



Executive Committee

Tue 10 Jul
2018
7.00 pm

Committee Room Two
Town Hall
Redditch

REDDITCH BOROUGH COUNCIL

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Executive

Tuesday, 10th July, 2018

7.00 pm

Committee Room 2 Town Hall

Agenda

Membership:

Cllrs:	Matthew Dormer (Chair)	Brandon Clayton Bill Hartnett
	David Bush (Vice- Chair)	Gareth Prosser Craig Warhurst
	Tom Baker-Price	
	Roger Bennett	
	Greg Chance	

1. Apologies

2. Declarations of Interest

To invite Councillors to declare any Disclosable Pecuniary Interests and / 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 (Pages 1 - 18)

5. Scrutiny of Care Leavers Short Sharp Review - Final Report (to follow)

6. Redditch Gateway Project (Pages 19 - 50)

7. REDI Centre - Lease Arrangements (Pages 51 - 60)

8. Consolidated Revenue and Capital Outturn and Financial Reserves Statement 2017/18 (Pages 61 - 80)

9. Performance Report - help me to run a successful business

This item has been attached to a separate colour supplement.

10. Performance Report - help me to be financially independent

This item has been attached to a separate colour supplement.

11. Overview and Scrutiny Committee (Pages 81 - 96)

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12. Minutes / Referrals - Overview and Scrutiny Committee, Executive Panels etc.

To receive and consider any outstanding minutes or referrals from the Overview and Scrutiny Committee, Executive Panels etc. since the last meeting of the Executive Committee, other than as detailed in the items above.

13. Advisory Panels - update reports

Members are invited to provide verbal updates, if any, in respect of the following bodies:

- a) Constitutional Review Working Panel – Chair, Councillor Matthew Dormer;
- b) Corporate Parenting Steering Group – Council Representative, Councillor Gareth Prosser;
- c) Grants Panel – Chair, Councillor Greg Chance;
- d) Member Support Steering Group – Chair, Councillor Matthew Dormer; and
- e) Planning Advisory Panel – Chair, Councillor Matthew Dormer.

14. Exclusion of the Press and Public

Should it be necessary, in the opinion of the Borough Director, during the course of the meeting to consider excluding the public from the meeting on the grounds that exempt information is likely to be divulged, it may be necessary to move the following resolution:

“That, under S.100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting for the following matter(s) on the grounds that it/they involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs (to be specified) of Part 1 of Schedule 12 (A) of the said Act”.

These paragraphs are as follows:

Subject to the “public interest” test, information relating to:

- Para 3 – financial or business affairs;

and may need to be considered as ‘exempt’.

15. Enterprise System Project Business Case (Pages 97 - 164)



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MINUTES

Present:

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

Also Present:

Roger Bennett, David Bush, Michael Chalk and S Laird

Officers:

Ruth Bamford, Matthew Bough, Clare Flanagan, John Godwin, Sue Hanley, Rachel Martin, Jayne Pickering, Dean Piper and Steve Singleton

Committee Services Officer:

Jess Bayley

111. APOLOGIES

An apology for absence was received on behalf of Councillor John Fisher.

112. DECLARATIONS OF INTEREST

There were no declarations of interest.

113. LEADER'S ANNOUNCEMENTS

Due to the length of the agenda the Leader tabled his announcements in writing at the meeting.

114. MINUTES

RESOLVED that

the minutes of the meeting of the Executive Committee held on 19th February 2018 be held as a correct record and signed by the Chair.

.....
Chair

115. LEISURE AND CULTURAL SERVICES BUSINESS CASE

The Executive Director of Finance and Corporate Resources presented the Leisure and Cultural Services Business Case. During the presentation of this business case the following points were highlighted for Members' consideration:

- The Council had considered a feasibility study in respect of future models for the delivery of Leisure and Cultural Services and had agreed in November 2017 that a Local Authority Trading Company (LATC) would be the most appropriate model moving forward.
- A number of services, though not all, would be included in the LATC.
- There was the potential for some services that would not immediately be included in the remit of the LATC to be incorporated at a later date. This could include the BMX Track and Arrow Valley Countryside Centre.
- A number of staff would be affected by the introduction of the LATC; 50 would remain Council employees and 62 would be subject to a TUPE transfer process together with a number of casual staff.
- Officers had been consulting with the Trade Unions throughout the process.
- Some assumptions had been built into the savings plan and the unions had highlighted a number of concerns in relation to these.
- Savings of at least £220,000 were anticipated for the first year with further savings of £440,000 anticipated for year two and £480,000 anticipated for years three and four. These figures had been identified based on savings reported where Councils had introduced LATCs in other parts of the country to deliver similar services.
- The LATC would be able to secure savings from Non-Domestic Rates (NNDR) and would be able to secure VAT savings. In both cases the Council was unable to take advantage of these financial benefits.
- The LATC would be a non-profit organisation. This corresponded with feedback provided by residents in surveys completed in 2017 which called for services to contribute to addressing health inequalities, to continue to have a community focus and to be connected to the Council.
- The LATC would be a Council company providing services to and on behalf of Redditch Borough Council.
- Officers were assuming that the Council would continue to provide support services, such as HR and IT services, for the first 12 months in which the LATC would operate. After this the LATC might opt to obtain these services from another

