9,137</b>	0	0	0	<b>-9,137</b>	To fund potential litigation in relation to Land Charges
<b>Land Drainage</b>	<b>-220,445</b>	0	54,020	0	<b>-166,425</b>	To support costs associated with health and safety issues within the environment
<b>Lifeline</b>	<b>-4,200</b>	0	4,200	0	<b>0</b>	To support the costs associated with community projects
<b>Mercury Emissions</b>	<b>-33,886</b>	0	0	0	<b>-33,886</b>	To be used to re line the cremators
<b>Public Donations</b>	<b>-19,767</b>	0	0	0	<b>-19,767</b>	Accumulated donations for designated projects.
<b>Sports Development</b>	<b>-40,617</b>	0	40,617	0	<b>0</b>	Ringfenced grants for a number of sports development activities to improve Health and Wellbeing in the Borough
<b>Town Centre</b>	<b>-43,682</b>	0	0	0	<b>-43,682</b>	To support improvements in the Town Centre High Street
<b>Warmer Homes</b>	<b>-11,580</b>	0	0	0	<b>-11,580</b>	To support the costs associated with community projects (repair)
<b>Totals</b>	<b>-1,814,018</b>	<b>0</b>	<b>463,422</b>	<b>-57,742</b>	<b>-1,408,338</b>	
<b>Place Partnership</b>	<b>-2,000</b>	0	2,000	0	<b>0</b>	RBC share of place Partnership Balances
<b>Totals</b>	<b>-2,000</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	
<b>HRA Earmarked Reserves</b>						
<b>Supporting People(HRA)</b>	<b>-38,342</b>	0	0	0	<b>-38,342</b>	Funding for post not all used in year
<b>Community Care Prev Grant</b>	<b>-3,795</b>	0	0	0	<b>-3,795</b>	Ongoing Older People's Project Funding (HRA)
<b>Totals</b>	<b>-42,137</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-42,137</b>	
<b>HRA Capital Reserve</b>						
<b>Capital Reserve-HRA</b>	<b>-19,468,926</b>	0	0	0	<b>-19,468,926</b>	Reserve to enable the debt repayment on HRA, and future repairs and maintenance along with support for the Housing Growth Programme.
<b>Totals</b>	<b>-19,468,926</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-19,468,926</b>	

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## SAVINGS TO DELIVER THE EFFICIENCY PLAN 2017/18

<u>Area</u>	Cost reduction / Additional income growth/ Alternative Service Delivery	2017/18	Income projection 2017/18	Projected Variance	Comments April - September
		£'000	£'000	£'000	
Cross Organisational	Increases in income and growth ( including compliance in relation to Council Tax)	300	525	-225	Additional income was identified to deliver the figure included in the efficiency plan. The income projections were approved as part of the MTFP which superceeded the efficiency plan.
Cross Organisational	Alternative Models of Service Delivery - Reviewing the provision of services with the aim to redesign and work with other partners to deliver savings	300	0	300	The commercial work that is being undertaken by officers will not deliver additional income or savings in 2017/18. Other savings have been achieved to ensure that the shortfall on income is mitigated
Customer Access & Financial Support	Improved efficiencies by moving to a new system for Revenues and Benefits	80	63	17	Savings to be achieved as identified within the shared service and migration to one system across both Councils.
Cross Organisational	Organisational Management Review	135	27	108	A number of service reviews have delivered management savings. Further savings to be realised from a wider management review
Cross Organisational	Reduce waste in system	175	257	-82	Additional savings were included in the MTFP in relation to reducing waste from processes and systems. These saving projections were approved as part of the MTFP which superceeded the efficiency plan.
Cross Organisational	Reset budget from baseline of 2015/16	200	425	-225	Additional savings were included in the MTFP in relation to resetting the budget from previous years. These saving projections were approved as part of the MTFP which superceeded the efficiency plan.
Additional Business Rate Growth	Based on assumptions of additional growth from sites across the District – regeneration of the town centre	50	0	50	The additional business rate take is not yet known and will be reviewed when the formal return is submitted to Government in December. A prudent approach has been taken at quarter 2 to show no growth for 2017/18
Balances	Additional use of balances	332	103	229	
<b>TOTAL NEW SAVINGS / USE OF BALANCES /</b>		<b>1,572</b>	<b>1,400</b>	<b>172</b>	

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**REDDITCH BOROUGH COUNCIL****EXECUTIVE****12<sup>th</sup> DECEMBER 2017****UPDATED CONTRACT AND FINANCIAL PROCEDURE RULES**

Relevant Portfolio Holder	Councillor John Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering – Exec Director Finance and Resources
Ward(s) Affected	All Wards
Ward Councillor(s) Consulted	No
Key Decision / Non-Key Decision	Non–Key Decision

**1. SUMMARY OF PROPOSALS**

- 1.1 To present the contract and financial procedure rules which have been reviewed and updated using best practice templates. The contract procedure rules provide clarity on roles, responsibilities and limits. The financial procedure rules provide certainty on what is permitted and form a key part of the Council's internal control framework.

**2. RECOMMENDATIONS**

**The Executive Committee is asked to RECOMMEND to Council that**

**the updated contract and financial procedure rules, which will then apply from 29<sup>th</sup> January 2018, be approved.**

**3. KEY ISSUES****Contract Procedure Rules**

- 3.1 The contract procedure rules are provided at Appendix 1. The rules define the roles, responsibilities and limits which must be followed by the Council.
- 3.2 The procurement limits are summarised on page 3 of Appendix 1 and provided in more detail on page 14. In summary they require:-

<b>Total value</b>	<b>Award procedure</b>
<b>£0.01- £3,000</b>	There must be evidence of competitive enquiries being undertaken with details of final selection criteria recorded and retained for one year from date of purchase (this can be in electronic form e.g. email)
<b>£3,000- £25,000</b>	At least 3 written quotations
<b>£25,000- £50,000</b>	<i>Invitation to quote</i> by advertisement
<b>£50,000 – EU threshold*</b>	<i>Invitation to tender</i> by advertisement
<b>Above EU threshold*</b>	<i>EU procedure</i> or where this does not apply, <i>invitation to tender</i> by advertisement

**EXECUTIVE**

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- 3.3 The European Union thresholds are currently £164,176 for supplies and services and £4,104,394 for works contracts. The majority of the Council contracts are supplies and services. The rules will apply the latest EU thresholds as they are updated.
- 3.4 The £3,000 limit for requiring three written quotes is intentionally low to force the discipline on the majority of the Council transactions.
- 3.5 Also in Appendix 1 there are the following areas of interest:-
- Pages 5 and 6 provide the exemptions where the contract procedures rules will not apply. These would be exceptional circumstances and apply in circumstances such as where there is proprietary goods or services, works with Government bodies, specialist plant and equipment, emergencies involving immediate risk to persons, property or serious disruption to services.
  - Page 7 provides the ability to procure through collaborative and e-procurement arrangements where are ready tendered or jointly procured contracts. The contracts can offer savings in both the cost and time taken to procure the services.
  - Pages 8 onwards provide the requirements to be followed on the procurement of goods and services including appraisal of the proposed purchase, preparation of the tender documents, records, advertising, approved lists and framework agreements.
  - Page 16 outlines the steps required if there is a need for consultants including the justification signed off by a Head of Service.

**Financial Procedure Rules**

- 3.6 The Financial Procedure Rules are attached at Appendix 2 and provide certainty on what is permitted and are a key part of the Council's internal control framework. There is an important link to the Contract Procedure Rules which is recognised on Page 9 paragraph 6.3 b).
- 3.7 The Financial Procedure Rules cover the key processes – income, ordering, payments, salaries, banking, asset management, audit, budget management and virement, insurance and risk management, treasury management and stores. The Rules also outline the arrangement for preventing financial irregularities and money laundering. In relation to ordering it is a formal requirement to have an order number in place and any invoices received without an order number will be returned to the supplier.



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- 3.8 In terms of matters that usually receive most scrutiny the writing off of uncollectable debt is covered on pages 7 and 8 and the budgetary control and virements on page 19 to 21.
- 3.9 The writing off of uncollectable debt limits any write off over £100 to Service Managers (debt £101 to £2,000) and the Section 151/Deputy Section 151, Head of Customer Access and Financial Support and Head of Housing Services (HRA debts) for debts over £2,000.
- 3.10 The budget virement rules allow transfers:-
- up to £20,000 subject to approval by the Head of Service and the Financial Services Manager;
  - £20,000 to £40,000 by the Director of Finance and Resources
  - Over £40,000 by Executive
- 3.11 No transfers are allowed for salary budgets.
- 3.12 Executive Summaries of both the Contract and Financial Procedure Rules will be considered by the Budget Scrutiny Group on 6<sup>th</sup> December 2017 and a update of their considerations will be provided at Executive.

**Financial Implications**

- 3.13 As well as proving an internal control framework the Contract and Financial Procedure Rules encourage a process that secures contracts for the goods and services that are required by the Council and the best price. The Efficiency Plan for the Council seeks to deliver savings through procurement.

**Legal Implications**

- 3.14 The Contract and Financial Procedure Rules are key internal control documents required by the Council under Section 151 of the Local Government Act 1972 for the proper administration of our financial affairs.

**Service / Operational Implications**

- 3.15 The Contract and Financial Procedure Rules provide clarity of how processes should operate and encourages good decision making which in turn should have a positive impact on services/customers.

**Customer / Equalities and Diversity Implications**

- 3.16 The Contract Procedure Rules require the advertising of opportunities to encourage interest from potential tenderers.

**4. RISK MANAGEMENT**

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- 4.1 The Contract Procedure Rules provide a requirement for a risk assessments/register for any contracts over the EU thresholds. The Financial Procedure Rules outline the requirement for a planned, and systematic approach to the identification, evaluation and control of risk.

**5. APPENDICES**

Appendix 1 – Contract Procedure Rules

Appendix 2 – Financial Procedure Rules

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## Contract Procedure Rules

## APPENDIX 1

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## INTRODUCTION AND SUMMARY OF ESSENTIAL REQUIREMENTS

### A. Introduction

In this document, any words in *italics* are explained in the Definitions Appendix. References to “the Council” includes the Council’s Executive and any other Committee or persons acting in accordance with delegated authority on behalf of the Council, as set out in the Council’s Constitution.

These Contract Procedure Rules exist to ensure that the Council lets contracts in a fair, consistent, honest, legal and transparent manner. There is a statutory basis for the rules which promote good purchasing practice and public accountability. Following the rules is also the best defence against potential allegations that a purchase has been made incorrectly or fraudulently.

**All Council staff with financial responsibilities, especially for purchasing, must comply with these Contract Procedure Rules. This includes purchasing on behalf of other organisations and purchasing using external funding e.g. grants. The Contract Procedure Rules lay down the minimum requirements and more rigorous procedures may be appropriate for specific contracts. Exemptions are only to be used in exceptional circumstances as detailed in Section 3. Failure to comply with these Contract Procedure Rules could result in disciplinary action.**

This edition of the Procedure Rules will apply from 29<sup>th</sup> January 2018 and supersedes all previous editions. The Rules are reviewed from time to time and are available on the Council’s Intranet and Website.

### B. Summary of essential requirements

- Follow the rules if you have a delegated responsibility to purchase goods or services or order building work.
- Always check with your line manager about your responsibilities and take all necessary legal, financial and professional advice.
- Declare any personal interest in a contract and withdraw from taking part in it. Corruption and or Bribery is a criminal offence.
- Conduct an appraisal of the purchasing need and the requirement to obtain best value for money.
- Check whether there is an existing *corporate or national* contract you can make use of before undergoing a competitive process.
- Allow at least four weeks for submission of bids for high value contracts (not to be submitted by fax or e-mail).
- Keep bids confidential.



- Complete a written contract and have a Council order number in place before the supply or works begin.
- Identify a *contract manager* (on both sides) with responsibility for ensuring the contract delivers as intended.
- Keep records of all dealings with suppliers.
- Ensure that where there is a requirement for communication to be in writing, this includes e-mail and fax transmissions as well as hard copy.
- Assess each contract afterwards to see how well it met the purchasing need and *value for money* requirements.

**C. Summary of values and thresholds determining competition requirements**

Total value	Award procedure
<b>£0- £3,000</b>	There must be evidence of competitive enquiries being undertaken with details of final selection criteria recorded and retained for one year from date of purchase (this can be in electronic form e.g. email)
<b>£3,001 - £25,000</b>	At least 3 written quotations
<b>£25,001- £50,000</b>	<i>Invitation to quote</i> by advertisement
<b>£50,001 – EU threshold*</b>	<i>Invitation to tender</i> by advertisement
<b>Above EU threshold*</b>	<i>EU procedure</i> or where this does not apply, <i>invitation to tender</i> by advertisement

See CPR 11 for further information.

Values exclude VAT, staff costs and fees.

\*EU Threshold as at 1.1.16 (updated every 2 years):

£4,104,394 (works contracts)

£164,176 (supplies and services contracts)

## SCOPE OF CONTRACT PROCEDURE RULES

### 1. BASIC PRINCIPLES

All purchasing and disposal procedures must:

- achieve *best value* for public money spent;
- be consistent with the highest standards of integrity;
- ensure fairness in allocating public contracts;
- comply with all legal requirements;
- ensure that where *non commercial* considerations are discussed in every contracting decision and that these are linked to and support the Councils 'social value' aims as set out in our corporate strategy. No other *non-commercial* considerations should influence any contracting decision;
- support the Council's corporate vision, aims, values and policies;
- comply with the Council's corporate *procurement strategy*.

### 2. OFFICER RESPONSIBILITIES

2.1 *Service Unit Managers* will ensure that:

- *Authorised Officers* comply with these procedure rules;
- registers are securely maintained of:
  - contracts completed by signature, rather than by the Council's seal (see Rule 16.3)
  - exemptions recorded under Rule 3.1;
  - appropriate training is provided to staff involved in procurement.

2.2 All *Authorised Officers* responsible for purchasing or disposal must comply with these procedure rules, the Council's *Financial Regulations*, and codes of conduct and with all UK and European Union binding legal requirements. *Authorised Officers* must ensure that any agents, consultants and contractual partners acting on their behalf also comply, as if they were an officer of the Council.

2.3 Where the Council is acting jointly with other organisations it shall be a condition of any contribution by the Council that these procedure rules are followed where applicable.

2.4 *Authorised Officers* must:



- have regard to any Council guidance on best practice in purchasing;
- check whether a suitable *corporate or national contract* exists before seeking to let another contract; where a suitable *corporate or national contract* exists, this must be used unless there is an auditable reason not to;
- where appropriate ensure the providers of Council services will comply with the 7 Nolan principles
- comply with the requirements of Government transparency code 2015
- take all necessary legal, financial, audit, procurement and other professional advice.

- 2.5 When any employee (either of the Council or of a service provider) may be affected by any transfer arrangement, *Authorised Officers* must ensure that the Transfer of Undertakings (Protection of Employment) (*TUPE*) *regulations* are considered and obtain legal advice before proceeding with inviting Tenders or Quotations.
- 2.6 Any doubts as to the interpretation of these procedure rules should be referred to the relevant Service Unit Manager in the first instance and if necessary to the Procurement Officer or the Director of Finance & Resources.
- 2.7 Failure to comply with these procedure rules may leave the Council, or individual officers or members, open to the risk of legal challenge. Breaches will be regarded as a serious matter. Any officer becoming aware of any compliance failure should inform the Director of Finance & Resources who will, if necessary, investigate the matter and report to the Executive. Alternatively, matters can be raised through the Council's whistleblowing policy.

### **3. EXEMPTIONS, COLLABORATIVE AND E-PROCUREMENT ARRANGEMENTS**

#### **3.1 Exemptions**

3.1.1 In exceptional circumstances, these Contract Procedure Rules will not apply if:

- (i) the appropriate *Service Unit Manager*, in consultation with the Director of Finance & Resources, is satisfied that there is no genuine competition, for example where:
  - (a) the goods or materials are proprietary articles or are sold only at a fixed price and no satisfactory alternative is available;
  - (b) the price of goods, materials or services are wholly controlled by trade organisations or government order;
  - (c) the goods, materials or services are required for repairing or servicing existing specialist plant or equipment;
  - (d) the work is required to be carried out by public service providers.



Where there is no genuine competition, the *Service Unit Manager*, in consultation with the Director of Finance & Resources, will obtain written quotations from the contractor, and where appropriate, will negotiate to obtain best value for money for the Council prior to awarding any contract;

- (ii) the proposed contract for the execution of work forms part of a serial programme, the terms having been negotiated with the contractor on the basis of the rates and prices contained in an initial contract awarded competitively following an invitation to provide a written quotation or tender;
  - (iv) the goods, materials or services are required due to an emergency involving immediate risk to persons, property or serious disruption to Council services;
  - (v) the appropriate *Service Unit Manager* and the *Head of Service* agree that significant financial loss may be incurred if the letting of the contract is delayed;
  - (vi) external/partner funding arrangements require other procedures to be followed;
- 3.1.2 In cases (iv) and (v) above the appropriate *Service Unit Manager* may obtain verbal quotations provided they are subsequently confirmed in writing.
- 3.1.3 If the Director of Finance & Resources, appropriate *Service Unit Manager* or *Authorised Officer* with appropriate authority to deal with a particular contract is of the opinion that any of these procedure rules should not apply to a contract, an appropriate report will be submitted to the Executive at the earliest opportunity. Where the contract is likely to exceed £50,000, the relevant *portfolio holder* must be consulted.
- 3.1.4 Where a proposed contract is likely to exceed the *EU threshold*, a *Service Unit Manager* has no delegated powers and the matter has to be determined by the Executive.
- 3.1.5 Where an exemption is necessary because of an unforeseeable emergency the *Authorised Officer* in conjunction with the Director of Finance & Resources and/or *Head of Service* may jointly approve the exemption but they must prepare a report for the next Executive to support the action taken.
- 3.1.6 All exemptions, and the reasons for them, must be recorded and signed by the *Authorised Officer* and countersigned by the *Service Unit Manager* using a form of waiver then signed by the Head of Service.
- 3.1.7 Where the Council carries out work using a recognised standard form of contract from a professional institution, procedural requirements may differ slightly to those laid down in these Contract Procedure Rules.
- 3.1.8 *Service Unit Managers* will monitor the use of all exemptions.



### 3.2 Collaborative and E-procurement arrangements

- 3.2.1 In order to secure value for money, the Council may enter into collaborative procurement arrangements, including initiatives such as E-auctions with other Councils. *Authorised Officers* wishing to do this must consult the *Head of Service* and the *Director* of Finance & Resources where the purchase is to be made using collaborative procurement arrangements with another local authority, government department, statutory undertaker or public service purchasing consortium.
- 3.2.2 All purchases made via a local authority purchasing and distribution consortium (e.g. ESPO, YPO and CCS) are deemed to comply with these contract procedure rules and no exemption is required. However, purchases above the *EU threshold* must be let under the EU procedure, unless the consortium has satisfied this requirement already by letting their contract in accordance with the EU procedures on behalf of the authority and other consortium members.
- 3.2.3 Any contracts entered into through collaboration with other local authorities or other public bodies, where a competitive process has been followed that complies with the contract procedure rules of the leading organisation, will be deemed to comply with these contract procedure rules and no exemption is required. However, advice must be sought from the *Head of Service* and Director of Finance & Resources.
- 3.2.4 The use of e-procurement technology does not negate the requirement to comply with all elements of these contract procedure rules, particularly those relating to competition and value for money.

## 4. RELEVANT CONTRACTS

- 4.1 All relevant contracts must comply with these contract procedure rules. A relevant contract is any arrangement made by, or on behalf of the Council for the carrying out of works, or for the supply (or disposal) of goods and materials or the carrying out of services. These include arrangements for:
- the supply or disposal of goods;
  - delivery of services, including (but not limited to) those related to:
    - the recruitment of staff;
    - land and property transactions;
    - financial and consultancy services.
- 4.2 *Relevant contracts* do not include:
- contracts of employment which make an individual a direct employee of the authority, or;
  - agreements regarding the acquisition, disposal or transfer of land (for which Financial Regulations shall apply).

**COMMON REQUIREMENTS****5. STEPS PRIOR TO PURCHASE****5.1 Pre-commitment appraisal**

- 5.1.1 *Authorised Officers* must carry out an appraisal of the proposed purchase, in a manner appropriate to its complexity and value, taking into account any advice and guidance available within the Council. The appraisal should where relevant:
- take into account the requirements from any relevant review;
  - appraise the need for the expenditure and its priority;
  - define the objectives of the purchase;
  - assess the risks associated with the purchase and how to manage them;
  - consider the procurement method most likely to achieve the purchasing objectives, including internal or external sourcing, partnering, packaging strategy and collaborative procurement arrangements with another local authority, government department, statutory undertaker or public service purchasing consortium;
  - consult users as appropriate about the proposed procurement method, contract standards and performance and user satisfaction monitoring;
  - draft the terms and conditions that are to apply to the proposed contract;
  - set out these matters in writing if the *total value* of the purchase is High Value i.e. exceeds £50,000.
- 5.1.2 The appraisal must confirm that there is member or delegated approval for the expenditure and the purchase accords with the approved policy framework and scheme of delegation as set out in the *Constitution*. The proposed contract must be provided for in an appropriate budget and a proper financial and technical appraisal must be carried out.
- 5.2 Preparation of tender documents**
- 5.2.1 Where written quotations or tenders are required, the tender documentation will normally consist of some or all of the following documents:
- (i) instructions to tenderers;
  - (ii) specification;
  - (iii) drawings;
  - (iv) pricing schedule;

(v) conditions of contract;

(vi) form of tender.

5.2.2 Other information may need to be made available to ensure that tenderers' bids reflect service requirements and are competitively priced. This may include the following:

- (i) an outline of the tender evaluation criteria;
- (ii) the terms and conditions under which any assets will be made available;
- (iii) workforce information required for assessing any prospective liability in relation to *TUPE legislation*. To ensure consistency of provision of information, this may be provided by the Council's *Authorised Officer* and not by an existing contractor;
- (iv) the amount of work likely to be available under the contract.

5.2.3 The *Authorised Officer* will ensure that:

- (i) ambiguities and contradictions do not occur between documents and information provided;
- (ii) any locally prepared variations to standard documentation are clear and use generally accepted terms;
- (iii) contract conditions and specifications are in the best interests of the Council in respect of quality, cost and performance;
- (iv) independent scrutiny of tender documentation occurs at this stage, as errors may eventually prove costly;
- (v) contracts are sufficiently clear and robust to enable the Council to enforce their fulfilment;
- (vi) potential tenderers understand the implications of the Freedom of Information legislation, in particular that commercial confidentiality cannot be guaranteed.

5.2.4 To ensure consistency and to aid understanding by the tenderer, tender documentation will be collated by an experienced officer who will obtain the advice and approval of the *Director of Finance and Resources*.

5.2.5 For all contracts, sufficient time must be made available at each of the key stages, for example to allow potential contractors to provide a considered response and answer any supplementary questions.

## 6. RECORDS

6.1 Where the total value is less than £50,000, the following records must be kept:

- invitations to quote and quotations received;
- a record:
  - of any exemptions and the reasons for them;
  - of the reason if the lowest price is not accepted;
  - written records of communications with the successful contractor or an electronic record if a written record of the transaction would normally not be produced.

6.2 Where the total value exceeds £50,000 the *Authorised Officer* must record:

- the method for obtaining bids (see Rule 11.1.1);
- any contracting decision and the reasons for it;
- any exemption under Rule 3 together with the reasons for it;
- the award criteria in descending order of importance;
- tender documents sent to and received from tenderers;
- pre-tender market research;
- clarification and post-tender negotiation (to include minutes of meetings)
- the contract documents;
- post-contract evaluation and monitoring;
- formal communications with tenderers and with the successful contractor throughout the period of the contract.

6.3 Records required by this rule must be kept for six years after the end of the contract. However, written documents which relate to unsuccessful tenderers may be scanned or stored by some other suitable method after 12 months from award of contract, provided there is no challenge to the award.

6.4 *Service Unit Managers* will maintain adequate records in order to produce a register or list of all current contracts, to include the name of the contractor, the work to be done/goods supplied, the contract value, expiry dates and timescales for renewal.

## 7. ADVERTISING, APPROVED LISTS AND FRAMEWORK AGREEMENTS

### 7.1 Identifying and assessing potential tenderers

7.1.1 *Authorised Officers* shall ensure that, where proposed contracts, irrespective of their total value, might be of interest to potential tenderers located in other member states of the EU, a sufficiently accessible advertisement is published. Generally, the greater the interest of the contract to potential bidders from other member states, the wider the coverage of the advertisement should be. Examples of where such advertisements may be placed include:

- the Council's website;
- finditinworcestershireshire website
- Contracts finder website
- portal websites specifically created for contract advertisements;
- national official journals, or;
- the Official Journal of the European Union (OJEU)/Tenders Electronic Daily (TED) (even if there is no requirement within the *EU procedure*).

7.1.2 *Authorised Officers* are responsible for ensuring that all potential tenderers for a *relevant contract* are suitably assessed. The assessment process shall establish that *potential tenderers* have sound:

- economic and financial standing;
- technical ability and capacity to fulfil the Council's requirements.

### 7.2 Framework Agreements

7.2.1 *Authorised Officers* will check whether a suitable framework agreement exists before seeking to let another contract.

#### **Framework Agreements**

7.2.2 The term of a Framework Agreement must not exceed four years. An agreement may be entered into with one provider but where an agreement is concluded with several organisations, there must be at least three in number.

7.2.3 Contracts based on Framework Agreements may be awarded by either:-

- Applying the terms laid down in the Framework Agreement (where such terms are sufficiently precise to cover the particular call-off) without reopening competition; or
- Where terms laid down in the Framework Agreement are not precise enough or complete for the particular call-off, by holding a mini competition in

accordance with the following procedure:

- Inviting the organisations with the Framework Agreement that are capable of executing the subject of the contract to submit written tenders;
- Fixing a time limit which is sufficiently long to allow tenders for each specific contract to be submitted, taking into account factors such as the complexity of the subject of the contract;
- Awarding each contract to the tenderer who has submitted the best tender on the basis of the evaluation criteria set out in the specifications of the Framework Agreement.

## 8. COMMUNITY RIGHT TO CHALLENGE

8.1 The Community Right to Challenge under Part 5 of the Localism Act allows certain *Relevant Bodies* to submit expressions of interest to deliver council services. The Act states that the Council must consider expressions of interest in respect of relevant services from relevant bodies which include:

- (i) voluntary/community bodies;
- (ii) charities;
- (iii) parish councils;
- (iv) two or more employees of the relevant authority.

8.2 Details of the Statutory Guidance on Community Right to Challenge along with other background information can be found at:  
<http://www.communities.gov.uk/documents/localgovernment/pdf/2168126.pdf>

8.3 In order to meet our obligations under the Localism Act the Council will:

- accept informal approaches from all Relevant Bodies;
- prepare and maintain an online 'Contracts Register'\* detailing when the window of opportunity to bid for each contract will open and close and setting out the time frame within which:
  - (i) Expressions Of Interest (EOI) will be acknowledged;
  - (ii) a decision will be made;
  - (iii) how soon any procurement process *to include the EOI* will start.

\* it will be the relevant *Service Unit Managers* responsibility to update and maintain the register in respect of contracts entered by their section – further information can be obtained from Legal and Support Services.



## 9. CONSTRUCTION, DESIGN AND MANAGEMENT REGULATIONS

Please see separate policy. It is a requirement that all contracts let by the Council comply with Construction, Design and Management (CDM) Regulations.

## 10. PUBLIC SERVICES (SOCIAL VALUE) ACT 2012

10.1 The Public Services (Social Value) Act 2012 requires contracting authorities to consider at the pre-procurement stage of **any** services contract and services framework agreement (including goods and works contracts procured in combination with services) to which the Public Contracts Regulations 2015) apply:

- how the proposed procurement may improve the economic, social and environmental well-being of their areas;
- how the contracting authority may act with a view to securing that improvement in conducting the process of procurement;
- in addition, the contracting authority is required to consider whether to undertake any community consultation on the above matters.

10.2 If you are undertaking a procurement exercise to which you think this Act applies please consult with the Procurement Officer before proceeding.

## CONDUCTING PURCHASE AND DISPOSAL

## 11. COMPETITION REQUIREMENTS FOR PURCHASE, DISPOSAL AND PARTNERSHIP ARRANGEMENTS

*The Authorised Officer* must calculate the total value of any proposed purchase or disposal. The following procedures apply where there are no other procedures which take precedence. Other procedures may include agency agreements with government. If in doubt, *Authorised Officers* must seek the advice of the *Procurement Officer* and/or the *Director of Finance and Resources*.

### 11.1 Purchasing: competition requirements

11.1.1 Where the total value for a purchase is within the values in the first column below, the *award procedure* in the second column must be followed.



### Purchasing: competition requirements

Total value	Award procedure
£0-£3,000	<ul style="list-style-type: none"> <li>• Must consider using existing corporate contract if there is one or an existing <i>Framework Agreement</i> provided costs are competitive.</li> <li>• There must be evidence of competitive enquiries being undertaken with details of final selection criteria recoded &amp; retained.</li> <li>• The Contractor can be selected on price alone; however if chosen contractor is not the lowest quote, MEAT evaluation should be used to justify choice.</li> <li>• Consider using the Due North Electronic Portal Quick Quote process.</li> </ul>
£3,001 - £25,000	<ul style="list-style-type: none"> <li>• Must consider using existing corporate contract if there is one or an existing <i>Framework Agreement</i> provided costs are competitive.</li> <li>• Must <b>obtain</b> at least 3 written quotations</li> <li>• MEAT evaluation criteria must be used to support decision if contract awarded other than on price alone.</li> <li>• Should consider using Tender procedure if appropriate</li> <li>• Consider using the Due North Electronic Portal Quick Quote Process.</li> </ul>
£25,001 - £50,000	<ul style="list-style-type: none"> <li>• Must consider using existing corporate contract if there is one or an existing <i>Framework Agreement</i> provided costs are competitive</li> <li>• Must advertise the contract and invite expressions of interest via the Due North Portal.</li> <li>• Must use Council's formal Quotation documents</li> </ul>
£50,001 – EU Threshold	<ul style="list-style-type: none"> <li>• Must consider using existing corporate contract if there is one or an existing <i>Framework Agreement</i> provided costs are competitive</li> <li>• Must advertise the contract and invite expressions of interest via the Due North Portal.</li> <li>• Must use Council's formal tender documents</li> </ul>
Above EU threshold*	<ul style="list-style-type: none"> <li>• In accordance with <i>EU Procedures</i> and advice from the Procurement Officer and Legal Services</li> </ul>

Values exclude VAT, staff costs and fees.

**\*EU Threshold** as at 1.1.16 (updated every 2 years)

£4,104,394 (works contracts)

£164,176 (supplies and services contracts)

11.1.2 Where it can be demonstrated that there are insufficient suitably qualified *potential tenderers* to meet the competition requirement, all suitably qualified *potential tenderers* must be invited.



- 11.1.3 An *Authorised Officer* must not split orders, enter into separate contracts or select a method of calculating the total value in order to minimise the application of these contract procedure rules.
- 11.1.4 Where the *EU procedure* is required, the *Authorised Officer* shall consult the *Director of Finance and Resources* to determine the method of conducting the purchase.

## 11.2 Assets for disposal

- 11.2.1 For stocks and stores, *Service Unit Managers* will be responsible for the disposal of surplus assets subject to the agreement of the *Head of Service*. This will be by public auction, competitive tender or by other manner most beneficial to the Council. Any disposal of a single asset valued in excess of £5,000 will be reported to the Executive.
- 11.2.2 For land and property assets, the *Head of Service* in conjunction with the appropriate *Portfolio Holder in accordance with Financial Regulations* will exercise a delegation to deal with disposals up to £50,000. Disposals over £50,000 will require the prior approval of the Executive who will consider a report by the *Head of Service*, which will include the financial, legal and other consequences of the proposed disposal. Disposals over £500,000 also require the approval of full Council.
- 11.2.3 The Localism Act requires the Council to maintain a register of Community assets. The register is maintained and kept by *The Director of Finance & Resources*. If there is interest in the disposal of any asset listed on the Register a set procedure needs to be followed and a full consultation needs to be undertaken. Any approach made to the Council with regards disposal of an asset listed on the register must go to the *Director of Finance & Resources* in the first instance.

## 11.3 Providing services to external purchasers

- 11.3.1 The *Head of Service* and the *Director of Finance and Resources* must be consulted where it is proposed to do work for organisations other than Redditch Borough Council.

## 11.4 Collaborative and partnership arrangements

- 11.4.1 Collaborative and partnership arrangements are subject to all UK and EU procurement legislation and must follow these Contract Procedure Rules. If in doubt, *Authorised Officers* must seek the advice of the *Procurement Officer*.

## 11.5 Appointment of consultants

- 11.5.1 *Consultants* will only be used if in the opinion of the appropriate *Service Unit Manager* in consultation with the *Head of Service* the work cannot be handled by Council employees.
- 11.5.2 If the consultant is to be appointed, a note should be placed on the file stating:
- (i) why it was necessary to use an external consultant;

- (ii) the brief for the project;
- (iii) the brief for selecting the consultant and how this was met;
- (iv) the names of the members and Officers involved in the selection process.
- (vi) Officers should consider any other options for savings before any appointment.

11.5.3 Consultants shall be selected in accordance with table C.

11.5.4 The engagement of a *consultant* shall follow the agreement of a brief that adequately describes the scope of the services to be provided and shall be subject to completion of a formal letter or contract of appointment. The appropriate *Service Unit Manager* will ensure that the requirements of 11.5.5 below are written into the contract and are verified.

11.5.5 Any *consultant* working on behalf of the Council will:

- (i) comply in all respects with the Council's Contract Procedure Rules and Financial Regulations;
- (ii) hold, where appropriate, an adequate level of professional indemnity insurance to cover any loss that may arise;
- (iii) produce all records relating to the contract on request during the currency of the contract;
- (iv) pass all relevant records to the *Service Unit Manager* on completion of the contract, to be maintained in accordance with Rule 6.

11.5.6 There may be instances when the use of these Contract Procedure Rules to appoint a consultant would be inappropriate, for example when engaging a barrister or other consultant where quality of performance is more important than the lowest tender.

11.5.7 For all types of *consultants*, the appropriate *Service Unit Manager* will:

- (i) ensure that consultancies can be properly funded, within an approved budget and expenditure code;
- (ii) consider the type of contract and how payments will be made;
- (iii) draw up a written contract with any *consultants* engaged;
- (iv) appoint a project manager to manage and monitor each consultancy project;
- (v) ensure that all documentation relating to a proposed consultancy is collated by an experienced officer in consultation with the *Director of Finance and Resources* if appropriate.

11.5.8 When grants are awarded to outside bodies to fund *consultants* (for example to carry out feasibility studies) the organisation concerned will be responsible for appointing and monitoring the *consultants*.

## 11.6 Information Technology

11.6.1 The procurement of information technology should follow all other rules but in addition the following requirements apply.

11.6.2 For all information technology purchases, approval must be sought from the IT Services.

11.6.3 Any extension or additional modules to software may be procured without a Tendering process if:

- (i) the original system was procured through a full Tendering exercise;
- (ii) the contracts for the system and any support and maintenance contracts are still in term;
- (iii) the cost of additional modules does not exceed 25% of the original purchase price;
- (iv) the total cumulative price does not exceed the OJEU Threshold; and
- (v) the proposed purchase has had a technical sign off by the IT Services and the Procurement Officer .

## 12. PRE-TENDER MARKET RESEARCH AND CONSULTATION

12.1 The *Authorised Officer* responsible for the purchase:

- may consult potential suppliers prior to the issue of the *invitation to tender* in general terms about the nature, level and standard of the supply,
- contract packaging and other relevant matters, provided this does not prejudice any potential supplier or tenderer, but
- must not seek or accept technical advice on the preparation of an *invitation to tender or quotation* from anyone who may have a commercial interest in them, if this may prejudice the equal treatment of all potential suppliers/tenderers or distort competition, and
- should seek advice as appropriate, for example from the Procurement Officer and the Director of Finance and Resources.

## 13. STANDARDS AND AWARD CRITERIA

13.1 The *Authorised Officer* must ascertain whether there are any relevant British, European or international standards which apply to the subject matter of the contract.



The officer must include those standards which are necessary to properly describe the required quality. *The Director of Finance and Resources* must be consulted if it is proposed to use standards other than European standards.

- 13.2 The *Authorised Officer* must define award criteria that are appropriate to the purchase and designed to secure an outcome giving value for money for the Council. The basic criteria are:

- 'lowest price' where payment is to be made by the Council;
- 'highest price' if payment is to be received; or
- 'most economically advantageous', where considerations other than price also apply.

If the last criterion is adopted, it must be further defined by reference to sub criteria subcriteria which may refer only to relevant considerations. These may include price, cost (including internal and life-cycle costs), service, quality of goods, running costs, cost effectiveness, quality, technical merit, previous experience, delivery date, cost effectiveness, relevant environmental considerations, aesthetic and functional characteristics (including security and control features), accessibility, safety, after-sales services, technical assistance, experience of staff, social and environmental considerations (provided relevant to the contract), trading terms and any other relevant matters.

- 13.3 *Award criteria* must not include:

- *Non-commercial* considerations: (fully explained in definitions appendix);
- matters which discriminate against suppliers from the *European Economic Area* or signatories to the *Government Procurement Agreement*.

#### 14. INVITATIONS TO TENDER/QUOTATIONS

**\* please use standard documentation when possible**

- 14.1 All *invitations to tender* must state that no tender will be considered unless it is received by the date, place and time stipulated. Tenders delivered in contravention of this clause will not be considered other than (at the discretion of the Council) in exceptional circumstances, such as a fault in a tendering portal operated by the Council.

- 14.2 All *invitations to tender* shall include the following:

- (i) specification that describes the Council's requirements in sufficient detail to enable the submission of competitive offers;
- (ii) requirement for tenderers to declare that the *tender* content, price or any other figure or particulars concerning the *tender* have not been disclosed by the tenderer to any other party (except where such a disclosure is made in



confidence to subcontractors, insurers and advisers for the purposes of compiling a tender for purpose);

- (iii) requirement for tenderers to complete fully and sign all *tender* documents including a form of *tender* and certificates relating to canvassing and non-collusion;
  - (iv) notification that tenders are submitted to the Council on the basis that they are compiled at the tenderer's expense;
  - (v) a description of the *award procedure* and, unless defined in a prior advertisement, a definition of the award criteria in objective terms with their respective weightings;
  - (vi) notification that no tender will be considered unless it is either (as applicable) submitted via an electronic tendering portal used by the Council or enclosed in a sealed envelope or container which bears the word '*Tender*' followed by the subject to which it relates, but no other name or mark indicating the sender;
  - (vii) a stipulation that any *tenders* submitted by fax or other electronic means (excluding any formal electronic tendering arrangements) shall not be considered;
  - (viii) the method by which any arithmetical errors discovered in the submitted *tenders* will be dealt with, in particular, whether the overall price prevails over the rates in the tender or vice versa.
- 14.3 All invitations to tender or quotations must specify the goods, services and/ or works that are required, together with the full set of contract documents that will apply (see Rule 16).
- 14.4 The invitation to *tender* or *quotation* must state that the Council is not bound to accept any *tender* or *quotation*.
- 14.5 All potential suppliers invited to tender or quote must be issued with the same information at the same time and subject to the same conditions. Any supplementary information must be given on the same basis.

## 15. SHORTLISTING

- 15.1 Any *shortlisting* must have regard to the financial and technical standards relevant to the contract and the *award criteria*. Special rules apply in respect of the *EU Procedure*.

## 16. SUBMISSION, RECEIPT AND OPENING OF TENDERS/QUOTATIONS

- 16.1 Potential suppliers must be given an adequate period in which to prepare and submit a proper *quotation* or *tender*, consistent with the complexity of the contract



requirement. Normally at least four weeks should be allowed for submission of tenders. *The EU procedure* lays down specific time periods.

## 16.2 Receipt and safe custody of tenders

The Council's electronic tendering system will receive, receipt and store (via a secure online portal) all the Council's tenders.