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provider, though would need to provide the Council with notice.

- Subject to the Business Case receiving approval at the Council meeting on 19th March 2018 Officers would start to work on a detailed business plan for the LATC, scheduled for Members' consideration in July 2018.

Following presentation of the report Members discussed a number of points in detail:

- The governance arrangements for the LATC. Members were advised that this would consist of two parts; a Board of Directors and a Shareholders Committee, which would hold the LATC to account.
- The appointment of the Non-Executive Directors to the Board of Directors and how they would be paid. Members were advised that usually Non-Executive Directors were paid expenses and this arrangement was expected to be implemented for the LATC.
- The arrangements in place to recruit Non-Executive Directors to the Board of Directors. Members were advised that experts in relevant fields would be recruited as Non-Executive Directors via a transparent process. This would be a matter reserved for the Council.
- The likelihood that the LATC would deliver the projected savings and the potential implications for the Council's balances if this wasn't achieved. Officers explained that a robust performance monitoring arrangement would be in place and it was likely that any issues in terms of delivering on savings would be identified at an early stage and the LATC would be questioned about why the savings were not being achieved.
- The timeframes in which a review of the LATC would be triggered if the company did not perform sufficiently well to achieve the Council's objectives and anticipated savings. Officers advised that the first 18 months would be challenging for the LATC. As part of contract arrangements any difficulties would hopefully be identified at an early stage, though at any point the Council could reverse the decision to have the LATC if it was found that this was not working for the authority or local community.
- The importance of developing a good working relationship between the Council and LATC to ensure that the company performed as effectively as possible.
- The management fee associated with the LATC and the cost to the Council. Members were advised that this fee was predicated on a specified level of savings with the fee calculated in relation to management costs minus those savings. The Council could review this fee at a later date.

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- The feedback that had been received from the Trade Unions in relation to the assumptions in the business case. The Committee was informed that the unions would be recognised by the LATC and staff would be TUPE transferred to the LATC under current terms and conditions.
- The potential to address some of the outstanding concerns that had been raised by the trade unions. Officers advised that conversations continued to take place with the unions and they would be consulted alongside staff, should the business Plan in July receive Council approval.
- The likelihood that the LATC would seek to restructure after staff had been transferred, with a corresponding restructure of the client side of the service being required.
- The non-recurring costs of establishing the LATC and what these might entail. Officers explained that this could include a new accounting system, potentially introducing new software at leisure sites and reviewing IT systems so that the Council could comply with PSN security requirements.
- The date by which it might be possible to confirm the non-recurring costs. The Committee was informed that this information would be available to confirm in the report to Members in July.
- The extent to which the Council could cover any non-recurring costs. Members were advised that some of the savings in the first year could be used as a contingency fund to help cover these costs.
- The performance monitoring arrangements for the LATC and the extent to which these reflected measures on the Council's dashboard. Members were advised that there would be a full range of strategic measures, as agreed in a contract between the Council and the LATC, which would link to both the strategic purposes and community outcomes. Further operational measures would be developed for the LATC.
- The transfer of the four Council-run community centres to the LATC and the potential for other community centres that were currently externally managed to be transferred to the company once existing leases expired. Officers explained that the Council would be able to choose how to proceed with these, though it was noted that the externally managed community centres were all currently the subject of leases with community organisations.
- The costs of continuing to work with the consultants V4 and the extent to which any further financial support was required to support this. The Committee was advised that this working relationship would continue under an existing framework agreement and the budget was already allocated for this purpose.

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The Chair noted that Overview and Scrutiny Committee had pre-scrutinised the Leisure and Cultural Services Business Case at their latest meeting. On the basis of their discussions members of the Overview and Scrutiny Committee had proposed three recommendations. Members noted that unfortunately, due to the inclement weather at the beginning of March, the meeting of the Overview and Scrutiny Committee had had to be postponed until 5th March, thereby providing limited notice of the Committee's recommendations or of the background to these for the Executive Committee's consideration. Based on this the Executive Committee concluded that a decision in respect of the scrutiny recommendations should be deferred until the Leisure and Cultural Services Business Case was considered at full Council on 19th March 2018 to provide more time for these to be considered.