Receipt of tenders will be logged electronically on the system and a full audit trail evidenced, including dates and times of receipt and opening.

## 16.3 Opening tenders and Register of tenders

- (i) The e-tendering system shall be maintained by the Procurement Department to show for each set of competitive tender invitations despatched:
  - The name of all firms' individuals invited;
  - The names of firms individuals from which tenders have been received;
  - The date the tenders were received and opened;
  - The person(s) opening the 'Tender Box';
  - The price shown on each tender.

## 17. CLARIFICATION PROCEDURES AND POST-TENDER NEGOTIATION

- 17.1 Providing clarification of an *invitation to tender* to potential or actual tenderers, or seeking clarification of a *tender*, whether in writing or by way of a meeting, is permitted. However, discussions with tenderers after submission of a *tender* and before the award of a contract with a view to obtaining adjustments in price, delivery or content (i.e. post-*tender* negotiations) must be the exception rather than the rule. In particular, they must not be conducted in an *EU procedure* where this might distort competition, especially with regard to price.
- 17.2 If post-tender negotiations are necessary, then such negotiations shall only be undertaken with tenderer(s) identified as having submitted the best *tender(s)*. During negotiations tendered rates and prices shall only be adjusted in respect of a corresponding adjustment in the scope or quantity included in the tender documents. *Authorised Officers* appointed to carry out post-tender negotiations should ensure that there are recorded minutes of all negotiation meetings and that both parties agree actions in writing.
- 17.3 Whenever it is proposed to enter into post-tender negotiation, the *Director of Finance and Resources* must be consulted for advice. Negotiations must be conducted by a team of at least two Officers.



- 17.4 Where post-tender negotiation results in a fundamental change to the specification (or contract terms) the contract must not be awarded but retendered.

## **18. TENDER EVALUATION, AWARD OF CONTRACT, AND DE-BRIEFING TENDERERS**

- 18.1 Apart from the debriefing required or permitted by these contract procedure rules, the confidentiality of quotations, *tenders* and the identity of tenderers must be preserved at all times and information about one tenderer's response must not be given to another tenderer.
- 18.2 Tenderers must complete all tender documentation. Any omissions may render a tender null and void, with no further consideration given.
- 18.3 *Tenders* must be evaluated impartially in accordance with the award criteria. Particular attention will be given to rates and prices, percentage adjustments, balancing items, ambiguities, qualifications and alternative offers. The following must also be included in the evaluation (to the extent that the Council is entitled to consider them, which will not be the case for all of the following on an EU tender process):-
- comparison of submitted *tender* prices with pre-tender estimates, and analysis of any discrepancies;
  - overall *value for money* assessment;
  - quality of performance on any previous Council contracts (applicable only at the selection stage in an EU tender process);
  - previous experience;
  - views of referees (applicable only at the selection stage in an EU tender process and can be based only on factual references without any subjective opinion);
  - financial standing (applicable only at the selection stage in an EU tender process);
  - capability of EU compliance, where appropriate;
  - proposals for health and safety, equality and diversity, and dealing with complaints;
  - any significant environmental features of goods and services such as life expectancy, energy efficiency, recyclability.
  - Contribution to delivering the priorities and goals in our corporate strategy (whether relevant to the subject matter of the tender in an EU tender process).



- 18.4 Compliant *tenders* must be checked for arithmetic accuracy, including the correct extension and summation of rates tendered in the bill of quantities. If arithmetical errors are found they should be notified to the tenderer, who should be requested to confirm or withdraw their *tender*. Alternatively, if the rates in the tender, rather than the overall price, were stated within the *tender* invitation as being dominant, an amended tender price may be requested to accord with the rates given by the tenderer.
- 18.5 No amendments to *tender* rates after submission of tenders will be permitted. If a tenderer withdraws or the revised tender is no longer the most competitive, the next most competitive will be examined and dealt with in the same way.
- 18.6 *Authorised Officers* may accept quotations and tenders received in respect of proposed contracts, provided they are within the approved estimate and have been sought and evaluated fully in accordance with these contract procedure rules. In respect of proposed High Value and EU contracts, the approval of the relevant *Head of Service* will be obtained, and the awarding of the contract will be reported to the next Executive and minuted.
- 18.7 For EU contracts, the *Authorised Officer* must notify all tenderers simultaneously and as soon as possible of the intention to award the contract to the successful tenderer. The *Authorised Officer* must provide unsuccessful tenderers with a period of at least ten calendar days (Standstill Period) in which to challenge the decision before awarding the contract. If the decision is challenged by an unsuccessful tenderer then the *Authorised Officer* shall not award the contract and shall immediately seek the advice of the *Director of Finance and Resources*.
- 18.8 Once the contract has been let, all unsuccessful tenderers will be notified of the results, and may be informed of the successful price on request. The letter of acceptance will not seek to qualify the terms and amounts previously tendered by the contractor.
- 18.9 If a tenderer requests in writing the reasons for a contracting decision, the *Authorised Officer* must give the reasons in writing within reasonable time frame of the request.

## CONTRACT AND OTHER FORMALITIES

### 19. CONTRACT DOCUMENTS

#### 19.1 Relevant contracts

19.1.1 All *relevant contracts* that exceed the High Value threshold shall be in writing.

19.1.2 All *relevant contracts*, irrespective of value, shall clearly specify:

- what is to be supplied (i.e. the work, goods, materials or services to be delivered or undertaken);





- a defined quality of provision, requiring where appropriate that all works carried out or goods supplied will conform to current British Standards or Codes of Practice;
- the provisions for payment (i.e. the price to be paid and when, including details of any discounts or deductions, and where appropriate a means of defining price adjustments for any subsequent amendment of requirements);
- the time, or times, within which the contract is to be performed, and any other conditions and terms as may be agreed between the parties;
- the provisions for the Council to terminate the contract.

19.1.3 The Council's ordering procedures, as laid down in Financial Regulations, must be used wherever possible.

19.1.4 The formal advice of the *Director of Finance and Resources* must be sought in the following instances:

- where the *total value* exceeds £50,000;
- those involving leasing arrangements;
- where it is proposed to use a supplier's own terms;
- those that are complex in any way.

19.1.5 Every relevant contract over the High Value threshold must, where applicable, also state clearly:

- any insurance requirements. This will include, where appropriate, Professional Indemnity insurance, which will protect the Council's interests and cover any potential losses. An adequate level of insurance will be determined in consultation with the Council's insurers;
- health and safety requirements;
- performance and complaints monitoring requirements;
- data protection requirements, if relevant;
- any professional, quality or EU standards that must be met;
- any Council expectations regarding environmentally sustainable working practices;
- equalities and diversity requirements;
- freedom of information requirements;

- that when *agents* are used to let contracts, they must comply with the Council's contract procedure rules;
- a right of access to relevant documentation and records of the contractor for monitoring and audit purposes;
- that the contractor may not assign or sub-contract without prior written consent from the Council's *Authorised Officer*.

## 19.2 Contract formalities

19.2.1 Agreements shall be completed by the following as a minimum:

Total Value (Rule 11.1.1)	Method of Completion	By
Low value	Signature	Authorised Officer
Medium value	Signature	Service Unit Manager
High value	Signature/Sealing	See Rule 19.3.1

19.2.2 The contract letting process must allow sufficient time for the legal documentation to be completed prior to the start of the contract. All contracts should be concluded in writing before the supply, service or construction work begins, except in exceptional circumstances where it is essential that the contract starts before formal contract signing. In such cases reasons will be clearly noted on the contract file.

19.2.3 The *Authorised Officer* responsible for securing signature of the contract must ensure that the person signing for the other contracting party has authority to bind it.

## 19.3 Sealing

19.3.1 Where it is appropriate for contract documents to be sealed by the Council, this will be done in accordance with the Council's constitution.

19.3.2 Copies all contracts entered should be stored with the Legal Section.

19.3.3 Details of all contracts should be added to and maintained on the Contracts Register maintained by the Legal Section.

## 20. BONDS, PARENT COMPANY GUARANTEES AND LIQUIDATED DAMAGES

20.1 *Authorised Officers* must consult the *Head of Service* about whether a parent company guarantee is necessary when it is proposed to appoint a contractor who is a subsidiary of a parent company and:

- the *total value* of the proposed contract exceeds £1 million; or
- award is based on evaluation of the parent company; or
- there is concern about the stability of the contractor.

20.2 *Authorised Officers* must consult the *Head of Service* about whether a bond is needed:

- where the total value of the proposed contract exceeds £1 million; or
- where it is proposed to make stage or other payments in advance of receiving the whole of the subject matter of the contract and there is concern about the stability of the contractor.

20.3 If a *bond* is deemed necessary, the amount will be at least 10% of the contract sum (or its annual value where the contract relates to continuing service). Any decision not to require a bond will be recorded on the appropriate file.

20.4 Provision should be made for liquidated damages to be paid by the contractor if the contract is not completed within the time specified. This will normally be the case for contracts over £500,000 but may also be appropriate for lesser value contracts. The amount of liquidated damages will be determined by the appropriate *Service Unit Manager* in consultation with the *Head of Service*.

20.5 In certain circumstances, both a *parent company guarantee* and a *bond* may be required.

## 21. PREVENTION OF CORRUPTION

21.1 Officers and Members must not invite or accept any gift or reward in respect of the award or performance of any contract. High standards of conduct are obligatory. Corrupt behaviour will lead to dismissal in the case of Officers and a reference to the Standards Committee in the case of Members. Where appropriate a matter may be referred to the Police.

21.2 The following clause must be put in every written Council contract:

*“The Council may terminate this contract and recover all its loss if the Contractor, its employees or anyone acting on the Contractor’s behalf do any of the following things:*

- (i) offers, gives or agrees to give to anyone any inducement or reward in respect of this or any other Council contract (even if the Contractor does not know what has been done); or
- (ii) commits an offence under the Prevention of Corruption Acts 1889 to 1916 or Section 117(2) of the Local Government Act 1972; or
- (iii) commits any fraud in connection with this or any other Council contract whether alone or in conjunction with Council members, contractors or employees.

Any clause limiting the Contractor’s liability shall not apply to this clause.”

## 22. BRIBERY ACT 2010



- 22.1 The Bribery Act 2010 sets out a number of prohibited acts which, if committed, carry criminal sanctions. Specifically the Council is covered by the offences in the following sections of the Act:
- Section 1: the offence of bribing another person;
  - Section 2: the offences relating to being bribed;
  - Section 6: the offence of bribing a foreign public official.
- 22.2 Government guidance highlights as the main example of how an employee of a public authority may commit an offence under the Act is if they accept a payment in return for manipulating the process or outcome of a public procurement in favour of a particular bidder.
- 22.3 The Council has an overriding duty to prevent and eliminate bribery not only in the way that it affects employees but also by ensuring that no contractors have been involved in any bribery offences. A conviction for an offence under the Bribery Act 2010 will trigger mandatory exclusion from competing for public contracts under regulation 57(1)(d) of the Public Contracts Regulations 2015.
- 22.4 If you have any concerns in respect of bribery by another *officer* and/or a contractor/tenderer then please inform *Head of Service* or the *Director of Finance and Resources* immediately. Failure to do so could result in criminal proceedings against you personally.

## **23. DECLARATION OF INTERESTS**

- 23.1 Officers and Members must have regard to their relevant codes of conduct.
- 23.2 Officers must declare to their *Service Unit Manager* any interests which could bring about conflict with the Council's interests.
- 23.3 Members must disclose all relevant interests on their register of interest forms, and at any meetings they attend.

## **CONTRACT MANAGEMENT**

## **24. MANAGING CONTRACTS**

- 24.1 All contracts must have a named Council *contract manager* for the entirety of the contract. This will normally be the appropriate *Service Unit Manager* or a named deputy.
- 24.2 All contract managers will comply with these *Contract Procedure Rules* and any associated Council guidance.

## **25. RISK ASSESSMENT AND CONTINGENCY PLANNING**

- 25.1 A business case must be prepared for all procurements with a potential value over the *EU threshold*. Provision for resources for the management of the contract, for its entirety, must be identified in the business case.
- 25.2 For all High Value contracts, contract managers must:
- maintain a risk register during the contract period;
  - undertake appropriate risk assessments;
  - for identified risks, ensure contingency measures are in place;
  - undertake and record such checks as are necessary to ensure that the contractor's insurance policies remain in force for the duration of the contract.

## **26. CONTRACT MONITORING, EVALUATION AND REVIEW**

- 26.1 During the life of a contract, the *contract manager* must monitor the contractor in respect of:
- performance;
  - risk management;
  - compliance with specification and contract;
  - cost;
  - any value for money requirements;
  - user satisfaction.
- 26.2 In the case of High Value contracts, the *Head of Service* will be responsible for budget monitoring and reporting any particular areas of concern to the Senior Management Team and the appropriate Executive member.

**DEFINITIONS**  
**APPENDIX****Agent**

A person or organisation acting on behalf of the Council, or on behalf of another organisation.

**Approved list**

A list drawn up in accordance with Rule 7.2.

**Authorised Officer**

The Officer designated to deal with the contract in question. This is usually the Service Unit Manager or their nominated deputy.

**Award criteria**

The criteria by which the successful quotation or tender is to be selected (see Rules 10 and 11.2e).

**Award procedure**

The procedure for awarding a contract as specified in Rules 8, 10 and 15.

**Best value**

The duty, which Part I of the Local Government Act 1999 places on local authorities, to secure continuous improvement in the way in which functions are exercised, having regard to a combination of economy, efficiency and effectiveness as implemented by the Council.

This terminology has now in many instances been superseded by value for money.

**Bond**

An insurance policy intended to protect the Council against a level of cost arising from the contractor's failure. If a contractor does not fulfil their contractual obligations, the Council can claim the sum of money specified in the bond (often 10% of the contract value).

**Chief Finance Officer**

The Head of Service or such other Officer as may be designated by him.

**Chief Officer**

The Officers defined as such in the constitution.

**Code of conduct**

The code regulating conduct of Officers. See Council Personnel Policy C4 on the Council Intranet. A national code of conduct is also in the course of preparation.

**Committee**

A Committee which has power to make decisions for the Council, for example a joint Committee with another local authority, but not a Scrutiny Committee.

**Constitution**

The constitutional document approved by the Council which:

- allocates powers and responsibility within the Council and between it and others;
- delegates authority to the Executive, Committees, Portfolio Holders and Officers;
- regulates the behaviour of individuals and groups through rules of procedure, codes and protocols.

**Consultant**

Someone engaged for a specific length of time to work to a defined project brief with clear outcomes to be delivered, who brings specialist skills or knowledge to the role, and where the Council has no ready access to employees with the skills, experience or capacity to undertake the work.

**Contract Manager**

The named Council officer, usually a Service Unit Manager, who is responsible for sponsoring a contract from inception to completion.

**Contracting decision**

Any of the following decisions:

- composition of approved lists;
- withdrawal of invitation to tender;
- whom to invite to submit a quotation or tender;
- Shortlisting;
- award of contract;
- any decision to terminate a contract.

**Corporate contract**

A contract let to benefit all sections of the Council, to support the Council's aim of achieving value for money.

**Head of Service**

As defined in the constitution.

**EU procedure**

The procedure required by the EU where the total value exceeds the EU threshold.

**EU threshold**

The contract value at which the EU public procurement directives apply. The values usually change every 2 years. As at 1.1.16 these were:

£4,104,394 (works contracts)

£164,176 (supplies and services contracts)

**European Economic Area**

(EEA) provides for the free movement of persons, goods, services and capital through three of the four member states of the European Free Trade Association (EFTA) – Iceland, Liechtenstein and Norway – and 27 of the 28 member states of the European Union (EU).

**Executive**

The Council's Executive as defined in the constitution.

**Financial Regulations**

The financial regulations outlining Officer responsibilities for financial matters issued by the Head of Service in accordance with the constitution.

**Framework Agreement**

An agreement between one or more authorities and one or more economic operators, the purpose of which is to establish the terms governing contracts to be awarded during a given period, in particular with regard to price and, where appropriate, the quantity envisaged.

**Government Procurement Agreement**

The successor agreement to the General Agreement on Trade and Tariffs. The main signatories other than those in the European Economic Area are the USA, Canada, Japan, Israel, South Korea, Switzerland, Norway, Aruba, Hong Kong, China, Liechtenstein and Singapore.

**Director of Finance and Resources**

As identified in the constitution.

**High profile**





A high-profile purchase is one that could have an impact on functions integral to Council service delivery should it fail or go wrong.

**High risk**

A high-risk purchase is one which presents the potential for substantial exposure on the Council's part should it fail or go wrong.

**High Value contract**

Where the value exceeds the threshold as stated in the summary of essential requirements in the introduction to these contract procedure rules. Formal written tenders are required. See also EU threshold.

**Invitation to tender**

Invitation to tender documents in the form required by these contract procedure rules.

**Key decision**

Decisions that are defined as key decisions in the constitution.

**Line Manager**

The Officer's immediate superior or the Officer designated by the Service Unit Manager to exercise the role reserved to the line manager by these contract procedure rules.

**Low Value contract**

As defined in the summary of essential requirements in the introduction to these contract procedure rules. Verbal estimates are required, confirmed in writing over a particular value.

**Managing Director**

The Council's Chief Executive Officer, as defined in the constitution.

**MEA**

Most Economically Advantageous.

**Medium Value contract**

As defined in the summary of essential requirements in the introduction to these contract procedure rules. Written quotations are required.

**Nominated suppliers and sub-contractors**

Those persons specified in a main contract for the discharge of any part of that contract.

**Non-commercial considerations**



- (a) The terms and conditions of employment by contractors of their workers or the composition of, the arrangements for the promotion, transfer or training of or the other opportunities afforded to, their workforces ('workforce matters').
- (b) Whether the terms on which contractors contract with their sub-contractors constitute, in the case of contracts with individuals, contracts for the provision by them as self-employed persons of their services only.
- (c) Any involvement of the business activities or interests of contractors with irrelevant fields of government policy.
- (d) The conduct of contractors or workers in industrial disputes between them or any involvement of the business activities of contractors in industrial disputes between other persons ('industrial disputes').
- (e) The country or territory of origin of supplies to, or the location in any country or territory of the business activities or interests of, contractors.
- (f) Any political, industrial or sectarian affiliations or interests of contractors or their directors, partners or employees.
- (g) Financial support or lack of financial support by contractors for any institution to or from which the authority gives or withholds support.
- (h) Use or non-use by contractors of technical or professional services provided by the authority under the Building Act 1984.

Workforce matters and industrial disputes, as defined in paragraphs (a) and (d), cease to be non-commercial considerations to the extent necessary or expedient to comply with best value; or where there is a transfer of staff to which the Transfer of undertakings (Protection of Employment) Regulations 1981 (TUPE) may apply.

### **Parent company guarantee**

A contract which binds the parent of a subsidiary company as follows: if the subsidiary company fails in its contractual obligations, the Council can require the parent company to rectify the situation.

### **Portfolio Holder**

A member of the Executive to whom political responsibility is allocated in respect of specified functions.

### **Potential Tenderer**

Any person who asks or is invited to submit a quotation or tender.

### **Priority services**

Those services required to be tendered as defined in the EU public procurement directives.

**Procurement strategy**

The document setting out the Council's approach to procurement and key priorities for the next few years.

**Quotation**

A quotation of price and any other relevant matter (without the formal issue of an invitation to tender).

**Relevant contract**

Contracts to which these contract procedure rules apply (see Rule 4).

**Senior Management Team**

Collective name for Managing Director and Heads of Service.

**Service Unit Manager**

Heads of Service who report directly to the Managing Director, collectively known as the Senior Management Team.

**Shortlisting**

The process of selecting potential suppliers or contractors who are to be invited to quote or bid or to proceed to final evaluation.

**Statutory basis**

The Local Government Act 1972 (section 135) requires Local Authorities to introduce and implement standing orders (procedure rules) for contracts made "by them or on their behalf for the supply of goods and materials or for the execution of works".

The Local Government Act 1988 (Part II) lays down general rules as to contracting practice. All contracts let by the Council will comply with these rules.

The Local Government Act 1999 and associated guidance requires local authorities to make arrangements to secure best value and continuous improvement in exercising current functions and also when considering procurement options for future service delivery.