RECOMMENDED that

- 1) the Executive Director Finance and Resources be given delegated authority to set up and register a wholly owned LATC for the provision of leisure and cultural services in the Borough of Redditch, on the basis of the governance arrangements set out in Section 2.8 (Page 26) of the business case;**
- 2) the assumptions as included in Section 5.7 (Page 36) in the business case are approved for consideration in the Business Plan when reported to members in July 2018;**
- 3) a recruitment process is commenced for a Managing Director of NewCo and that the Executive Director Finance and Resources be given delegated authority to prepare a job description and person specification;**
- 4) Officers be instructed to prepare a specification for the services to be delivered by the NewCo and prepare a report to Members detailing the impact (financial and staffing) on Redditch Borough Council (RBC) of transferring those services to NewCo to be submitted to Members in July 2018;**
- 5) the Council continues to work with V4 Consulting (with the support and assistance of officers) to prepare a Business Plan detailing how NewCo would deliver the services included in the Specification and deliver best value to RBC during its first 4 ½ years of trading; and**
- 6) the recommendations in respect of the Leisure and Cultural Services Business Case proposed by the Overview and Scrutiny Committee at a meeting on 5th**

March 2018 be reconsidered at Council on 19th March 2018.

116. CIVIL CONTINGENCIES SHORT SHARP REVIEW - FINAL REPORT

The Chair of the Civil Contingencies Short Sharp Review, Councillor Gareth Prosser, presented the group's final report. In so doing he highlighted that the review had been agreed in July 2017 in the aftermath of the Grenfell Tower fire. During the course of the review Members had consulted with a range of expert witnesses, from both the Council and external organisations. Based on the evidence that had been gathered Members had concluded that Redditch Borough Council had appropriate emergency planning procedures in place. However, the group was proposing that the authority's emergency plan should be reviewed on an annual basis rather than every three years.

The Overview and Scrutiny Committee had considered the group's proposals at a meeting on 5th March 2018. During this meeting the Committee had endorsed the group's recommendations. This included a proposal for the Overview and Scrutiny Committee to receive an annual update in respect of emergency planning arrangements; as this would be taking place in a public meeting environment it was hoped that it would help to provide reassurance to local residents about the Council's preparedness in the event of an emergency. The Overview and Scrutiny Committee had endorsed this proposal and as the Committee could set its own work programme the Executive Committee was asked to note this decision.

The group had concluded that the launch of the review should have been postponed until the North Worcestershire Civil Contingencies and Resilience Manager had returned from maternity leave as the evidence she had provided had helped to reassure the group that no further investigation was required. Members had therefore proposed that the Overview and Scrutiny Committee could learn lessons from this review and should consider postponing the launch of future reviews until key witnesses were available.

Officers advised that the Corporate Management Team (CMT) had welcomed the scrutiny review. The exercise had helped to inform a refresh of the emergency plan and would have a positive impact on civil contingency arrangements moving forward.

Members welcomed the findings detailed in the report and thanked the group for their hard work. It was noted that the Portfolio Holder for Community Safety and Regulatory Services, whose remit covered emergency planning, had not been consulted as part of the

review. It was suggested that in future Overview and Scrutiny Task Groups should consider consulting with the relevant Portfolio Holder if possible.

RESOLVED that

- 1) the content of the Council's emergency plan should be reviewed on an annual basis; and**
- 2) the group's proposal for the Overview and Scrutiny Committee to receive an annual update in respect of the Council's emergency planning arrangements be noted.**

117. REDDITCH BUSINESS CENTRES REVIEW

The Economic Development Manager presented the Redditch Business Centres Review. The Committee was advised that the business centres were operating within budget and represented value for money. The proposals detailed in the report would help to meet the needs of businesses that were already occupying units as well as growing businesses that might be interested in moving onto the premises.

Members welcomed the report and thanked officers for taking action to improve the service so that the centres could be managed more effectively and appropriate investment was made to meet the needs of businesses. The Council had achieved an 85 per cent occupancy rate in the business centres, which ensured that the authority continued to receive adequate income whilst at the same time having the potential to offer vacant units to new or growing businesses. There was the potential that some businesses currently occupying units in the business centres would move to the Redditch Gateway in due course. This would help to make further units available to new companies.

RECOMMENDED that

- 1) the key findings and recommendations of the strategic review be endorsed, with specific reference to the following:**
 - a. day to day management of annual expenditure on operational activities and any future capital expenditure budgets for all three of the business centres should be transferred from the general fund to be managed by NWEDR under the Centres Manager;**

- 2) **Redditch Borough Council renews the current lease of Unit 17 Broad Ground Road, Lakeside Industrial Estate, Redditch (the Rubicon Business Centre); and**
- 3) **Subject to approval of Recommendation 2 above, the Head of Customer Access and Financial Support be delegated the authority to instruct Place Partnership Ltd to finalise the terms of the renewal of the lease.**

118. HOUSING ALLOCATIONS POLICY AMENDMENT

The Housing Strategy and Enabling Team Leader presented the Council Housing Allocations Policy 2018 Update report. Members were advised that the Homelessness Reduction Act 2017 placed new duties on the Council leading to the need to update the policy. Changes included treating those that the Council recognised as being unintentionally homeless as gold band rather than silver priorities. The adapted policy would also enable couples with a child aged under two to apply for both one and two bedroom properties, whereas in the past they had only been eligible to apply for one bedroom properties.

The potential for the position of kinship carers to be taken into account within the policy was briefly debated. It was noted that kinship carers, who were related to the person they cared for, were in a different position to foster carers and were more likely to continue to live with and care for their relative. Officers undertook to check the position with regard to kinship carers prior to full Council on 19th March 2018.

RECOMMENDED that

the revised Housing Allocations Policy 2018 (appendix 1) be adopted and;

RESOLVED that

authority be delegated to the Deputy Chief Executive and Executive Director for Leisure, Environment & Community Services in conjunction with the Legal Service Manager, following consultation with the Portfolio Holder for Housing, to make any future amendments to the Council's Housing Allocations Policy that are deemed to be necessary and which do not trigger the statutory obligation to consult the persons affected by the changes pursuant to section 168(3) of the Housing Act 1996.

119. POLLING PLACES REVIEW 2018

The Principle Solicitor presented the Polling Places Review 2018 and in so doing explained that Officers had undertaken this review following receipt of requests to consider using alternative premises as polling stations in place of Abbeydale First School and Roman Way First School. A number of alternative locations had been visited by Officers, including Winyates Barn, St Andrews Church, Willow Trees Children's Centre, the Health Centre in Church Hill and the YMCA, some of which already hosted polling stations. Officers had identified some issues with both the existing locations where polling stations were situated and with the proposed alternatives.

Members discussed the proposals further and noted the following:

- Limited parking availability at a number of the alternative locations, particularly St Andrews Church and Winyates Barn.
- Problems with access to the health centre, which had limited capacity on the ground floor but no lift access to the first floor.
- The difficulties that would be caused for parents if the Willow Trees Children's Centre was closed for the day in order to accommodate two polling stations.
- The difficulties experienced by pupils, parents and teachers at Abbeywood First School and Roman Way First School on election days and the need to minimise disruption.

RECOMMENDED that

no changes be made to the polling places for the electors in Polling District CHB and Polling District WIB.

120. PERFORMANCE UPDATE REPORT

The Deputy Chief Executive presented the Corporate Performance Report. Members were advised that the report would be presented on a bi-monthly basis, with each edition focusing on a different strategic purpose. This version of the report was focusing on the purpose 'keep my place safe and looking good'.

Data had been provided in relation to Anti-Social Behaviour incidents which reflected the type of information that was discussed at Tasking Group meetings. There was a data lag of two months for this as the Council needed to wait to obtain this information from an external organisation. A significant narrative had been provided in respect of the transition of the Place teams within the Locality areas. Officers had been pleased to learn that nearly 900 residents

had signed up for the new garden waste collection service and it was hoped that numbers would continue to grow.

Corporate data had also been provided. There had been a lag in the provision of sickness absence data following the introduction of a new system in January 2017. The final figures would not be available until April 2018. The Council's figures were lower than the norm for sickness absence in the public sector, though higher than the standard figures for sickness absence in the private sector.

Members noted that on the previous occasion on which this matter had been discussed some of the measures had not recently been updated. Since then reminders had been issued to managers to keep the information up to date and officers were encouraged to clarify within the commentary for a measure if there would be a delay in obtaining the data.

The Committee also briefly discussed sickness absence data and the extent to which pregnant women's experiences featured in this data. Officers clarified that if a pregnant member of staff experienced sickness during her pregnancy that caused her to be absent from work this would be recorded in the absence figures.

RESOLVED that

the contents of the report and associated appendix be noted.