**Tender**

A formal proposal submitted in response to an invitation to tender.

**Tenderer**

Any person who submits a formal quotation or tender in response to an invitation to tender.

**Tender register**

The register kept by the Director of Finance and Resources to record details of tenders (see Rule 16.5).

**Total value**

The whole of the value or estimated value (in money or equivalent value) for a single purchase or disposal calculated as follows:

- (a) where the contract is for a fixed period, by taking the total price to be paid or which might be paid during the whole of the period;
- (b) where the purchase involves recurrent transactions for the same type of item, by aggregating the value of those transactions in the coming 12 months;
- (c) where the contract is for an uncertain duration, by multiplying the monthly payment by 48;
- (d) for feasibility studies, the value of the scheme or contracts which may be awarded as a result;
- (e) for nominated suppliers and sub-contractors, the total value shall be the value of that part of the main contract to be fulfilled by the nominated supplier or sub-contractor.

**TUPE****Transfer of Undertakings (Protection of Employment) Regulations 2006 (SI 2006 No. 246)**

Subject to certain conditions, these regulations apply where responsibility for the delivery of works or services for the authority is transferred from one organisation (e.g. private contractor, local authority in-house team) to another (e.g. following a contracting-out or competitive tendering process) and where the individuals involved in carrying out the work are transferred to the new employer. These regulations seek to protect the rights of employees in such transfers, enabling them to enjoy the same terms and conditions, with continuity of employment, as existed with their former employer. Broadly, TUPE regulations ensure that the rights of employees are transferred along with the business.

**Value for Money**

Value for money is not just the lowest possible price: it combines goods or services that fully meet your needs, with the level of quality required, delivery at the required time, and at an appropriate price.



## Section 1 - Financial Procedure Rules APPENDIX 2

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## PART A FINANCIAL REGULATION POLICY (1.0)

### Background

- 1.1 Section 151 of the Local Government Act 1972 requires that *“Every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their Officers has responsibility for the administration of those affairs”*.
- 1.2 The person with overall responsibility for Redditch Borough Council financial affairs under the act, the Chief Financial Officer (CFO) or Section 151 Officer is the Director of Finance and Resources. Redditch Borough Council uses the Chartered Institute of Public Finance (CIPFA) guidance in defining the role of their Director of Finance and Resources:
- is a key member of the leadership team, helping it to develop and implement strategy and to resource and deliver the authority’s strategic objectives sustainably and in the public interest;
  - must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered, and alignment with the authority’s financial strategy; and
  - must lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.
- 1.3 To deliver these responsibilities the Director of Finance and Resources:
- must lead and direct a finance function that is resourced to be fit for purpose; and
  - must be professionally qualified and suitably experienced.
- 1.4 Under section 114(6) of the Local Government Finance Act 1988 the chief financial officer (the S151 officer) can nominate a member of staff to perform the duties of S151 officer should the chief financial officer be unable to act owing to absence or illness. The person filling the role of Financial Services Manager is nominated to perform the duties of S151 Officer in these circumstances and shall also be known as the Deputy S151 Officer.
- 1.6 The Financial Procedure Rules apply to every Member and Officer of the Council and anyone acting on its behalf.

### Purpose

- 1.7 The purpose of the Financial Procedures Rules are:
- Promote best value and improve service delivery;



- Set out procedures for employees and members to meet the Council's expected standards;
- Demonstrate that controls are in place.

### **Controls**

- 1.8 The Financial Procedure Rules consist of this policy, the Financial Regulations and the financial guidance. All employees and Members are required at all times when engaged on Council activities to comply with these documents as applicable.



## **PART B FINANCIAL REGULATIONS (2.0)**

- 2.1 All Members and Officers must comply with these Financial Procedure Rules all times as applicable.
- 2.2 All Members and Officers must at all times when engaged on Council activities act in the interest of the Council.
- 2.3 All activities must comply with legislation, approved service plans and other Council policies or procedure documents.
- 2.4 All activities must seek to achieve value for money.
- 2.5 Managers must ensure that there are controls in place for every system under their management.
- 2.6 Adequate records must be kept for all transactions in all systems.
- 2.7 Members and Officers have a general responsibility for taking reasonable action to provide for the security of assets under their control and for ensuring that the use of these resources is legal, properly authorised, provide value for money and achieves best value.
- 2.8 The Chief Executive, Directors, Auditors and other Officers designated by them should have unrestricted access to all assets and records held on behalf of the Council.
- 2.9 Members, Officers and others acting on behalf of the Council are required to have proper regard to the advice and guidance issued by the Director of Finance and Resources on the Financial Procedure Rules.
- 2.10 Every report to Members requires approval by the Director of Finance and Resources, or a nominee designated by the Director of Finance and Resources, setting out the financial implications of the recommendation(s) proposed.
- 2.11 The Council's expectation of propriety and accountability is that Members and staff at all levels shall lead by example in ensuring adherence to financial and legal requirements, rules, procedures and practices.
- 2.12 Members and staff at all levels shall act in accordance with the Council's anti-fraud and anti-corruption policies.
- 2.13 The Council also expects that individuals and organisations (e.g. suppliers, contractors, service providers) that it comes into contact with, shall act towards the Council with integrity and without thought or actions involving fraud or corruption.
- 2.14 The Council's Scheme of Delegation is the formal record of delegation of financial decision making.

## **PART C FINANCIAL GUIDANCE**

### **3.0 Urgent decisions**

- 3.1 In accordance with the Council's Scheme of Delegation to Officers the Chief Executive and in his absence the Directors, are empowered to take all necessary decisions in cases of emergency.
- 3.2 Any decisions made under the 'urgent decision' arrangements shall be reported to Council.
- 3.3 Nothing in these finance procedure rules shall prevent expenditure required to meet immediate needs caused by a sudden emergency to which the Civil Contingencies Act 2004 applies, provided that such expenditure shall be reported as soon as possible to the appropriate Executive member and the Executive.

### **4.0 Income charging policy**

- 4.1 Local authorities have a wide discretion to levy charges for services. Where charges can be set at the discretion of the Council, Directors should comply with the income and charging principles, including:
- a) The Council should aim to charge for all services where it is appropriate to do so, unless there are conflicting policies or legal reasons not to do so.
  - b) The Council should (subject to market conditions) aim to maximise income from fees and charges by ensuring that the full cost of provision and enforcement is recovered, unless there are contrary policies, legal or contractual reasons.
  - c) Decisions to subsidise services, or to not make a charge for a service should be clearly linked to Council objectives, and the potential income that is not earned must be a consideration in the decision.
  - d) Where the Council continues to subsidise the cost of services provided to customers, the level of subsidy should be clearly understood by the Service unit.
  - e) Charges must be linked to both service and strategic objectives and must be clearly understood.
  - f) The direct implications of charging for residents, and the indirect implications for public, private and voluntary sector partners should be clearly understood.
  - g) Any concessionary scheme should be based on ability to pay and be applied in a consistent and transparent approach across all Council services.
  - h) Where appropriate annual inflationary uplifts will be applied through the budget setting process, this will be agreed by Members as part of the budget setting process.

## 5.0 Income collection

5.1 The Director of Finance and Resources shall agree arrangements for the collection of all income and approve procedures and systems. In order to achieve this, the following controls must be followed:

- a) All income due to the Council is identified, charged correctly and billed promptly.
- b) All money received by an employee on behalf of the Council is paid without delay to the Director of Finance and Resources or to a nominated Officer or into the Council's specified bank account and is properly recorded.
- c) All receipts given for money should be on an official receipt form.
- d) All income is collected from the correct person, at the right time using the correct procedures and appropriate stationery and effective recovery action to pursue outstanding sums is taken within defined timescales.
- e) A formal approval process for write-offs of uncollectable debts should be followed using the criteria detailed below.
- f) Personal cheques shall not be cashed out of money held on behalf of the Council.
- g) All income received shall be receipted immediately.
- h) Officers shall record all cash received immediately; its use for either personal or official purposes is strictly forbidden.
- i) All paying in records shall be retained securely in line with the Council's policies on the retention of documents.

5.2 The Director of Finance and Resources has determined the following authorisations for writing off uncollectable debt:

Value	Recommendation	Examined/ Approved	Authorised
Credit balances	Income Officer Rent & Welfare Officer Locality Officer Housing Database Officer Revenue Officer Benefits Overpayments Officer	Appropriate Service Supervisors/ Team Leaders	Appropriate Service Managers
Debts up to £100	Income Officer Rent & Welfare Officer Locality Officer Revenue Officer Benefits Overpayments Officer	N/A	Appropriate Service Supervisors/ Team Leaders.

Value	Recommendation	Examined/ Approved	Authorised
£101 - £2,000	Income Officer Rent & Welfare Officer Locality Officer Revenue Officer Benefits Overpayments Officers	N/A	Appropriate Service Managers
Debts over £2,000	Income Officer Rent & Welfare Officer Locality Officer Revenue Officer Benefits Overpayments Officers	Service Managers	Executive Director (Finance and Corporate Resources) - Section 151 Officer Financial Services Manager (Deputy Section 151 Officer). Head of Customer Access and Financial Support Head of Housing Services (HRA debt only)
Debts remitted by Magistrates or where a term of imprisonment has been served	Income Officer Rent & Welfare Officer Locality Officer Revenue Officer Benefits Overpayments Officer	N/A	Appropriate Service Managers
Insolvency proceedings Administratio n Order (where claim has been formally acknowledge d	Income Officer Rent & Welfare Officer Locality Officer Revenue Officer Benefits Overpayments Officer	N/A	Appropriate Service Managers
Debtor is deceased no prospect of dividend from estate	Income Officer Rent & Welfare Officer Locality Officer Revenue Officer Benefits Overpayments Officer	N/A	Appropriate Service Managers
Debt matching agreements	Appropriate Service Managers		Director of Finance and Corporate Resources
Cases of hardship or discretionary write offs	Appropriate Service Managers		Director of Finance and Corporate Resources in conjunction with the Portfolio Holder for Finance and Enabling.

## **6.0 Orders for goods, works and services**

- 6.1 Orders shall not be issued for goods, work or services unless the cost is covered by an approved budget. No payment will be made without an authorised order, unless otherwise agreed by the Director of Finance and Resources or Financial Services Manager.
- 6.2 All orders given on behalf of the Council shall be approved in electronic or written form in accordance with signatory limits. All orders are to be authorised by Officers nominated by the appropriate Head of Service who shall be responsible for official orders issued from his or her Service.
- 6.3 The key controls for ordering and paying for work, goods and services are:
- a) All works, goods and services are ordered only by appropriate persons and recorded. An order number MUST be in place for all goods and services or the supplier will not be paid. Any changes to this must be approved by the Director of Finance or the Financial Services Manager.
  - b) All works, goods and services shall be ordered in accordance with the Contracts Procedure Rules unless they are transferred from other parts of the Council. A full schedule of payment terms must be agreed with the supplier.
  - c) Works, goods and services received are checked to ensure they are in accordance with the order.
  - d) Payments are authorised by Officers who can certify that goods have been received to price, quantity and quality.
  - e) All payments are made to the correct person, for the correct amount and are properly recorded, regardless of the payment method.
  - f) All appropriate payment documents are retained and stored for the defined period in accordance with the Redditch Borough Council Records Management Policy'.
  - g) All expenditure is accurately recorded against the right budget and any exceptions corrected.
  - h) That processes are in place to maintain the security and integrity of data for transacting business electronically.

## **7.0 Payments**

- 7.1 Individual Officers shall ensure that payments are authorised by appropriate Officers who can certify that goods and services have been received and that price, quantity and quality are in accordance with the initial order.
- 7.2 Heads of Service shall maintain for their area a list of Authorised Officers showing their signing levels with specimen signatures, this is to be held on the Council

intranet. This list should be reviewed at intervals to ensure it is up to date and accurate and any changes being reported promptly.

- 7.3 Where an electronic file contains multiple payments, an Officer may authorise the whole file with one signature if his or her authorised limit is at least the value of the highest individual amount within that file.
- 7.4 References to certification and authorisation are deemed to include those made online within a system where the identity of the user is verified using the system's identification protocols.
- 7.5 Once certified, all accounts paid through the centralised payment system must be passed to the Payments Section that shall ensure that the required payment is made to the correct person by the agreed method of payment and that all expenditure including VAT is accurately recorded against the correct budget.
- 7.6 Requests for payment shall be rejected by the Senior Payments Officer unless certified by an Officer who has the appropriate level of authority.
- 7.7 The use of feeder systems to generate payments will only be allowed if the Director of Finance and Resources is satisfied that the data integrity of the corporate financial system would not be compromised and that the feeder system works in accordance with these financial procedures.
- 7.8 Invoices do not need specific authorisation for payment in an electronic system where the invoice matches the authorised order and goods receipt, and all three are correctly entered into the system.
- 7.9 In accordance with the Public Contract Regulations 2015, Regulation 113 and the Late Payment of Commercial Debts Regulations 2013, and to maximise performance under the contract; the Council has to consider and verify all invoices in a timely fashion and pay all undisputed invoices within 30 days of the date on which the relevant invoice is regarded as valid and undisputed. All Council contracts shall contain provisions to this effect. All accounts received must be date stamped with the day of receipt. In the event of a claim for damages/interest for late payment, the amount will be charged to the budget of the Directorate responsible.
- 7.10 Regulation 113 of the Public Contracts Regulations 2015 also requires the Council to include provisions in all contracts requiring the contractor to consider and verify all invoices from subcontractors in a timely fashion and pay undisputed invoices within 30 days of the date on which the relevant invoice is regarded as valid and undisputed. Council contracts shall require contractors to include provisions to this effect in their contracts with subcontractors, and also to require the subcontractors to cascade these provisions down the supply chain.
- 7.11 The Director of Finance and Resources shall ensure that all appropriate payment documentation is retained for the required period of time in accordance with the Redditch Borough Council Records Management Policy.

## **8.0 Salaries, wages, pensions, travel and subsistence**

- 8.1 Heads of Service shall maintain for their area a list of Authorised Officers showing their signing levels with specimen signatures, this is to be held on the Council intranet. This list should be reviewed at intervals to ensure is up to date and accurate and any changes being reported promptly.
- 8.2 All claims for payment of allowances, subsistence, travelling and expenses must be submitted within two months of the period they relate to on the approved form, duly certified in a form approved by the Director of Finance and Resources with all required supporting evidence including receipts for expenses where appropriate. Any exceptions shall require individual certification by both the Director and the Head of Service.
- 8.3 The certification of claims by or on behalf of a Director or Head of Service shall be taken to mean that the Certifying Officer is satisfied that the journeys and the expenses incurred were necessary and authorised as being in line with the council's policies on travel and subsistence claims.
- 8.4 The Senior Payroll Officer shall ensure that all appropriate payroll documents are retained for the required period of time in accordance with the Council Records Management Policy.

## **9.0 Imprest accounts**

- 9.1 The Financial Services Manager will authorise provision of a cash or bank imprest account to meet minor expenditure on behalf of the Council.
- 9.2 The Financial Services Manager will maintain a record of all advances made and reconcile to the Council's main financial system.

In summary Officers operating an imprest account will comply with the following procedures:

- a) Obtain and retain vouchers to support each payment from the imprest account including official VAT receipts where appropriate.
- b) Make adequate arrangements in their office for the safe custody of the account including vouchers and any other supporting documentation.
- c) Produce upon demand by the Financial Services Manager cash and all vouchers to the total value of the imprest account.
- d) Record transactions promptly.
- e) Reconcile and balance the account at least monthly with reconciliation sheets to be signed and retained by the imprest holder.
- f) Provide the Financial Services Manager with a certificate of the value of the account held at 31st March each year.
- g) Ensure that the imprest is never used to cash personal cheques or to make personal loans.



- h) Ensure that the only payments into the account are the reimbursement payments and any notes/coinage relating to purchases made by a cash advance from the imprest account.
- i) Ensure income due to the Council is collected and banked as provided in accordance with the Council's Financial Procedure Rules and not through an imprest account.
- j) On leaving the Council's employment, ceasing to be entitled to hold an imprest advance or no longer requiring an imprest advance, Officers must request that the Financial Services Manager close the account. All funds and account documentation should be returned to the Financial Services Manager.
- k) A bank imprest account cannot become overdrawn.
- l) Submit a claim for reimbursement at least monthly or return a nil claim.

## **10.0 Banking arrangements and Government Procurement cards**

- 10.1 All arrangements with the Council's bank concerning the Council's bank accounts and for the ordering and issue of cheques shall be made by, or under arrangements approved by, the Director of Finance and Resources. The Director of Finance and Resources shall be authorised to open and operate such banking accounts, as he or she may consider necessary. This authority shall include the power to give the necessary directions to the bank as to signatures for withdrawals.
- 10.2 Apart from payments from Government Procurement cards, petty cash, imprest accounts, the normal method of payment due from the Council shall be by BACS or cheque. Direct debit and periodical payment arrangements shall require the prior agreement and authorisation of the Director of Finance and Resources.
- 10.3 All cheques and cheque stationery shall be ordered only on the authority of the Director of Finance and Resources who shall be satisfied that proper arrangements are in place for their safe custody. Where the signature is printed on the cheque by a Council system, the signature shall be that of the Director of Finance and Resources.
- 10.4 The Director of Finance and Resources shall be responsible for authorising the issue of Government Procurement cards and determining spending limits. Cardholders are required to comply with the policy issued by the Director of Finance and Resources regulating the use of corporate credit cards as shown in Appendix B. Purchases must be made in accordance with the Contract Procedure rules. This policy will include the requirement for cardholders to provide the Senior Payments Officer with a receipt and complete the online system with details of all items purchased including the general ledger code this is due by 17th of each month.

## **11.0 Preventing financial irregularities**

- 11.1 All Officers are required under their contractual obligation to report financial irregularities at the earliest opportunity to their Manager or Director of Finance and Resources. The Director of Finance and Resources will report financial irregularities to the Chief Executive, Executive and the Audit, Governance and Standards



Committee. Providers of services are required to highlight financial irregularities immediately as stipulated under the Contract Procedure Rules.

- 11.2 The Director of Finance and Resources, in conjunction with audit, will determine the scope of any internal enquiries or investigations, subject to consultation with the relevant member of the Management Team.
- 11.3 The Director of Finance and Resources, in consultation with the relevant member of the Management Team, will decide whether any matter under investigation should be referred for Police investigation and take recovery action as appropriate on such matters.
- 11.4 The Director of Finance and Resources will inform the Chief Executive and Monitoring Officer if a suspected irregularity occurs involving staff who are his or her responsibility.
- 11.5 All staff and members must report financial irregularities to the Director of Finance and Resources.
- 11.6 The Director of Finance and Resources will advise the relevant Director if the outcome of an audit investigation indicates improper behaviour by a member of staff; or the Monitoring Officer if the outcome of an audit investigation indicates improper behaviour by an Elected Member. The Director or Monitoring Officer will then instigate the relevant disciplinary/standards procedure.

## **12.0 Money laundering**

- 12.1 The Director of Finance and Resources is appointed as the Money Laundering Reporting Officer (MLRO). This Officer shall ensure that all staff likely to receive payments from the public, businesses or professions are aware of the authority's responsibilities under the Proceeds of Crime Act 2002, the Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payer) 2017 and any other relevant acts and regulations, such as the Terrorism Act 2000 and Anti-terrorism, Crime and Security Act 2001 and any updates of them.
- 12.2 The MLRO shall receive reports from staff about suspicious payments of any value for any purpose and payments in cash in excess of £10,000 including in aggregate.
- 12.3 The MLRO shall report any instance of suspected money laundering to the serious organised crime agency.

## **13.0 Asset management**

### **Introduction**

- 13.1 The asset management section of the Council's Financial Procedure Rules provides a framework of principles, minimum requirements, levels of authority and delegations to ensure that the Council's asset portfolio is managed effectively to achieve maximum value for money.

### **Overarching principles**

13.2 A set of overarching principles govern the operation of this section of the Council's Financial Procedure Rules.

13.3 These are:

#### **Property**

- a) All property owned or leased by Redditch Borough Council is held corporately.
- b) All property held by the Council must be held for specific statutory purposes and the Council's records must identify the purposes for which land is held. These purposes include:
  - housing purposes;
  - planning purposes; and
  - general purposes.
- c) The Director of Finance and Resources, in conjunction with the applicable Service Director, is responsible for ensuring that the occupation of all Redditch Borough Council property by Directorates or other tenants is in the interests of the Council as a whole.
- d) The Director of Finance and Resources has the authority to intervene in property matters to protect Redditch Borough Council's overall interests.
- e) Resolution of disputes on property matters is overseen by the Chief Executive.
- f) All property transactions [including proposed appropriations] should be referred to the Director of Finance and Resources who shall seek the comments of all interested parties, including relevant Executive members, Directorates and local members, before the decision is taken to proceed. All decisions must be taken in accordance with the delegations set out in this section of the Council's Financial Procedure Rules, the functions scheme, and the decision making procedures set out in the Council's Constitution.
- g) Mandatory training on health and safety legislation applying to property occupation must be provided to employees occupying property as part of their work for the Council.

#### **General**

- g) Capital investment on assets must be linked to priorities identified through the corporate planning process using a clear and objective prioritisation policy.
- h) Capital investment must be directed to obtain maximum benefit from available resources, taking account of economy, efficiency and effectiveness.
- i) Revenue implications of capital investment must be considered, including the revenue costs of any borrowing required, and spend to save funding may be available to pump prime investment that can demonstrate a clear financial pay back.

### **Acquisitions and improvements to assets**

- 13.4 Before an asset is acquired or improved the need for investment must be clearly identified and appraised.
- 13.5 Prior to allocation of resources a business case must be prepared and approved by the relevant Director.
- 13.6 The Director of Finance and Resources will present the business case to the Management Team. Where the acquisition proposed is part of the annual budget setting process the Management Team will make recommendations to Executive for inclusion in the Medium Term Financial Strategy. Where the proposal is outside of the budget setting process the approval will follow the Council's virement procedures provided that the capital budget approved by Council is not exceeded.
- 13.7 The use of compulsory purchase powers must be approved by Executive.

### **Property**

- 13.8 Property is to be used efficiently, effectively and economically with due regard to legislative requirements.
- 13.9 The Director of Finance and Resources must approve all material changes to properties occupied and used by a Directorate, including change of use, appropriations, granting/taking of interests, alterations or additions. Such changes must then be reported to the Financial Services Manager for correct accounting treatment and apportionment of charges.
- 13.10 The Director of Finance and Resources has the authority to undertake reviews of the property portfolio, or parts of it, to determine if it is optimised in terms of its utilisation, cost and value and within this to challenge the retention or use of existing properties occupied by Directorates or other tenants.

### **Disposals**

- 13.11 Land, property and any other assets which are surplus to operational need are either to be reallocated to meet alternative needs or disposed of in line with statutory requirements and/or Redditch Borough Council policies.
- 13.12 Directorates shall notify the Director of Finance and Resources of:
- a) Any property (or part) that is:
- Vacant.
  - Held against a future operational need.
  - Not used for the principal purpose for which it is held.
  - Likely to be surplus to requirements (with estimated timescale).



- b) Any statutory/process issues relevant to its disposal (e.g. prescribed consultation processes, reference to the Secretary of State, etc.).
- c) Any other issues which need to be considered prior to disposal.

13.13 The Executive must be informed of any surplus property to enable it to declare as surplus, and further agree to the marketing of any surplus assets.

#### **Treatment of capital receipts**

13.14 All capital receipts from disposals are deemed to be a corporate capital resource available for allocation in line with corporate priorities.

#### **Financial Procedure Rules**

13.15 All of the protocols set out in the Council's Financial Procedure Rules and the Financial Guidance (Part 3) and Chief Executive Schemes of Delegation must be adhered to. No transaction should be approved unless specific budgetary provision is identified, except where the purchase is approved under the authority given in Paragraph 3.0 for urgent decisions.

#### **14.0 Audit**

14.1 The Director of Finance and Resources has responsibility for maintaining an adequate and effective internal audit service. This service has been delegated to the Worcestershire Internal Audit Shared Services (WIASS).

14.2 The Director of Finance and Resources shall maintain strategic and annual audit plans that take account of the relative risks of the activities involved. He/she shall liaise with the Management Team on the audit strategy and plan.

14.3 WIASS is responsible for providing the Audit, Standards and Governance Committee with regular assurance reports that highlight any areas of concern regarding the effectiveness or level of compliance with agreed systems of internal control.

14.4 WIASS shall submit an annual report to the Audit, Governance and Standards and Standards Committee detailing internal audit activity for the previous year and reporting significant findings and areas of concern.

14.5 WIASS shall provide a regular summary to the Leader, Chairman of Audit, Governance and Standards Committee and relevant Executive Member(s) of audit review reports following sharing of the detailed reports with Directors before hand.

14.5 The Director of Finance and Resources is responsible for producing an Annual Governance Statement for inclusion with the annual Statement of Accounts based on assurances provided by WIASS and also on risks and areas for improvement identified by Management Team.

14.7 Officers shall ensure that internal and external auditors are provided with:

- a) Access at reasonable times to premises or land used by the Council.



- b) Access at reasonable times to any employee or employees.
  - c) Access to all assets, records, documents, correspondence and control systems relating to any matter or business of the Council.
  - d) Any information and explanation considered necessary concerning any matter under examination.
- 14.8 Officers must account for cash, stores or any other Council property under their control and produce such items for inspection if required by WIASS.
- 14.9 Officers are required to consider and respond to audit reports and audit recommendations within two weeks.
- 14.10 Officers must ensure that any agreed actions arising from audit recommendations are carried out in a timely and efficient manner.
- 14.11 Where an appropriate response to audit recommendations has not been made within the agreed period, the Director of Finance and Resources shall refer the matter to the Chief Executive and/or the Audit, Governance and Standards Committee.
- 14.12 Officers are responsible for notifying the Director of Finance and Resources or WIASS immediately in writing/electronic medium of any suspected or alleged fraud, theft, irregularity, improper use or misappropriation of Council property or resources including any breach of these Financial Procedure Rules or the Contract Procedure Rules. Pending investigation, all necessary steps should be taken to prevent further loss and secure records and documents against removal, destruction or alterations.
- 14.13 The Director of Finance and Resources is to investigate promptly all apparent, suspected or reported irregularity or fraud he/she becomes aware of. He/she shall report his/her findings to the Chief Executive to discuss and agree appropriate legal proceedings and/or disciplinary action, consulting with the relevant member(s) of the Management Team as appropriate.
- 14.14 Officers are responsible for ensuring that new systems for maintaining financial records, or records of assets, or changes to such systems are discussed and agreed with the Director of Finance and Resources prior to implementation.
- 14.15 Officers are responsible for ensuring that all paperwork and systems are up to date, kept securely and are made available for inspection by audit.
- 14.16 Officers shall ensure that all fundamental systems and other financial systems are reconciled on a regular basis and that records are up to date and available for audit inspection when required.

## **15.0 Revenue budget management**

- 15.1 The Financial Services Manager shall prepare and review annually a long term financial plan and strategy to provide an estimate of resources available to the Council and identify budget pressures.



- 15.2 Proposed budgets over periods of one year or longer shall be prepared by Directors, in consultation with the Director of Finance and Resources, for consideration by the Executive, having regard to the views of the Overview and Scrutiny Committees, before submission to Council.
- 15.3 The Executive shall recommend an annual budget to Council that includes the following:
- a) Annual capital and revenue budget.
  - b) Proposed contingencies, general reserves and specific reserves.
  - c) Council Tax requirement.
  - d) Treasury Management Policy and borrowing limits.
  - e) The Director of Finance and Resources statutory declaration on budget setting.
- 15.4 Budget management ensures that resources allocated by Members are used for their intended purposes and that these resources are properly accounted for. Budgetary control is a continual process enabling the Council to review and adjust its budget targets during the financial year. It also provides the mechanism to call to account Managers responsible for defined elements of the budget.
- 15.5 The structure and format of the revenue budget should be sufficient to permit effective financial management.
- 15.6 The overall budget setting process for both revenue and capital is controlled by the Director of Finance and Resources.
- 15.7 Budgets will be distributed to budget holders for consultation. Budget holders will work with Finance staff to prepare detailed income and expenditure estimates for the forthcoming year taking into account known service level changes, contractual commitments and financial constraints.
- 15.8 Budget holders should provide information on any legislative changes, statutory duties, demographic changes, which impact upon service trends and activity levels to inform the financial planning and budget setting process.

## **16.0 Capital budget management**

- 16.1 The Executive shall, following the submission of proposals by the Management Team, recommend to Council:
- a) A capital programme for each financial year.
  - b) A future indication of a capital programme over a four-year period.
  - c) The recommended funding method for each capital project (including the use of prudential borrowing, capital receipts, revenue or other financing methods).

- 16.2 Following the approval of a capital programme, and subject to any conditions specified in that programme, or specified by the relevant Executive member, the relevant Director shall take all appropriate action to carry into effect the approved schemes, within the budget and timescale agreed in the capital programme. Any material variation in cost or timescale shall be reported to the Executive.
- 16.3 Executive Members will monitor capital expenditure once budgets are approved by Council.
- 16.4 If a project has not started within the specified timeframe, being two years behind the intended start date it will require resubmitting before proceeding.
- 16.5 Any report for a project or policy of a capital nature shall include details of:
- a) The estimated cost of the proposal.
  - b) Any phasing of the capital expenditure.
  - c) The proposed method of financing, whether by loan, revenue or otherwise.
  - d) The effect on the revenue estimates in the first and subsequent years.
  - e) The additional staff and grades required both initially and ultimately.
  - f) An assessment and measurement of the need for the scheme and the benefits it will produce.
  - g) A technical and financial appraisal of the alternative approaches to meeting the need. (larger projects only)

## **17.0 Budgetary Control**

- 17.1 Each Director shall be responsible for monitoring the revenue and any capital budget relevant to his/her Directorate to ensure that such budgets are properly spent and not exceeded.
- 17.2 Any new proposal or variation which would materially affect the finances of the Council shall require approval by the Executive. Any budget virements must comply with the Council's scheme of budget virement
- 17.3 The Council operates within an overall annual cash limit. As a result all individual budgets are cash limited. Each budget holder is required to operate within the cash limit.
- 17.4 Directors shall monitor spend and income against budgets monthly and ensure, so far as practicable, that expenditure in excess of their net approved budgets is not incurred without prior approval. If actual income is expected to be below budget, this must also be actively managed.





- 17.5 If it appears to a Director that his/her overall cash limited budget may be exceeded, he/she shall report the details as soon as practicable and identify mitigating action. The overall position is then reported to the Executive.
- 17.6 Action plans must be put in place by each Directorate at an early stage in the financial year in order to manage potential overspendings (e.g. due to additional spending or below target income). Directors must ensure Officers adhere to the savings targets and take mitigating action if delivery is deemed to be at risk.
- 17.7 It is the duty of Directors to ensure that responsibility for budgetary control is clearly allocated to appropriate Officers in their Directorates. Directors shall nominate a Budget Manager for each cost centre. As a general principle budget responsibility should be aligned as closely as possible to the decision-making processes that commits expenditure.
- 17.8 Budget Managers are accountable for their budgets and the level of service to be delivered and must understand their financial responsibilities. Budget Managers should be responsible only for income and expenditure that they can influence.
- 17.9 Budget Managers are required to;
- a) Follow an approved process for all expenditure.
  - b) Ensure that income and expenditure are properly recorded and accounted for.
  - c) Ensure that expenditure is committed only against an appropriate budget head.
  - d) Monitor performance levels/levels of service in conjunction with the budget and necessary action is taken to align service outputs and budget.
  - e) Monitor and control the gross expenditure budget position.
  - f) Investigate and report significant variances from approved budgets.
- 17.10 The Director of Finance and Resources shall establish an appropriate framework of budgetary control, monitored and reported through the financial system.
- 17.11 The Director of Finance and Resources shall provide Directors, budget holders and Executive members with monthly financial management information reports in line with the Forward Plan.
- 17.12 The Director of Finance and Resources shall ensure that each Director has available timely information on receipts and payments on each budget which is sufficiently detailed to enable managers to fulfil their budgetary responsibilities.
- 17.13 The head of management accounts and corporate finance shall provide financial management training courses that all budget managers must attend.

## **18.0 Virement**





- 18.1 The Council operates a scheme of budget virement. This enables budget holders to manage budgets with a degree of flexibility within the overall policy framework determined by the Council.
- 18.2 Head of Service have authority to vire expenditure between individual budget heads in accordance with the virement policy.
- 18.3 Key controls for the virement policy are:
- a) Any variation from this policy requires the approval of Council.
  - b) That the overall budget is developed by Executive and approved by Council. Directors and budget holders are authorised to incur expenditure in accordance with the estimates contained within the annual budget. The rules below cover virement; that is switching resources between budget heads. For the purposes of these rules a budget head is considered to be the standard service sub-division as defined by CIPFA. The scheme applies equally to a reduction in income as to an increase in expenditure.
- 18.4 All virements must be entered onto the finance system for approval by an authorised Officer. There will be no virements below £5,000 unless authorised by the Director of Finance and Resources or Financial Services Manager.
- 18.5 All virements below £20,000 and within a single Executive Member Portfolio and a single Directorate budget must be approved by the Head of Service and the Financial Services Manager. Capital and corporate budgets up to £20,000 will require the approval of the Financial Services Manager. All virements above £20,000 and up to £40,000 must be approved by the Director of Finance and Resources following consultation with the relevant Director and Portfolio Executive Member. All virements of above £40,000 shall be reported in the budget monitoring report provided to Executive.
- 18.6 There will be no virements from salary budget to other types of expenditure without approval from Executive.

## **19.0 Insurance and risk management**

- 19.1 All organisations, whether they are in the private or public sector, face risks to people, property and continued operations. Risk is defined as the chance or possibility of loss, damage or injury caused by an unwanted or uncertain action or event. Risk management is the planned and systematic approach to the identification, evaluation and control of risk.
- 19.3 Insurance has been the traditional means of protecting against loss, but this cannot be seen as the complete answer. By reducing or even preventing the incidence of losses (whether they result from crime or accident), the Council shall benefit from reduced costs of providing insurance cover and shall also avoid the disruption and wasted time caused by losses and insurance claims.
- 19.3 Through half yearly performance monitoring Audit, Governance and Standards Committee should be kept informed of items listed on the corporate risk registers

19.4 The key controls for risk management and insurance are:

- a) Robust systems are in place to identify, assess, prevent or contain significant operational risks on an integrated basis and these systems are promoted throughout the organisation.
- b) Acceptable levels of retained risk are identified and evaluated and arrangements are in place for their funding, either by internal provision or external insurance as appropriate.
- c) Managers know that they are responsible for managing relevant risks and are provided with appropriate and timely information on claims experience and risk management initiatives relating to their areas of responsibility.
- d) Procedures are in place to investigate and process claims within required timescales.
- e) A monitoring process is in place to review regularly the effectiveness of risk reduction strategies and the operation of these controls. The risk management process should be conducted on a continuing basis.

19.5 The Director of Finance and Resources shall effect all insurance cover and negotiate all claims in consultation with the relevant Officer where appropriate.

19.6 Heads of Service shall give prompt notification to the Director of Finance and Resources of all new risks, properties, vehicles and other assets that are required to be insured or any alterations affecting existing insurances.

19.7 Heads of Service shall promptly notify the Director of Finance and Resources in writing of any actual or potential loss, liability or damage or any event likely to lead to an insurance claim by or against the Council.

## **20.0 Loans, leasing and investments**

20.1 The Director of Finance and Resources shall report to Executive, on an annual basis, with recommendations to Council to determine the limits for the borrowing of monies.

20.2 The Director of Finance and Resources shall borrow as necessary to finance the approved capital programme and deal with all matters in connection with the raising or repayment of loans and is authorised to borrow for meeting expenses pending the receipt of revenues.

20.3 All investments and all borrowing shall be made in the name of the Council.

20.4 Directors/Heads of Service shall not enter into financial leasing arrangements except with the consent of the Director of Finance and Resources. Before entering into any lease agreement Directors shall submit details to the Financial Services Manager to enable a financial appraisal to be undertaken, including alternative financing options and implications for accounting treatment.

20.5 Loans to third parties will only be made in exceptional circumstances, and having followed the Council's decision making process.



- 20.6 The Director of Finance and Resources shall arrange the borrowing and investment activities of the Council in such a manner as to comply with the CIPFA Code of Practice on Treasury Management and the authority's Treasury Management Policy Statement.
- 20.7 The Director of Finance and Resources shall prepare an annual strategy with regard to investments, borrowing and the repayment of external debt. These are set out in the Treasury Management Strategy approved by full Council before the start of the new financial year.
- 20.8 The Treasury Management Strategy will include the following:
- Prospects for the economy and for interest rates;
  - Borrowing requirement and strategy;
  - Investment policy and strategy;
  - MRP statement;
  - Prudential indicators for the next three years providing assurance that the Council's capital plans are affordable, prudent and sustainable; and
  - The Treasury Management Policy Statement.
- 20.9 In addition, Executive will receive an annual treasury management report after the end of the financial year and will recommend to full Council for approval.
- 20.10 Executive will also receive treasury management reports as part of the budget monitoring updates.

## **21.0 Trust funds**

- 21.1 The Director of Finance and Resources shall:

- a) Arrange for all trust funds to be held wherever possible in the name of the authority. All Officers acting as trustees by virtue of their official position, as declared in register of interest, shall deposit securities, etc. relating to the trust with the Director of Finance and Resources unless the deed otherwise provides.
- b) Arrange where funds are held on behalf of third parties for their secure administration approved by the Director of Finance and Resources and to maintain written records of all transactions.
- c) Ensure that trust funds are operated within any relevant legislation and the specific requirement for each trust.

## **22.0 Inventories and stocks and stores**

22.1 The Director of Finance and Resources shall:

- a) Advise on the form, layout and content of inventory records to be maintained by the Council.
- b) Advise on the arrangements for the care and custody of stocks and stores in Directorates.

22.2 Heads of Service shall:

- a) Maintain inventories in a form approved by the Director of Finance and Resources to adequately record and describe all furniture, fittings and equipment, plant and machinery under their control.
- b) Carry out an annual check of all items on the inventory in order to verify location, review condition, ensure insurance cover is adequately provided and to take action in relation to surpluses or deficiencies.
- c) Ensure attractive and portable items, such as computers, cameras and mobile technology devices are identified with security markings as belonging to the Council and appropriately controlled and secured.
- d) Make sure that property is only used in the course of the Council's business unless the Director concerned has given permission otherwise.
- e) Make arrangements for the care, custody and recording of stocks and stores in Directorates.
- f) Ensure that assets are identified, their location recorded and that they are appropriately marked and insured.
- g) Ensure stocks are maintained at reasonable levels and subject to a regular independent physical check. All discrepancies should be investigated and pursued to a satisfactory conclusion.
- h) Write-off discrepancies of up to £5,000 and seek advice from audit on discrepancies above this limit.
- i) Record the reasons for the chosen method of disposing of redundant stocks and equipment if not by competitive quotation or auction.

22.3 Directors have discretion to write off redundant equipment up to the value of £5,000, but must seek Executive member approval for write-offs in excess of £5,000. Directors shall seek independent quotations where it is not immediately obvious what the market value of the redundant item is.

### **23.0 Working for third parties**

23.1 Current legislation enables the Council to provide a range of services to certain other bodies. Such work may enable the Directorate to maintain economies of scale and existing expertise. Arrangements must be in place to ensure that any risk associated with this work is minimised.



- 23.2 All proposals for the Council to undertake work for a third party shall be properly costed in accordance with guidance provided by the Director of Finance and Resources. Financial advice should be obtained from the Financial Services Manager on the cost of providing the service.
- 23.3 All decisions for the Council to undertake work for a third party shall be made in accordance with the Council's formal decision making processes and as set out in the Council's functions scheme and before any negotiations to work for third parties are concluded.
- 23.4 Officers must obtain legal advice on the implications of providing the proposed service to the third party. All contracts for providing work for a third party shall be drawn up using guidance provided by the Council's Legal Services team.
- 23.5 Officers shall ensure that:
- a) All contracts are properly documented and a register of all contracts to supply works, goods and/or services to third parties is maintained by each Directorate.
  - b) Appropriate identity checks on the third party are carried out in accordance with the Council's Anti-Money Laundering Policy and Guidance.
  - c) Appropriate insurance arrangements are in place for the third party work.
  - d) The Council is not put at any risk of bad debts as a result of any third party work.
  - e) Wherever possible, payment is received in advance of the delivery of the service under a third party contract.