121. FINANCE MONITORING QUARTER 3 2017/18

The Executive Director of Finance and Corporate Resources presented the Finance Monitoring Quarter 3 2017/18 report and in doing so highlighted the following points for Members' consideration:

- The Council was projecting a variance of £150,000 by the end of the year in 2017/18.
- When corporate financing and capital costs were taken into account a shortfall of £396,000 was anticipated for the end of 2017/18.
- One cause of the shortfall was that the Council had not received the number of planning applications that had been anticipated, representing a shortfall of approximately £100,000.
- The additional costs associated with the marquee that had been provided by Bereavement Services was also contributing approximately £90,000 to this shortfall.
- A void property had been listed as a cost to the Council, though officers undertook to check whether this should have referred to the costs arising from multiple void properties.

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- A shortfall in corporate savings had been recorded for Enabling Services.
- Savings had been achieved through paying for the Council's pension deficit costs up front.
- Significant figures had been recorded in the Housing Revenue Account (HRA) for Repairs and Maintenance and Supervision and Management costs. This had arisen partly due to the need for the Council to employ temporary additional management staff whilst a number of issues in the Housing Department were addressed.
- The format of financial monitoring reports would be changing in 2018/19.

After the report had been presented Members discussed a number of matters in detail:

- The action that would be taken by officers to reduce the shortfall by the end of the financial year. Officers advised that Heads of Service had been working hard in an attempt to reduce the shortfall and any expenditure not considered necessary over the next couple of weeks would not be approved.
- The potential to balance the budget by the end of the financial year by using funding from balances. Officers confirmed that the Council had sufficient balances to accommodate this arrangement.
- The action being taken to ensure that void properties were rented out, thereby increasing rental income for the Council.
- The amount that had been spent to date on the vehicle purchasing and Locality capital projects schemes. Officers undertook to obtain further detail in relation to this matter together with clarification about the associated borrowing costs for the Council.
- The level of expenditure achieved to date in respect of the Disabled Facilities Grant and the potential to use some of this funding to promote the scheme to eligible residents. Officers agreed to check this outside the meeting, though it was noted that this was unlikely to be possible as these were capital funds and advertising costs usually came from revenue budgets.

RESOLVED that

Executive Committee note the current financial positions for the quarter April – December 2017 as detailed in the report.

RECOMMENDED that

the 2017/18 Capital Programme be increased by £73k on the Disabled facilities grant project due to additional funds being received by DCLG.

122. RISK MANAGEMENT STRATEGY

The Executive Director of Finance and Corporate Resources presented the Risk Management Strategy and in so doing advised Members that the Council had not reviewed this strategy for approximately five years. The updated strategy had been drafted in accordance with advice received from the Zurich Insurance Group in respect of best practice. The document was intended for the use of staff, elected Members and members of the public and set out how the Council managed and mitigated risks. A handbook had also been drafted which would be provided for the use of managers if the strategy was approved.

RECOMMENDED that

the Risk Management Strategy be approved.

123. OVERVIEW AND SCRUTINY COMMITTEE

Officers confirmed that there were no outstanding recommendations arising from the meeting of the Overview and Scrutiny Committee held on 13th February 2018 that remained to be considered.

RESOLVED that

the minutes of the Overview and Scrutiny Committee meeting held on 13th February 2018 be noted.

124. MINUTES / REFERRALS - OVERVIEW AND SCRUTINY COMMITTEE, EXECUTIVE PANELS ETC.

The Committee noted that the Audit, Governance and Standards Committee had referred a recommendation in respect of the Council delivering unidentified savings at its latest meeting on 1st February 2018.

RESOLVED that

the Corporate Management Team put together a clear action plan to deliver the unidentified savings in 2017/18.

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125. CORPORATE PARENTING STEERING GROUP - VERBAL UPDATE

Councillor Baker, the Council's representative on the Corporate Parenting Steering Group, advised that there were no updates to provide.

126. ADVISORY PANELS - UPDATE REPORT

Members considered and noted the content of the Advisory Panels Update Report.