## Appendix A

### Responsibilities under the Financial Procedure Rules

This Appendix provides details of responsibilities under the Financial Procedure Rules. It lists in a single place responsibilities that would otherwise be repeated in various sections of the Financial Procedure Rules. It confirms the overall responsibilities of the Council's Director of Finance and Resources, the Audit, Governance and Standards Committee and Members of the Management Team within the Financial Procedure Rules.

#### **A1 Audit, Governance and Standards Committee responsibilities**

- A1.1 Day to day responsibility for the Council's finances rests with Directors and their Managers as set out in these Financial Procedure Rules with some functions delegated to the Audit, Governance and Standards Committee.
- A1.2 Audit, Governance and Standards Committee shall oversee compliance with the Council's Financial Procedure Rules for those functions within their Terms of Reference. Management Team are responsible for ensuring those functions within their Terms of Reference operate within the Council's Financial Procedure Rules.

#### **A2 Chief Financial Officer (Director of Finance and Resources) responsibilities**

- A2.1 The Director of Finance and Resources has been appointed under Section 151 of the Local Government Act 1972 as the Officer with responsibility for the proper administration of the Council's financial affairs.
- A2.2 Reference in these Financial Procedure Rules to the Director of Finance and Resources shall be taken to include any Officer nominated by the Director of Finance and Resources to act on his/her behalf.
- A2.3 The Director of Finance and Resources shall be entitled to attend a meeting of any body on which Members are represented where matters affecting the financial affairs of the Council are being discussed.
- A2.4 The Director of Finance and Resources, under the general direction of Executive, is responsible for determining the basis for all accounting procedures and financial records for the Council and for exercising a check over all financial matters.
- A2.5 The Director of Finance and Resources is responsible for maintaining a continuous review of the Financial Procedure Rules and advising the Audit & Governance Committee and Council of any additions or changes necessary.
- A2.6 The Director of Finance and Resources is responsible for reporting, where appropriate, breaches of the Financial Procedure Rules or any other element of the Constitution that relates to the proper administration of the Council's financial affairs to the Council and/or Audit, Governance and Standards Committee.



- A2.7 The Director of Finance and Resources is responsible for issuing advice and guidance to underpin the Financial Procedure Rules.
- A2.8 The Director of Finance and Resources is responsible for maintaining adequate and effective audit arrangements for the Council and for ensuring that audit services complies with the public sector internal audit standards.
- A2.9 The Director of Finance and Resources is responsible for ensuring, in conjunction with the relevant member of the Management Team, that the Council's disciplinary procedures are followed where the outcome of an audit or other investigation indicates fraud or irregularity.
- A2.10 The Director of Finance and Resources is responsible for ensuring that any case of fraud or loss or financial irregularity or bribery or corruption discovered or suspected to exist which involves the Council's interest shall be dealt with in accordance with the Council's Anti-Fraud and Anti-Corruption Policy.
- A2.11 The Director of Finance and Resources is responsible for appointing Senior Officers to be the Council's Money Laundering Reporting Officer and Deputy to the Council's Money Laundering Reporting Officer.
- A2.12 The Director of Finance and Resources has overall responsibility for making payments on behalf of the Council.
- A2.13 The Director of Finance and Resources has overall responsibility for the Council's income and collection functions although this will be carried out by Hoople Ltd who will ensure the effective collection and recording of all monies due to the Council.
- A2.14 The Director of Finance and Resources is responsible for making payments to employees, former employees and Members on behalf of the Council.

### **A3 Corporate Management Team responsibilities**

- A3.1 Members of the Management Team are responsible for ensuring that all employees are aware of the content of the Financial Procedure Rules and other internal regulatory documents and that they are complied with.
- A3.2 Members of the Management Team are responsible for consulting with the Director of Finance and Resources on any matter within their area of responsibility that is liable to materially affect the finances of the Council before any provisional or other commitment is incurred or before reporting the matter to a Executive member.
- A3.3 Members of the Management Team are responsible for supplying the Director of Finance and Resources with all information necessary for the proper administration of the Council's affairs.
- A3.4 Members of the Management Team shall allow the Director of Finance and Resources and his/her authorised representatives access to all documents and records on demand.



- A3.5 Members of the Management Team shall maintain a sound system of internal control.
- A3.6 Members of the Management Team are responsible for ensuring those functions within their Terms of Reference operate within the Council's Financial Procedure Rules.
- A3.7 Members of the Management Team are responsible for informing Executive members promptly if the Council's Financial Procedure Rules are not being complied with.





## Appendix B

### GOVERNMENT PROCUREMENT CARDS (GPC)

#### GUIDANCE FOR CARDHOLDERS

##### Contact Details

##### RBS Cardholder Helpline

Telephone: 0870 909 3702  
Mon - Fri 8.00 a.m. - 6.00 p.m.  
Sat 9.00 a.m. - 1.00 p.m.

Fax: 01702 278312

##### Lost or Stolen Cards

The Royal Bank of Scotland Card Loss Centre

Telephone: 0870 6000 459

Open 24 hours, 7 days a week.



## Introduction

You have been selected to participate in the Government Procurement Card scheme (GPC). This scheme is designed to make it easier and more cost effective for employees to make low value purchases of goods and services for Council use. A low value purchase is not likely to exceed £250 and is likely to be substantially less. Using GPC you can purchase goods and services from suppliers who accept Mastercard.

We are implementing this new purchasing concept for lower value purchases because we feel it will help you to more quickly and easily obtain the goods and services you need to get your job done. It will reduce paperwork associated with the traditional purchase order process resulting in cost savings for the Council and a saving in time for you.

Your feedback will help us to fine-tune the scheme as we integrate it into our purchasing processes. If you have any comments or questions about the GPC scheme, please contact your Administrator who is:

**Jordan Smith on 01527 64252 ext 2161**  
**or**  
**Payments on 01527 64252**

You should contact immediately if your card is

- **Lost or Stolen**
- **Changes to current limits required**
- **Changes to Merchant Category Codes**
- **You are leaving us**
- **You Change your name or address**
- **You have a change of job**
- **You no longer require a GPC Card**

**If your card is lost or stolen please also contact:**

**The Royal Bank of Scotland Card Loss Centre**  
**Telephone: 0870 6000 459**  
**24 hours, 7 days a week**

### What We Expect From You

- Your Purchasing Card is personal to you, no one else is authorised to use your card. Do not allow any other employee to use your card or quote its number when ordering.
- The card number should always be kept confidential.
- Do not share your PIN number with anyone.
- The card must be used in accordance with this user/procedure guide, and the Employee Agreement.
- It is to be used for business related purchases only, where there is not a more cost-effective way of making the purchase.
- The types and values of purchases must be within the limits set. You are responsible for achieving best value for money.
- You are responsible for ensuring the security of the card.
- The card must not be used to obtain cash back facilities offered when making authorised purchases.
- You are responsible for reporting its loss, theft or misuse to The Royal Bank of Scotland Card Loss Centre Telephone 0870 6000 459 and your Administrator as soon as you notice your card is missing.
- You will be asked to sign an Employee Agreement to this effect.
- Misuse of the card as determined by non-compliance with this cardholder guide may result in action being taken under the Council's disciplinary procedures. In such circumstances the Card Administrator has authorisation to cancel your card without further notice.
- Under no circumstance must the Card be used for paying an invoice.
- You will be responsible for keeping a record and receipts for all your transactions these must be entered onto the online system each time you use your card completing all of the fields including the Cost Centre and Account Code information. Failure to complete this will result in your card being cancelled.
- Full training and a user name password will be given to you so that you can use the online system to record any purchases you make utilising the card. If you forget your password please contact the Card Administrator.

### **What is a Purchasing card?**

GPC cards is an alternative method to the current buying process of paying for low value, high volume goods or services. By simplifying transaction processing it assists purchasing efficiency and will save RBC time and money. The current indicated savings from the Audit Office equate to £28 per transaction however this does not include the paper and other associated print/environmental savings when the need not to produce orders, delivery note and invoices is taken into account.

The Purchasing card looks like any normal debit/credit card, but is a procurement card, which means your total balance on your monthly statement must be settled in full.

It also means that the supplier is paid much more quickly (typically 3 to 5 days) rather than waiting for us to settle their invoice.

The card can be used at any establishment displaying the Mastercard symbol, in the UK. But we are looking for you to use suppliers who are capable of providing VAT reporting to level 3, this to facilitate further efficiency savings as the banks monthly returns of purchases made can be used to reclaim VAT from HMC&R. We are currently working with the Bank and the Suppliers we most commonly use to increase their VAT reporting capabilities to level 3. Embossed on the card is the following:

Redditch Borough Council  
Your Name  
Expiry Date  
Card Number

Your Purchasing card offers the opportunity to improve both the focus and flexibility of purchasing procedures whilst reducing the volume of purchase orders, invoices and associated paperwork for small value purchases, improving the cost effectiveness of processing these types of transactions.

Your card is to be used for business expenditure only.



## Controls

Each card has a maximum monthly expenditure limit and individual transaction limit.

### Monthly Expenditure limit

The total amount you can spend on your card each month.

### Transaction Limit

The total amount you can spend on any single purchase.

Both of these limits are inclusive of VAT and any carriage.

The limits were set on your card application form based upon your estimated spend pattern.

### Merchant Category Group code blocking

A further control has been applied to your Purchasing card.

Each supplier capable of accepting your GPC card will be classified by a certain Merchant Category Group code. By the way of an additional control, any number of these codes can be blocked or left unblocked to ensure compliance with business policies and to mirror each cardholder's buying profile.

Please make a note of these limits/controls.

**If you try to purchase goods and services that are outside of these limits, your transaction will be declined and could lead to embarrassment. If you can prove that your limits are unrealistic to your work or the purchases you have to regularly make using the card please discuss with your line manager prior to requesting any increase in same**

**As detailed above, if you try to use your card with a supplier whose Merchant Category Group code has been blocked on your Purchasing card, this will also lead to your card being declined.**

**If this occurs, please contact the Administrator immediately to discuss how your card can be updated to reflect your requirements.**



### **Queries on Goods**

#### **Faulty or damaged goods supplied**

If the cardholder rejects the goods purchased as unsatisfactory he/she should inform the supplier immediately, and try to reach an agreement to return the goods and obtain a refund. The Royal Bank of Scotland is unable to become involved in any disputes between purchaser and supplier over the quality or suitability of goods purchased.

The supplier should arrange for a credit (refund) to be made to The Royal Bank of Scotland Purchasing Card Account which will then appear on a subsequent statement. To aid reconciliation, we suggest the cardholder retains a record of the credit at the time the goods are returned, rather than waiting for the statement to arrive.

Please note that refunds from abroad may vary from the original transaction amount due to exchange rates.

#### **Goods not supplied/wrong goods supplied**

If an item is charged to the cardholder's account but the goods or services ordered have not been received or are incorrect, the cardholder should contact the supplier to confirm that the goods have been supplied or the correct goods are being despatched.

**A refund can be claimed from the supplier only after allowing 60 days from the transaction date for delivery of the correct goods.**



## **APPENDIX 1**

### **Employee Agreement**

- a) I, ..... Hereby accept a Purchasing Card. As a cardholder I agree to comply with the terms of the attached policy regarding my use of the Card.
- b) I have received and understood that I am being entrusted with a corporate charge card and will be making financial commitments on behalf of the company. I understand that the RBC is liable to the card provider for all the charges made on the card.
- c) I agree to use this card for business purchases only and agree not to charge personal purchases. I understand that the RBC will audit the use of this card and report and take appropriate action on any discrepancies.
- d) I will follow the established procedures for the use of the card. Failure to do so will result in cancellation of my card and disciplinary actions, including termination of employment.
- e) I have been given a copy of the Purchasing Card Policy and User Guide and understand the requirements for the Card's use.
- f) I agree to return the Card immediately upon request or upon termination of employment (including retirement). Should there be any organisational change, which cause my purchasing requirements to change, I agree to return my card and arrange for a new one, if appropriate.
- g) If the card is lost or stolen I agree to notify Royal Bank of Scotland immediately by telephone and the Card Administrator as soon as possible thereafter.

Employees Signature.....

Date.....

Card Number.....

Card Administrators Signature.....

Date.....

## Appendix C

### Glossary of terms

In the Financial Procedure Rules the words and phrases in the left hand column have the meaning given in the right hand column;

Appropriation	Land held by the Council for one statutory purpose being held for a different statutory purpose.
Asset	Something the Council owns that has value, such as premises, vehicles, equipment or cash.
Audit	A specialist team that examines, evaluates and reports on the adequacy of internal control systems.
Budget	A statement of the authority's plans for revenue and capital expenditure and income over a specified period of time.
Capital	Spending, usually on major assets like a building, where the benefit of the asset lasts for more than one year.
Capital Programme	A budget generally covering a 3-5 year period relating to items of capital expenditure.
Capital receipts	Proceeds from the sale of fixed assets, such as land or buildings.
Cash Limit	The most that can be spent in an area in one year.
CIPFA	The Chartered Institute of Public Finance and Accountancy is the leading professional accountancy body for public services in the UK. CIPFA has responsibility for setting good practice accounting standards for local government.
Gross Expenditure	The total cost of providing the Council's services before taking into account income from government grants and fees and charges for services.
Imprests	Bank and petty cash floats.
Internal Control	The systems of control that help ensure the Council's objectives are achieved in an economical, efficient and effective way and consistent with safeguarding the Council's assets.
Inventory	A list of equipment and furniture.
Money Laundering	The practice of engaging in financial transactions in order to conceal the identity, source, and/or destination of money.
Officer	A person employed or appointed as a member of staff.
Revenue budget	Budget relating to the day-to-day expenses associated with the provision of services.
Treasury Management	Management of the Council's cash balances on a daily basis, to obtain the best return while maintaining an acceptable level of risk.
Treasury Management	A document stating how the Council plans to borrow and optimise its return on its cash and investments in the coming financial year whilst



Strategy	ensuring the over-riding criterion of security of public money.
Virement	Transfers of budgets between one area and another.

**Clarification of Post titles**

Chief Executive	The Council's Head of Paid Service
Director of Finance and Resources	The Council's Chief Financial Officer (CFO) or Section 151 Officer
Financial Services Manager	The Council's Deputy Section 151 Officer

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**REDDITCH BOROUGH COUNCIL****EXECUTIVE COMMITTEE****12<sup>th</sup> December 2017****MEDIUM TERM FINANCIAL PLAN 2018/19 - 2021/22 – UPDATE REPORT**

Relevant Portfolio Holder	Cllr John Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering ( Exec Director)
Wards Affected	<b>All</b>
Ward Councillor Consulted	None specific

**1. SUMMARY OF PROPOSALS**

- 1.1 To receive an update on the progress against the budget timetable and key issues from the Autumn Budget relevant to local authorities.

**2. RECOMMENDATIONS**

- 2.1 **That Executive note the progress against the budget timetable and the key issues from the Autumn Budget.**

**3. KEY ISSUES**

- 3.1 The overarching timetable for the Medium Term Financial Plan (MTFP) 2018/19 to 2021/22 and budget setting for 2018/19 is provided below:-

	Executive	Council
Budget Assumptions providing the parameters for inflation, fees and charges and Council tax setting	31/10/17	20/11/17
Fees and Charges	12/12/17	29/01/18
Council Tax Base	16/01/18	n/a
Housing Revenue Account budget 2018/19 to 2021/22 and rent setting 2018/19	16/01/18	29/01/18
Capital Programme 2018/19 to 2021/22	16/01/18	29/01/18
Pay Policy including Gender Pay Gap	06/02/18	19/02/18
Treasury Management Strategy	06/02/18	19/02/18
Medium Term Financial Plan 2018/19 to 2021/22, Budget 2018/19 and Council Tax setting 2018/19	06/02/18	19/02/18

**Financial Implications**

- 3.2 The Council is legally obliged to set a balanced budget. The budget setting process is complex and must be undertaken in a planned way. The Council has agreed assumptions to be used in the preparation of the budget in advance which is good practice and will consistently applied by all services. A number of recommendations from the

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE****12<sup>th</sup> December 2017**

Councils External Auditors, Grant Thornton, are addressed by ensuring robust assumptions and a transparent planned approach is undertaken when agreeing the budget. It is proposed that a 4 year financial model is prepared for the MTFP.

- 3.3 The 2018/19 budget as presented within the current 4 year Medium Term Financial resulted in a balanced budget with £1.111 of savings identified to be delivered. This budget was also dependent on £87k transfer from balances and relied on the delivery of the savings planned for 2017/18 together with £440k from the alternative model of delivery for leisure services. The required budget savings are challenging and therefore the Corporate Management Team are working through the savings from previous years and identifying other areas where additional income can be generated or further efficiencies can be made to ensure that a balanced budget is presented to members in February.
- 3.4 Once the final settlement on funding is advised by the Government in late December the revised position will be presented to members in January 2018.
- 3.5 The MTFP and budget will be shared with Budget Scrutiny Committee (9<sup>th</sup> January 2018) and Overview and Scrutiny Committee (11<sup>th</sup> January 2018).
- 3.6 The Financial Monitoring and Efficiency Plan update for quarter 2 identifies that the Council has a projected shortfall on budget of over £400k, mainly as a result of a reduction in income from capital and business rate growth. Officers are continuing to address how this shortfall can be mitigated in the last quarter of the financial year.

**Autumn Budget**

- 3.7 The Autumn Budget was announced on 22<sup>nd</sup> November 2017. The following key issues were in the Budget relevant to the local authorities:-
- The downgrade in growth forecasts may mean further future reductions in funding or increases in the tariff ( negative Revenue Support Grant) payment for future years
  - Removal of the Housing Revenue Borrowing Cap – this is to encourage Councils to further invest in housing developments and a review will be undertaken to identify if additional funding is required as the Council currently holds the capital reserves to fund the approved growth programme
  - The Living Wage increases have already been factored into the budget for the next 4 years at 2% increase per annum

**REDDITCH BOROUGH COUNCIL****EXECUTIVE COMMITTEE****12<sup>th</sup> December 2017**

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- 3.8 The Council signed a four year settlement and 2018/19 will be the third year of the is agreement. There is no impact on this agreement from the Autumn Budget

3.9 **Capital**

Heads of Service will undertake a full review of the capital programme is currently being undertaken. This review will provide a four year capital programme for 2018/19-2021/22 this will take into consideration the estimated reduction in capital resources and the limited revenue available to fund capital borrowing in these years future years. Following this review a report to Executive in January 2018 will recommend the 4 year programme.

**Legal Implications**

- 3.10 The Council is under a duty to calculate the budget in accordance with Section 32 of the Local Government Finance Act 1992 and must make three calculations namely:
- An estimate of the Council's gross revenue expenditure; an estimate of anticipated income and a calculation of the difference between the two. The amount of the budget requirement must be sufficient to meet the Council's budget commitments and ensure a balanced budget. The amount of the budget requirement must leave the Council with adequate financial reserves. The level of budget requirement must not be unreasonable having regard to the Council's fiduciary duty to its Council Tax payers and non-domestic rate payers.

**Service / Operational Implications**

- 3.11 Budget Holders will prepare budgets to enable services to be delivered to meet the Councils Strategic Purposes. It is expected that officers will work across the organisation to establish financial projections that best meet the wider community needs and identify any savings or additional income to fund any budget shortfalls.

**Customer / Equalities and Diversity Implications**

- 3.12 Clarity on budget assumptions will ensure services are delivered to meet customer needs and expectations

**EXECUTIVE COMMITTEE****12<sup>th</sup> December 2017**

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**4. RISK MANAGEMENT**

- 4.1 The risks associated with the budget process and calculations mainly relate to the uncertainties around external funding and the resulting pressures on the budget. To mitigate this risk officers will work on a number of scenarios to ensure all options can be reported to members in a timely fashion.

**AUTHOR OF REPORT**

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## EXECUTIVE

12<sup>th</sup> December 2017

### CONFIDENTIAL REPORTING CODE (Whistleblowing)

Relevant Portfolio Holder	Councillor John Fisher
Portfolio Holder Consulted	
Relevant Head of Service for Overview and Scrutiny	Jayne Pickering – Executive Director, Finance and Resources
Wards Affected	All wards
Ward Councillor Consulted	No – not at this stage
Non-Key Decision	

### 1. SUMMARY OF PROPOSALS

To present to Executive the updated Confidential Reporting Code for the Council.

### 2. RECOMMENDATIONS

**The Executive Committee is asked to RECOMMEND to Council that the Confidential Reporting Code (Whistleblowing) be approved.**

### 3. KEY ISSUES

- 3.1 Redditch Borough Council, like every Local Authority, is committed to the highest possible standards of openness, probity and accountability. In line with that commitment the Council expects workers and others that it deals with, who have serious concerns about any aspect of the Council's work to come forward and voice those concerns.
- 3.2 This code makes it clear that workers can do so without fear of victimisation, subsequent discrimination or disadvantage. It is intended to encourage and enable workers to raise concerns or make allegations within the Council rather than overlooking a problem or "blowing the whistle" outside.
- 3.3 This code is in addition to the Council's Code of conduct, Local Disciplinary Procedure, Grievance Procedure, Harassment Policy, Complaints Process and other policies and procedures.

#### Legal Implications

- 3.4 The Public Interest Disclosure Act 1998, called the "Whistleblowers Act" provides protection for workers who disclose information that might otherwise be regarded as confidential. The Act provides that employers should not victimise any worker who blows the whistle in one of the ways set out in the legislation.

## **EXECUTIVE**

**12<sup>th</sup> December 2017**

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### **Service/Operational Implications**

- 3.5 The code will apply to concerns arising from any service undertaken by the Council.

### **Customer / Equalities and Diversity Implications**

- 3.6 The code will ensure that an opportunity is available to all members of the community and staff to raise concerns regarding council activities.

## **4. RISK MANAGEMENT**

- 4.1 The code ensures the council has a mechanism to address concerns and issues raised relating to service delivery.

## **5. APPENDICES**

Appendix 1 – Confidential Report Code (Whistleblowing)

## **AUTHORS OF REPORT**

Name: Jayne Pickering – Executive Director Finance and Resources  
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# **Confidential Reporting Code (Whistleblowing)**

## Confidential Reporting Code

### Contents

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## **Introduction**

This Policy relates to 'Whistleblowing', which is a popular term used when someone who works in or for an organisation raises concern over a possible fraud, crime, danger or other serious risk that could threaten customers, colleagues, the public or the organisations own reputation.

Whistleblowing can alert employers to:

- a danger in the workplace
- fraud in, on or by the organisation
- offering, selling or taking of bribes
- misreporting performance data

By taking such reports seriously, Redditch Borough Council will be able to:

- deter wrongdoing
- pick up potential problems early
- address the issue
- demonstrate that it is accountable and well managed
- create a culture of openness and honesty
- minimise costs and compensation from accidents, investigations and inspections
- maintain and build on its reputation

This Code of Confidentiality applies to all staff working for the Council, full and part time, temporary and casual and it also covers agency and contractor staff. Reference to workers within this Code covers all of these categories.

Although not covered by the Public Interest Disclosure Act 1998, Members are also encouraged to use this Code to raise concerns to ensure a consistent protocol is applied.

Workers are often the first to realise that there may be something wrong within the Council. However, they may not express their concerns or make allegations because they feel that speaking up would be disloyal to their colleagues or to the Council. They may also fear harassment or victimisation. In these circumstances it may be easier to ignore the concern rather than report what may just be a suspicion of malpractice.

The Council is committed to the highest possible standards of openness, probity and accountability. In line with that commitment we expect workers and others that we deal with, who have serious concerns about any aspect of the Council's work to come forward and voice those concerns.

This Code makes it clear that workers can do so without fear of victimisation, subsequent discrimination or disadvantage. This Code is intended to encourage and enable workers to raise concerns or make allegations within the Council rather than

overlooking a problem or 'blowing the whistle' outside. Anyone responsible for victimising a worker who uses this Code will be subject to disciplinary action.

This Code, when applicable, also applies to suppliers and those providing services under a contract with the Council.

This Code is in addition to the Council's Code of Conduct, Local Disciplinary Procedure, Grievance Procedure, Harassment Policy, Complaints Process and other policies and procedures.

This Code has previously been discussed with the relevant trade unions and has their support.

## **Aims and Scope of the Code**

This Code aims to:

- encourage you to feel confident in raising serious concerns and to question and act upon concerns about practice;
- provide avenues for you to raise those concerns or make allegations and receive feedback on any action taken;
- ensure that you receive a response to your concerns or allegations and that you are aware of how to pursue them if you are not satisfied;
- reassure you that you will be protected from possible reprisals or victimisation if you have a reasonable belief that you have made any disclosure in good faith.

This Code is not intended to cover concerns that can be progressed under existing Human Resource procedures. There are existing procedures in place for workers to legitimately complain about harassment, violence and aggression, discrimination and instances where they feel they have a grievance. The Confidential Reporting Code is intended to cover concerns or allegations that fall outside the scope of other procedures. These concerns or allegations include:

- conduct which is an offence or a breach of law;
- disclosures related to miscarriages of justice;
- health and safety risks, including risks to the public as well as other workers;
- damage to the working environment;
- the unauthorised use of public funds;
- misappropriation of money, materials and equipment, or other irregularities;
- possible fraud and corruption;
- sexual or physical abuse of clients; or
- other unethical conduct.

The above does not represent an exhaustive list of areas covered by this Code.

Any serious concern that you have about any aspect of service provision or the conduct of officers or Members of the Council or others acting on behalf of the Council can be reported, together with any allegations that you may wish to make, under the Code. This may be about something that:

- makes you feel uncomfortable in terms of known standards, your experience, or the standards that you believe the Council subscribes to;
- is against the Council's Financial Standing Orders, Financial Regulations, Contracts Procedure Rules or general procurement procedures;
- falls below established standards of practice; or
- amounts to improper conduct.

This Code does not replace the Corporate Complaints Procedure.

## **The Public Interest Disclosure Act 1998**

The Public Interest Disclosure Act 1998, called the "Whistleblowers Act" provides protection for workers who disclose information that might otherwise be regarded as confidential. The Act provides that employers should not victimise any worker who blows the whistle in one of the ways set out in the legislation.

The Act makes it clear that where the nature of such a disclosure falls into one of six categories detailed below and the manner of the disclosure is one permitted by the Act; workers will have protection in law from detrimental action by the employer. The six categories are:

1. a criminal offence has been, is being, or is about to be committed;
2. the employer is failing to comply with legal obligations;
3. a miscarriage of justice has happened or is likely to happen;
4. an individual's health and safety is being jeopardised;
5. the environment is, or is likely to be damaged; or
6. information falling into one of the above categories which has been, is being or is likely to be, deliberately concealed.

A worker does not have to show that, for example, a criminal offence has been committed. He or she has to have a reasonable belief that this is the case. It will be for an employment tribunal to decide whether or not such a belief was reasonable.

The Act gives protection to workers who make disclosures to specified persons in various circumstances. Protection applies where a disclosure is made:

- to the employer or to another responsible person provided the worker acts in good faith;
- in the course of obtaining legal advice; or
- to a person or body prescribed by the Secretary of State, provided the worker acts in good faith and reasonably believes the information falls within the potentially protected categories and is substantially true.

The Act also gives protection to workers who make "external" disclosures to persons other than listed above. Workers however will only be protected under this general category if they have previously disclosed the matter to the employer or a prescribed body or have not done so because they reasonably believe they would have been victimised or evidence would have been concealed or destroyed. They must also:

- make the disclosure in good faith;

- reasonably believe that the information, and any associated allegation, are substantially true;
- not act for personal gain; and
- act reasonably.

In deciding whether a worker has acted reasonably, all the circumstances will be taken into account but in particular:

- the identity of the person to whom the disclosure is made;
- the seriousness of the relevant offence;
- whether the offence is continuing or is likely to occur in the future;
- whether the disclosure is made in breach of a duty of confidentiality owed by the employer to any other person;
- any action the employer or prescribed person might reasonably be expected to take as a result of a previous disclosure; and
- whether in making the disclosure to the employer the worker complied with any procedure approved by the employer.

In disclosing “exceptionally serious” breaches, i.e. where the subject of the disclosure is sufficiently serious to disclose it to persons other than detailed in paragraph 3.3, the worker will be protected as long as:

- the disclosure is made in good faith;
- the worker believes that the information disclosed and any associated allegation are substantially true;
- the disclosure is not made for personal gain;
- the matter disclosed is of an exceptionally serious nature; and
- in all the circumstances it is reasonable for the worker to make the disclosure.

## **Safeguards**

### **a) Harassment or Victimisation of Workers**

The Council is committed to good practice and high standards and wants to be supportive of workers.

The Council recognises that the decision to report a concern can be a difficult one to make, not least because of the fear of reprisal from those responsible for the malpractice. The Council will not tolerate any harassment or victimisation (including informal pressures), and will take appropriate action, including the application of the Disciplinary Procedure, to protect a worker who raises a concern or makes an allegation in good faith.

In accordance with the Public Interest Disclosure Act 1998 a worker cannot be dismissed or selected for redundancy as a result of making a disclosure. In addition an employer cannot withhold a pay rise, object to a promotion or not give training.

This does not mean that if you are already the subject of disciplinary or redundancy procedures, that those procedures will be halted as a result of Whistleblowing.

**b) Confidentiality**

All concerns will be treated in confidence and every effort will be made not to reveal your identity if you so wish.

At appropriate times, however, you may need to come forward as a witness. If whistleblowers are required to give evidence in criminal or disciplinary proceedings, the Council will arrange for them to receive advice and support.

**c) Anonymous Allegations**

This Code encourages you to put your name to your allegation. Concerns expressed anonymously are much less powerful but will be considered at the discretion of the Council.

In exercising this discretion the factors to be taken into account would include the:

- seriousness of the issues raised;
- credibility of the concern or allegation; and
- likelihood of confirming them from attributable sources.

**d) Rights and Responsibilities of Workers**

All workers are required to report any issue of concern regarding the provision of services or management of those services. In the majority of cases, this will be done through the usual line management channels.

Workers are expected to report concerns as soon they arise and avoid any unnecessary delay in doing so.

Other than raising concerns in good faith, workers are not required to 'prove' the truth of any allegation. However, a complainant will need to demonstrate that there are reasonable grounds for the concern, and will be expected to co-operate with any investigation that takes place.

When any meeting or interview is arranged, workers may, if they so wish, be accompanied by a trade union official or a workplace colleague.

**e) Untrue Allegations**

If you make an allegation in good faith, but it is not confirmed by the investigation, no action will be taken against you. However, if you make malicious or vexatious allegations, disciplinary action may be taken against you.

**How to Raise a Concern**

As a first step, you should normally raise concerns with your immediate line manager or their superior. This depends, however, on the seriousness and sensitivity of the issues involved and who is thought to be involved in the malpractice. If you have any concerns about raising the issue with your line manager then you should initially approach:

- HR Manager

Alternatively, you can approach:

- The Chief Executive;
- Section 151 Officer (Executive Director of Finance and Resources);
- Monitoring Officer (Head of Legal, Equality and Democratic Services);
- Internal Audit Section;

who will liaise with the HR Manager as necessary.

Where concerns are raised with Line Management, Managers can get help or can refer such concerns to the HR Manager. Managers should:

- listen carefully
- avoid pre-judging
- consider whether it is a Whistleblowing concern
- consider how serious and urgent the risk is
- consider whether it needs referring the Internal Audit for further investigation.
- Establish if the employee is anxious about reprisals
- Establish where the concern first arose and, where relevant, what is prompting the decision to speak up now
- Whether the information is first hand or hearsay
- Whether confidentiality is sought
- Is there is anything else relevant that the employee should mention?

These issues are guidance and should not be seen as a definitive list. However the Line Manager should not investigate the concern themselves unless it can be treated as information that could improve system weaknesses or practical procedures and can be resolved easily. If this is the case, the employee should be informed.

Where confidentiality has been requested, this should be respected.

Where specific enquiries need to be made in an area in which the whistleblower works, they should be forewarned so that he/she is prepared to answer questions along with everyone else.

Concerns or allegations may be raised verbally or in writing. Staff who wish to make a written report are invited to use either the form held by the HR Manager on the intranet or using the online referral form on the Redditch Borough Council website providing:

- the background and history of the concern (giving relevant dates); and
- the reason why you are particularly concerned about the situation.

The earlier you express the concern, the easier it is to take action.

Although you are not expected to prove the truth of your concern or allegation, you will need to demonstrate to the person contacted that there are reasonable grounds for your concern or allegation.



You may invite your trade union representative, professional association representative or a friend to be present during any meetings or interviews in connection with the concerns you have raised or allegations that you have made.

Workers can obtain advice and guidance on how matters of concern may be pursued from:

- Monitoring Officer (Head of Legal and Democratic Services);
- The Human Resources and Organisational Development section.
- Internal Audit

The Council has also introduced a telephone line for workers to report concerns. There are two options for workers:

- If you want to remain anonymous when reporting a concern, use the full external number xxx; or
- If you are comfortable with your identify being known, use the short internal number on extension xxx

All calls go direct to the Council's HT Team for action.

### **How the Council Will Respond**

The action taken by the Council will depend on the nature of the concern. The matters raised may:

- be investigated internally ( Internal Audit or other officer) ;
- be referred to the Police;
- be referred to the Council's external auditor; or
- form the subject of an independent enquiry.

In order to protect individuals, the Council and those accused of misdeed or possible malpractice, initial enquiries will be made to decide whether an investigation is appropriate and, if so, what form it should take. The overriding principle that the Council will have in mind is the public interest. Concerns or allegations which fall within the scope of specific procedures will normally be referred for consideration under those procedures.

Some concerns or allegations may be resolved by agreed action without the need for investigation. If urgent action is required this will be taken before any investigation is conducted.

Once a concern or allegation has been received, the Council will write to you:

- acknowledging that the concern has been received;
- indicating how it proposes to deal with the matter;
- giving an estimate of how long it will take to provide a final response; and
- inform you whether any initial enquiries have been made and whether or not further investigations will take place.

The amount of contact between the officers considering the issues and you will depend on the nature of the matters raised, the potential difficulties involved and the clarity of the information provided. If necessary, the Council will seek further information from you.

Where any meeting is arranged, off-site if you so wish, you can be accompanied by a trade union or professional association representative or a friend.

The Council will take steps to minimise any difficulties that you may experience as a result of raising a concern. For instance, if you are required to give evidence in criminal or disciplinary proceedings, the Council will arrange for you to receive advice about the procedure.

The persons investigating the concerns will produce a written report that:

- outlines the concern / allegation;
- details the investigation process;
- gives the outcome of the investigation; and
- details recommendations where appropriate.

The Council accepts that the worker needs to be assured that the matter has been properly addressed. Thus, subject to legal constraints, they will be informed of the outcome of any investigation.

If the person who expressed the concern is not satisfied with the outcome then they have the right to take matters further as detailed below in Section 8.

Investigations will not discriminate or condone unacceptable behaviour, in relation to race, colour, nationality, national or ethnic origin, sexual orientation, gender, gender re-assignment, religion, age, disability, income group, marital status or geographical location.

## **The Responsible Officer**

The Council's Monitoring Officer (Head of Legal, Equality and Democratic Services) has overall responsibility for the maintenance and operation of this Code. The Head of Legal, Equality and Democratic Services will report as necessary on the operation of the Code, but not on individual cases, to the Council's Audit & Governance Committee.

## **How the Matter Can Be Taken Further**

This Code is intended to provide you with an avenue to raise concerns within the Council and the Council hopes you will be satisfied. If you are not, and if you feel it is right to take the matter outside the Council, the list below shows possible contact points:

- The Council's External Auditor.
- Audit Commission (Public Interest Disclosure Line 0845 052 2646).
- Trade Unions;
- Professional Bodies; or
- Police.

If a worker is unsure whether or how to raise a concern or wants confidential and independent advice, contact can be made with the independent charity "Public Concern at Work":

Public Concern at Work  
Suite 301  
16 Baldwins Gardens  
London  
EC1N 7RJ

Telephone (general enquiries and helpline): 020 7404 6609  
Fax: 020 7404 6576

E-mail: [helpline@pcaw.co.uk](mailto:helpline@pcaw.co.uk).

Their lawyers can provide free confidential advice on how to raise a concern about serious malpractice at work.

If concerns are raised through Trade Unions or Professional Bodies then it is expected that the Trade Union / Professional Body representative will act in accordance with this Code and with the Public Interest Disclosure Act 1998 with regard to the information disclosed. Such a disclosure made by a worker will not be treated as grounds for disciplinary action.

If workers do take the matter outside the Council, you should take into consideration the requirements in relation to the disclosure of confidential information as set out in this Code. Additionally, workers should be aware of the relevant Acts when reporting concerns, specifically:

- Public Interest Disclosure Act 1998.
- Human Rights Act 1998.
- Data Protection 1998.
- Fraud Act 2006
- Regulation of Investigatory Powers Act 2000 (RIPA)

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# Overview and Scrutiny Committee

Thursday, 26th October,  
2017

## MINUTES

### Present:

Councillor Jane Potter (Chair), Councillor Gay Hopkins (Vice-Chair) and Councillors Roger Bennett, Natalie Brookes, Andrew Fry, Paul Swansborough, David Thain, Jennifer Wheeler and Nina Wood-Ford

### Also Present:

Councillor Pat Witherspoon (Portfolio Holder for Leisure and Tourism)

Chris Malkin and Stephen Morton (V4)

### Officers:

Sue Hanley, Jayne Pickering and David Riley

### Democratic Services Officers:

Jess Bayley and Amanda Scarce

### 37. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were received from Councillors Matthew Dormer, Pattie Hill and Gareth Prosser with Councillors David Thain, Natalie Brookes and Roger Bennett present as substitutes respectively.

### 38. DECLARATIONS OF INTEREST AND OF PARTY WHIP

There were no declarations of interest nor of any party whip.

### 39. MINUTES

#### RESOLVED that

the minutes of the meeting of the Overview and Scrutiny Committee held on 7<sup>th</sup> September 2017 be approved as a correct record and signed by the Chair.

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Chair

# **Overview and Scrutiny Committee**

Thursday, 26th October, 2017

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## **40. LOCAL DISCRETIONARY RELIEF SCHEME - PRE-SCRUTINY (REVENUE SERVICES MANAGER)**

The Financial Support Manager introduced the report and in so doing explained to Members that the last revaluation had taken place in April 2010 and that the 2017 revaluation resulted in a number of businesses at a national level facing large increases to their liability. The Government had therefore provided local authorities with funding in order that they might design their own local schemes to support rate payers facing any such increases.

The scheme had been designed to ensure that the costs of relief remained within the allocated funding whilst maximising support for those eligible. The exact criteria was detailed within the report and included the ratepayer occupying fewer than four hereditaments within England, occupying the premises for ordinary commercial business and not using the premises for an excluded purpose. The expected costs were also detailed within the report.

Following presentation of the report Members raised a number of points which were discussed in more detail:

- Whether from the modelling there were sufficient funds available to cover the costs of the relief. The Financial Support Manager confirmed that the scheme had been designed to maximise support.
- The types of excluded premises.
- Air B&B premises and any future inclusion. The Financial Support Manager explained that bed and breakfast premises were rateable when accommodation for six or more people was provided.

Following further discussion the Committee

### **RECOMMENDED that**

- 1) the criteria for allocation of Discretionary Revaluation support as appended to the report at appendix 1 are adopted; and**
- 2) the Executive Director of Finance is provided with delegated authority, after consultation with the relevant Portfolio Holder and leader of the opposition, to adjust the percentage relief awarded in years 2018/19 and onwards in order to ensure that the maximum level of support is**

# Overview and Scrutiny Committee

Thursday, 26th October, 2017

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provided to businesses and that the Government funding meets the overall costs of the relief.