127. ONE PUBLIC ESTATE EXERCISE

The Head of Planning and Regeneration and the Head of Economic Development and Regeneration – North Worcestershire presented the One Public Estate (OPE) Exercise report. During the presentation of this report the following matters were highlighted for Members' consideration:

- The Town Centre Regeneration Prospectus was a high-level, aspirational document designed to promote Redditch town centre as an ideal location for a mix of retail, residential and office developments.
- The prospectus advertised the benefits associated with being located in Redditch as well as potential sites suitable for redevelopment.
- The OPE exercise had focused on public sector assets and how these could be better used to promote the town.
- A range of partners had been engaged in the OPE exercise including Worcestershire County Council, West Mercia Police, Hereford and Worcester Fire and Rescue Service various branches of the NHS and Redditch Borough Council.
- A key finding in the OPE report was a proposal for different public sector organisations to co-locate in a hub in the centre of Redditch.
- In the report it was suggested that this hub could be located on Church Road as this was a location where low footfall had been identified.
- At this stage the suggestions featured in the OPE were aspirational and no decisions had been taken.
- Additional work was required to investigate the feasibility of the OPE proposals, to determine whether any of the suggestions should be pursued further.

Following presentation of the report the recommendations as printed in the report were proposed by Councillor Hartnett. In proposing these recommendations Councillor Hartnett commented that this formed part of the Council's 10 point plan for economic

development in the Borough. The process had involved significant consultation with partner organisations, though had been largely officer-led to date. Further consultation would need to be undertaken in respect of this matter over time and financial support would be required from both public and private sector organisations to bring any plans to fruition. Redditch Borough Council should lead this initiative to the benefit of the local economy.

The recommendations detailed in the report were seconded by Councillor Greg Chance. In seconding the proposals Councillor Chance explained that the report detailed ambitious options available for the regeneration of the town centre, though no decisions had yet been taken. The Council's bid to the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) for £5 million had been accepted as an A graded bid. This funding would help to support progression with the proposals detailed in the documentation.

Early in the debate on this item Councillor Juliet Brunner proposed an amendment to the recommendations. This amendment was seconded by Councillor Brandon Clayton.

The amendment read as follows:

“Recommendation 1

The sum of £50,000 be allocated to further explore the concepts proposed and develop a range of fully costed proposals to also include those in the Regeneration Prospectus to enable members and the public to consider the proposed options for regeneration.

Authority to be delegated to the Chief Executive to manage this budget in consultation with the Portfolio Holder for Planning, Regeneration, Economy and Transport and the Leader of the Opposition.

Recommendation 2

The council provides in principal support for the one public estate review report. To include the option of using the Town hall and other areas in town centre as possible sites. Final decision to be taken by executive committee following the consideration of a detailed business case setting out strategic commercial, economic, commercial, financial and management case for the council to:

- a) *lead on negotiation of acquisition of land to facilitate the development of new public services hub; and*

- b) *lead on negotiations with partner organisations regarding their commitment to transferring services.*

Recommendation 3

further work in respect of the Town Centre Regeneration Prospectus and the One Public Estate Review be postponed to allow time for an Overview and Scrutiny Task and Finish exercise to be undertaken to investigate this matter in more detail."

In proposing the amendment Councillor Brunner explained that she was concerned that the recommendations in the report appeared to be a fait accompli. The amended proposals would provide an opportunity to explore all available options for the redevelopment of the town centre further, including those detailed in the Town Centre Redevelopment Prospectus. The second recommendation would enable a decision to be made based on an informed business case. Finally an Overview and Scrutiny review, as detailed in the third recommendation, would provide elected Members with a chance to investigate this matter further.

In seconding the amendment Councillor Brandon Clayton expressed concerns about the speed with which work on the Town Centre Regeneration Prospectus and OPE was proceeding. Members were also asked to note that the Council's Planning Advisory Panel (PAP) had not been consulted.

In considering the proposed amendment Members noted that a development board would be established that would have a chance to influence the process as the town centre regeneration and OPE exercise advanced. The town centre redevelopment and OPE were both at initial stages. Officers would need to commit to this work and it was suggested that progress would best be achieved through retaining the original recommendations proposed by officers in the report.

Concerns were also raised about the third recommendation in the amendment, which had originally been proposed by the Overview and Scrutiny Committee at a meeting on 5th March 2018. It was noted that a Task Group exercise would take some time to complete and this could delay progress with the regeneration of the town centre. There would be a number of consultation opportunities through the OPE process as opportunities for the regeneration of the town centre progressed and the Overview and Scrutiny Committee, like other stakeholders, could be involved in this consultation process.

At the end of these discussions the amendment was put to the vote and was defeated.