## 41. STAFF SURVEY JOINT SCRUTINY TASK GROUP - FINAL REPORT (COUNCILLOR JANE POTTER)

The Chair, as Vice Chair of the Staff Survey Joint Task Group, delivered a short presentation which covered the following areas:

- Background information – it was highlighted that this had been the first piece of joint working between the scrutiny functions of both Bromsgrove and Redditch.
- The staff survey had been an area of concern, particularly at Bromsgrove over a number of years, and it was noted that little progress appeared to have been made since the first survey was carried out in 2013.
- The recommendations had focused in particular on the importance of staff being aware of Members' concerns and desire to ensure that staff were being listened to and actions were being put in place to address the concerns which had been raised. It was also important for staff to understand that Members would monitor those actions.
- The group had acknowledged the importance of joint working and that the Performance Scrutiny Working Group (in Redditch) and Measures Dashboard Working Group (in Bromsgrove) would work together to ensure that performance management processes and performance targets were considered jointly.
- A number of observations and conclusions had been reached including the need to ensure that 1-2-1s and team meetings took place regularly and that communication and the aims of a team were clear at all levels.
- The need to ensure that the corporate dashboard was fit for purpose and accessible, particularly to Members – it was noted that improvements had been made and that Members were able to access the dashboard more readily.
- It was questioned whether the strategic purposes continued to be relevant, particularly as each Council had very different demographics, and whether these should be realigned to each Council.

Following the presentation, it was

**RESOLVED that**

# **Overview and Scrutiny Committee**

Thursday, 26th October, 2017

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- 1) a Member of the Overview and Scrutiny function be appointed to the role of Leader Councillor for Supporting Staff;
- 2) a quarterly update on the Programme Board's Action Plan be received by the Overview and Scrutiny Committee; and
- 3) the Performance Scrutiny (RBC) and Measures Dashboard (BDS) Working Groups' terms of reference be updated to include an area covering performance management processes, performance targets and objective setting across both authorities.

## **RECOMMENDED that**

**the Lead Councillor for Supporting Staff and the relevant Portfolio Holder from each Council assist in the formulation of all future staff surveys and attend staff briefings.**

Following further discussion it was agreed that the appointment of a Lead Councillor for Supporting Staff would be deferred until the next meeting in order for Members to consider whether they would like to put their names forward for this role. Members were asked to contact the Senior Democratic Services Officer and the Chair of the Committee if they wished to be considered for this role.

## **42. EXECUTIVE COMMITTEE MINUTES AND SCRUTINY OF THE EXECUTIVE COMMITTEE'S WORK PROGRAMME - SELECTING ITEMS FOR SCRUTINY**

The Committee considered the minutes from the Executive Committee meeting held on 12<sup>th</sup> September 2017.

Officers provided an update on a number of amendments to the Work Programme which had been recently published. Following a brief discussion it was agreed that no further items would be added to the Committee's own work programme for pre-scrutiny.

## **43. OVERVIEW AND SCRUTINY WORK PROGRAMME**

The Deputy Chief Executive took the opportunity to discuss with Members a workshop which had been planned in conjunction with the Chair in respect of the Strategic Housing Intervention for the strategic purpose 'help me find somewhere to live in my locality'. The aim of the workshop would be to cover a range of issues, in order to look at how Members could be involved in the intervention and the priorities which need to be addressed. It was important to ensure that all groups affected were involved in the process.



# Overview and Scrutiny Committee

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The session would be held on 14<sup>th</sup> November 2017 at 6.30 pm and the Committee agreed that all Members should be invited. It was confirmed that, prior to the meeting an agenda and information pack would be provided. The Chair encouraged all Members to attend.

## 44. **SCRUTINY TASK GROUPS, SHORT SHARP REVIEWS AND WORKING GROUPS - UPDATE REPORTS**

### Budget Scrutiny Working Group

Councillor Potter, as Chair of the Working Group, confirmed that at the previous meeting the group had discussed the work of the Contracts Working Group with the Head of Legal and Democratic Services, which had covered how contracts were organised and handled. The group's next meeting would look at quarterly budgets for all areas.

### Civil Contingencies Review

In the absence of Councillor Prosser, the Chair of this Review, officers gave a brief update advising that a number of meetings had been held at which information in respect of the Emergency Plan and Rest Centres had been considered. Arrangements to meet with a number of representatives from key responders had been arranged including representatives from Worcestershire Acute Hospitals Trust (WAHT) and Worcestershire County Council.

### Mental Health Services for Young People

Councillor Wood-Ford, as the Chair of this group, advised that despite contacting all schools in the area with a survey in respect of Personal, Social, Health and Economic PSHE services unfortunately no schools had responded. Therefore Councillor Wood-Ford proposed that no further action should be taken on this matter.

### Performance Scrutiny Working Group

In the absence of Councillor Dormer, Chair of the Working Group, officers provided an update and advised that a different approach had been adopted since September and the group were looking at each strategic purpose and the measures which underpinned them in turn. This had led to a number of questions and concerns being raised and where appropriate additional information was being requested from officers, either in writing or through attendance at meetings.

# Overview and Scrutiny Committee

Thursday, 26th October, 2017

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## 45. EXTERNAL SCRUTINY BODIES (COUNCILLOR WOOD-FORD)

### a) West Midlands Combined Authority Overview and Scrutiny Committee

Councillor Wood-Ford confirmed that there had not been a meeting of this Committee since her last update.

### b) Worcestershire Health Overview and Scrutiny Committee (HOSC)

Councillor Wood-Ford informed Members that at the HOSC's most recent meeting the new Chief Executive and Commissioning Manager had attended and responded to questions from Members. She had raised the issue of the number of nursing vacancies being at 10%. It was believed that this was the figure which was given when all vacancies were filled. The Chief Executive and Commissioning Manager had offered to provide additional information. Councillor Wood-Ford had commented that if all vacancies were now filled then consideration should be given to returning the maternity function back to the Alexandra Hospital.

## 46. EXCLUSION OF THE PRESS AND PUBLIC

### RESOLVED that

under S.100 I of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matters on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12 (A) of the said Act, as amended:

**Minute 47 – Future Leisure Service Provision.**

## 47. FUTURE LEISURE SERVICE PROVISION (COUNCILLOR POTTER AND THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE RESOURCES)

The Chair welcomed Mr Steve Morton and Mr Chris Malkin from V4 who gave a presentation in respect of Management Options for Leisure and Cultural Services. She explained that the majority of the presentation would be in public session, but for commercial reasons the final three slides would need to be considered in private session.

# Overview and Scrutiny Committee

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Mr Morton thanked Members for being given the opportunity to present V4's findings and advised that the presentation was an overview of the full report which Members could find within their agenda packs. The presentation (attached at appendix 1) covered a number of key areas including:

- Background information in respect of V4 and the experience of the company in this field, which included successfully facilitating the establishment of 23 new operating models across the UK for local authorities.
- A client base which included the public sector – Councils, the NHS and social enterprises, together with private sector clients.
- Details of the specific requirements of the Council, which were typical of those of any local authority, with the key drivers being “more people more active” and efficiency savings whilst ensuring staff protection.
- The response rate to the consultation which had been carried out by the Council, which showed the high level of interest among local residents.
- The scope of work that V4 had worked to – this included which model would best meet the needs of the Council, what was possible within the new procurement regulations, the potential financial savings of each model and the best fit to make it work for the future.
- How future arrangements could meet the Council's strategic purpose ‘provide good things for me to see, do and visit’, which brought with it competing and complementary issues. It was highlighted that it was the Council's decision as to how that balance would be achieved.
- Options available – this was broken down into two categories, Council controlled and Outsourced. Details were provided in respect of each option.
- The criteria and weightings which had been applied to each option as part of the work that had been carried out.
- By applying those weightings the option which was best suited to the needs of the Council based on the information V4 had been provided with was a Local Authority Trading Company (LATC).
- An LATC would satisfy the bulk of the needs of the Council. The other 3 options were of a similar score, with the LATC being 15% higher than these.

[During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to exclude the press and public during the debate on the

# Overview and Scrutiny Committee

Thursday, 26th October, 2017

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grounds that information would be revealed which relates to the financial and business affairs of the local authority].

**48. CRIME AND DISORDER SCRUTINY PANEL - CHAIR'S UPDATE  
(COUNCILLOR MATTHEW DORMER)**

In the absence of the Chair of the Crime and Disorder Scrutiny Panel officers advised that the Minutes of the most recent meeting of the Panel had been attached for information. If there were any areas which Members required further information on it was suggested that they contact the Chair, Councillor Matthew Dormer or the Senior Democratic Services Officer.

The Meeting commenced at 7.00 pm  
and closed at 8.45 pm












# Management Options for Leisure and Culture

Appendix 1



# Introductions



 <p>Delivered successful projects <b>for over 120 clients</b> across the UK – including public sector (councils, NHS, social enterprises) and private sector</p>	 <p><b>c.£19m</b> annual savings via new operating models facilitated</p>	 <p>Typical payback on our fees <b>within</b> <b>6 weeks</b> of new contract starting</p>	 <p>Our work covers all models and is <b>tailored</b> to meet our client's key drivers</p>	<p><b>100%</b> of procurements completed <b>without legal challenge</b></p>
<p>Successfully facilitated the establishment of <b>23 new</b> operating <b>models</b> across the UK</p> 	<p>Our work resulted in the <b>first ever</b> <b>licence granted</b> to a council to trade legal services from the Solicitors Regulation Authority</p> 	<p><b>Finalists</b> in CIPS 2014 and Go Excellence in Public Procurement Awards 2016 for outcomes of outsourcing projects</p> 	 <p><b>New operating models</b> developed for variety of services</p>	 <p><b>Great references and case studies</b> – just ask and we'll share</p>

# Desired requirements



- Council retain ownership of all land and buildings
- Ability to get more people, more active, more often – for the same investment or less
- Can achieve (or exceed) the requirement to deliver a £440k saving in the financial year 2018/19, and savings in subsequent years which meet the requirements of the MTFS
- Council retains influence over strategy, pricing and programming
- Governance designed to encourage performance improvement and innovation
- Staff protections in place (pensions and T&C's)
- Facilities and services within scope have synergies and benefit from being together under single management body

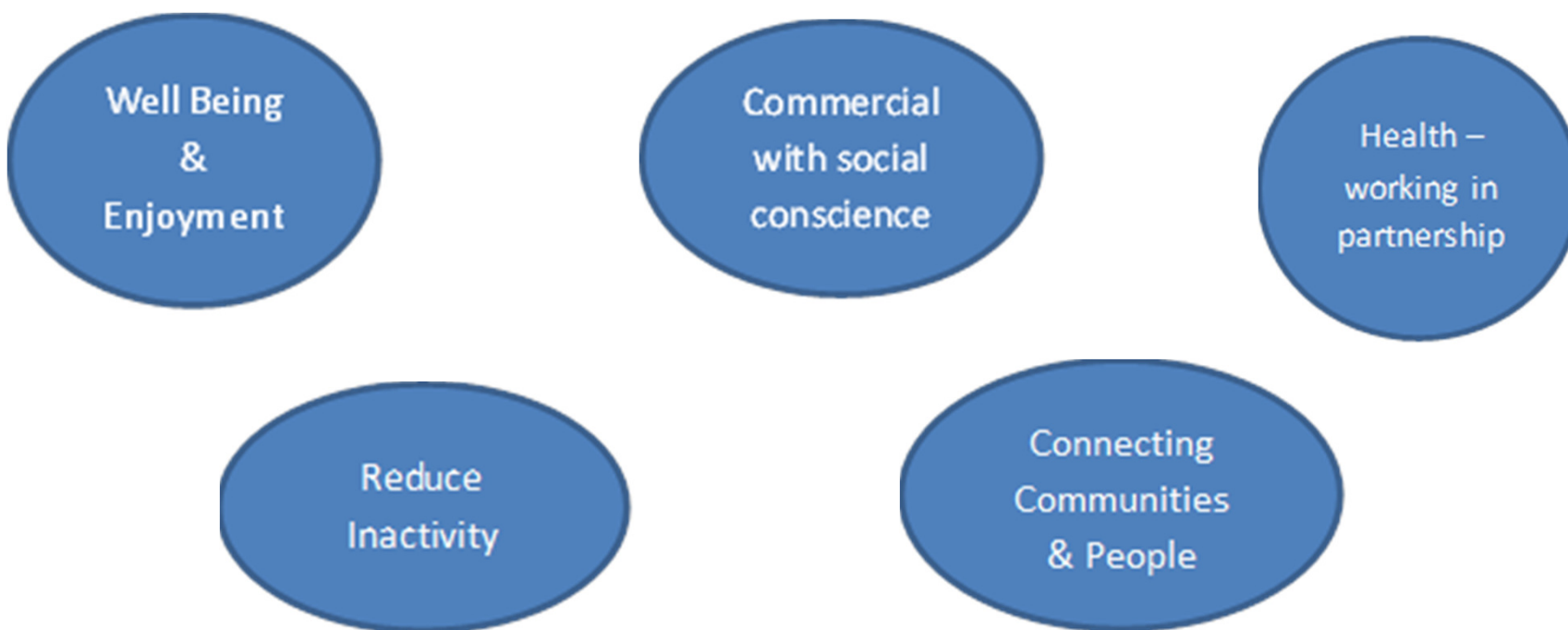
# Our brief – the scope of work



- Which model will be best able to deliver our required strategic purposes ?
- Which model will be fit for the future – and aligned to the needs of new funding partners (including health commissioners) ?
- What is possible within the new procurement regulations (2015)?
- What are the timescales for delivery?
- What are the estimated financial savings from each model?
- What is the scope to improve existing services?
- What is the potential for elements of the services capable of commercial exploitation – including catering and retail and business units.
- How can investment for assets be secured?
- How do we demonstrate that we have reflect the views of the (c.1700) respondents to the community survey.



# Provide Good Things for me to See, do and Visit



# Management options available?



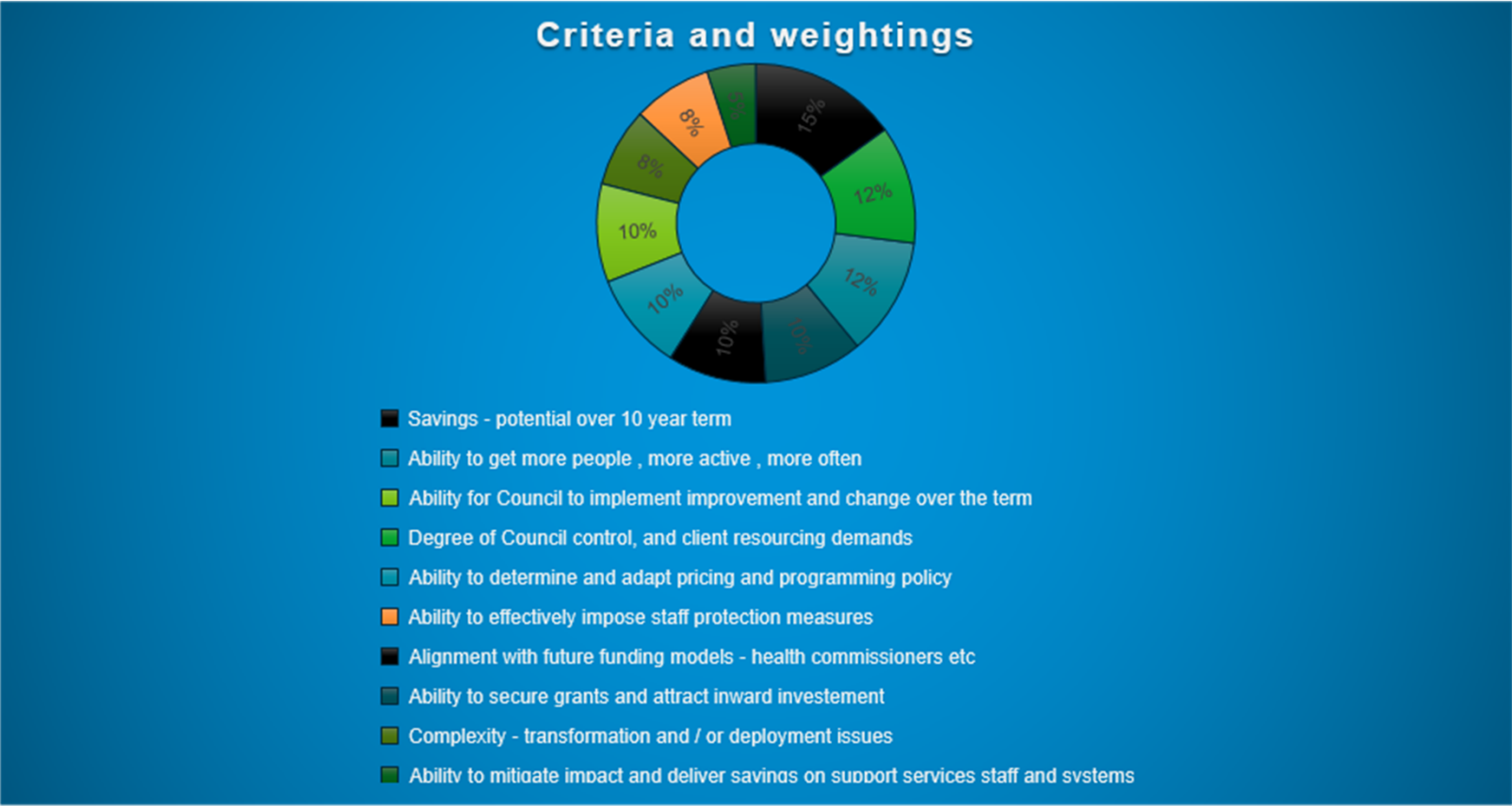
## Council controlled

- In House – Status Quo
- In House – Transformed
- Local Authority Trading Company

## Outsourced


- Trust /Charity
- Not for profit company / hybrid
- “Private sector”

# Summary of Weightings



# Summary of Options



<b>REDDITCH BOROUGH COUNCIL</b> 	
Option Name	Total Score
<b>In-House Services Transformation</b>	66.40%
<b>Local Authority Trading Company (LATC)</b>	82.40%
<b>Locally Established Charitable Trust / Mutual</b>	67.20%
<b>Outsource to a Specialist Operator</b>	69.40%

# Questions – matters arising



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of the Local Government Act 1972.

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REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

12th December 2017

**ADVISORY PANELS, WORKING GROUPS, ETC - UPDATE REPORT**

Relevant Portfolio Holder	Councillor John Fisher, Portfolio Holder for Corporate Management
Relevant Head of Service	Claire Felton, Head of Legal, Equalities and Democratic Services
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

To provide, for monitoring / management purposes, an update on the work of the Executive Committee's Advisory Panels, and similar bodies which report via the Executive Committee.

**2. RECOMMENDATIONS**

The Committee is asked to **RESOLVE** that

**subject to Members' comments, the report be noted.**

**3. UPDATES****A. ADVISORY PANELS**

	<b><u>Meeting</u></b>	<b><u>Lead Members / Officers</u></b>  (Executive Members shown <u>underlined</u> )	<b><u>Position</u></b>  (Oral updates to be provided at the meeting by Lead Members or Officers if no written update is available)
1.	Planning Advisory Panel	Chair: <u>Cllr Greg Chance</u> Vice-Chair: <u>Cllr Bill Hartnett</u> Ruth Bamford	Meeting date: Last meeting – 31st October 2017 Next meeting – 12th December 2017

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

12th December 2017

**B. OTHER MEETINGS**

2.	Constitutional Review Working Party	Chair: <u>Cllr Bill Hartnett</u> Vice-Chair: <u>Cllr John Fisher</u> Claire Felton	Last meeting – 30th October 2017  Next meeting – TBC at the time of publication
3.	Member Support Steering Group	Chair: <u>Cllr John Fisher</u> Vice-Chair: <u>Cllr Bill Hartnett</u> Claire Felton	Last meeting – 16th October 2017  Next meeting – 22 <sup>nd</sup> January 2018
4.	Grants Assessment Panel	Chair: <u>Cllr Gay Hopkins</u> Vice-Chair: <u>Cllr Greg Chance</u> Judith Willis / Helen Broughton	Last meeting – December 2017  Next meeting – March 2018

**AUTHOR OF REPORT**

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