Following consideration of the amendment Members discussed a number of matters relating to the original proposals detailed in the report:

- The potential for the current Town Hall to be redeveloped into flats. Members were asked to note that there was no guarantee that the Town Hall would be converted into residential properties and this was only one of several regeneration options available.
- The application to develop 42 new flats on a site close to the Palace Theatre and the impact that this might have on the availability of parking spaces in the town centre.
- The potential that residents living in town centre accommodation would prefer to travel by public transport rather than to utilise their own vehicles.
- The need for the Council to provide disabled parking spaces to customers visiting the Palace Theatre.
- The significant number of parking spaces available within Redditch town centre compared to other towns in the country.
- The extent to which sufficient car parking spaces were available to access in the evenings in Redditch town centre.
- The need to develop a vibrant economy in Redditch town centre and how the town compared to others in the region.
- The length of time that had been taken to bring forward proposals in respect of the OPE and town centre regeneration to the Executive Committee. The Committee was advised that this had involved an extensive process and Officers had been working on this issue for approximately 18 months.
- The difficulties that had been experienced encouraging residents to let or purchase residential properties in Threadneedle House and the extent to which similar problems might occur should the Town Hall be converted into accommodation.
- The need for soft market testing to be undertaken to assess whether there would be demand for residential properties on the sites of any of the public sector assets identified in the OPE exercise.
- The extent to which businesses had been consulted as part of the OPE exercise. Officers advised that the Council would not consult with businesses before consulting with residents and in some cases a professional opinion in respect of an opportunity would be required before any consultation could take place.

At the end of a very lengthy debate the Committee

RECOMMENDED

- 1) that the development concepts and proposals outlined in the Redditch Town Centre Regeneration Prospectus attached at Appendix 1 should be endorsed with a sum of £50,000 allocated to support the development of proposals contained within the Regeneration Prospectus; authority to be delegated to the Chief Executive to manage this budget following consultation with the Portfolio Holder for Planning, Regeneration, Economy and Transport;
- 2) that the Council provides in principle support for the key recommendation of the One Public Estate Review report (at Appendix 2) which is for the creation of a new purpose built multi-agency Public Services Hub, with the preferred site at this stage identified as land owned by the NHS and HE on Church Road, with a final decision to be taken by the Executive Committee following consideration of a detailed business case setting out the strategic, economic, commercial, financial and management case for the Council to:
 - a) Lead on the negotiation of acquisition of land from the NHS and HE to facilitate the development of the new Public Services Hub;
 - b) Should the preferred option not be achievable, work to identify a suitable alternative option and work with the NHS and HE to progress an alternative solution for the Church Road site;
 - c) Lead on negotiations with partner organisations regarding their commitment to transferring services to the Public Services Hub;
 - d) Market the current Town Hall for re-development or conversion purposes.
- 3) to include an initial budget of £150,000 in the capital programme for 2018/19 to support the development of the business case for the new Public Services Hub and authority to be delegated to the Chief Executive to manage this budget following consultation with the Portfolio Holder for Planning, Regeneration, Economy and Transport; and

RESOLVED that

Executive
Committee

Tuesday, 6 March 2018

the recommendation made by the Overview and Scrutiny Committee at a meeting on Monday 5th March 2018 in respect of the One Public Estate exercise be rejected.

The Meeting commenced at 7.00 pm
and closed at 9.44 pm

EXECUTIVE COMMITTEE10th July 2018**REDDITCH GATEWAY – FUNDING APPLICATIONS****OPEN**

Relevant Portfolio Holder	Cllr David Bush, Deputy Leader and Portfolio Holder for Economic Development, Town Centre and Commercialism
Portfolio Holder Consulted	√
Relevant Head of Service	Kevin Dicks, Chief Executive
Ward(s) Affected	Winyates
Ward Councillor(s) Consulted	
Key Decision / Non-Key Decision	Non Key decision

1 SUMMARY OF REPORT

- 1.1 The report sets out information relation to the Redditch Gateway employment scheme and the rationale for the Council to support the delivery of the project by applying to the Local Enterprise Partnerships for grant funding for enabling infrastructure works.

2 RECOMMENDATION(S)

The Executive Committee is requested to RESOLVE THAT:

- 2.1 That delegated authority is given to the Executive Director of Finance & Resources to prepare and submit applications for grant funding for highway infrastructure works on the A4023 to relevant Local Enterprise Partnerships following consultation with the Portfolio Holder for Economic Development, Town Centre and Commercialism, Head of North Worcestershire Economic Development & Regeneration and Head of Legal and Democratic Services.
- 2.2 Should the relevant funding applications be successful, that delegated authority is given to the Executive Director of Finance & Resources to enter into any grant agreements as necessary following consultation with the Portfolio Holder for Economic Development, Town Centre and Commercialism, Head of North Worcestershire Economic Development & Regeneration and Head of Legal and Democratic Services.
- 2.3 That delegated authority is given to the Head of Legal and Democratic Services for the Council to enter into an agreement under section 278 of the Highways Act

EXECUTIVE COMMITTEE10th July 2018

1980 or such other agreements as Warwickshire County Council as the relevant highway authority reasonably requires to allow the highway infrastructure works to be undertaken.

- 2.4 That delegated authority is given to the Head of Legal and Democratic Services for the Council to enter into any ancillary contractual arrangements with the developer that may be required to ensure the highway junction scheme is monitored and delivered and that the Council's position is appropriately protected.

3 KEY ISSUES**Financial Implications**

- 3.1 The Council will need to ensure that there will be no clawback provisions in the proposed grant funding Agreement which requires it to reimburse the funds drawn down. The Council does not have direct control over the wider scheme and therefore can not be held responsible for its delivery. In addition, the Council would not be liable for any potential cost overrun and, if this were to occur, then any additional cost would need to be borne by the developer. The Council would not project manage the delivery of the new junction, it would merely act as an agent to ensure that the monies were properly provided to the relevant highway authority (in this case Warwickshire County Council).
- 3.2 The developer has indicated that it would provide the relevant monitoring of the grant monies through the appointment of a suitably qualified technical team. The Council would be provided with independent monthly reports so that the monitoring of the delivery of the scheme would not be at a cost to the Council. Furthermore, the developer has confirmed that any cost overruns would be its responsibility. It is proposed that the details regarding the monitoring of the scheme and the responsibility for cost overruns will be covered through a separate agreement with the developer.

Legal implications

- 3.3 The project for the purposes of the LEP grant funding applications will be the highway infrastructure works. The works are predominantly to be undertaken within the existing Highway extents but some of the land required is in the ownership of the development land owners. Although these works will facilitate development of the Redditch Gateway site, their delivery is not contingent on subsequent development of the Redditch Gateway site.
- 3.4 The Council proposes to apply only for grant (not loan which is being separately sought from the LEPs by the developer to provide 'working capital') funding from the LEPs. The funding will become repayable to the LEPs only if the project (the highway works) is not delivered. As grantee, the Council will be responsible for

EXECUTIVE COMMITTEE10th July 2018

any repayment. The Council should not draw down any grant funding unless the highway works are fully funded and deliverable (including legal agreements being in place between the relevant landowners and the highway authority for the dedication as public highway of all required non-highway land).

- 3.5 Once completed the highway works will become part of the adopted highway. The Council will have no proprietary interest in them. Nor will RBC have any claim over any resulting inflation of surrounding land (particularly the Gateway site) values.
- 3.6 Whilst the completion of the highway works will facilitate development of the Redditch Gateway site, no direct legal obligation will be placed on the developer and/or the landowners to bring forwards the Redditch Gateway scheme. The developer and/or the landowners may choose not to develop the site fully (or at all) or bring forward a different development scheme to that which is currently proposed.
- 3.7 Independent legal advice to confirm that the proposed grant fully complies with State Aid requirements is currently being sought.

Service / Operational Implications**Background**

- 3.8 The Redditch Gateway site is an important employment site and straddles three local authority boundaries, Bromsgrove, Redditch and Stratford-on-Avon. The site totals approximately 25.5 hectares (net developable area) and is strategically positioned in terms of its proximity to the region's major transport infrastructure. The site is allocated in the Bromsgrove, Redditch and Stratford-on-Avon District Local Plans as employment land to meet Redditch's employment needs. A plan of the site is attached at Appendix 1.
- 3.9 The land to the north of the A4023 sits primarily within the district of Bromsgrove (circa 9ha) with the remainder of the northern site (circa 6ha) within Stratford-on-Avon. The entire northern site is owned by the Gorcott Estate. The land to the south of the A4023 sits entirely within the district of Stratford-on-Avon and is known as the 'Winyates Triangle'; this site is in the ownership of Homes England (formerly the Homes & Communities Agency) and extends to circa 10.5ha. Both land owners have collaborated to appoint a single developer, Stoford Properties Ltd (Stoford's) to bring forward the promotion and development of the site in a comprehensive manner. A masterplan has been developed for the site which identifies a potential configuration of units on the site – see Appendix 2.
- 3.10 The Council's adopted Economic Priorities identifies the development of the site as a key priority. The site is identified as an economic 'game changer' by the Worcestershire Local Enterprise Partnership (LEP) and the North Worcestershire Economic Development & Regeneration (NWedR) service and has the potential

EXECUTIVE COMMITTEE10th July 2018

to create almost 1 million square feet of high quality commercial floorspace, 2,000 new jobs and attract £100m of private investment once it is fully built out and occupied.

- 3.11 The Council, NWEDR and Worcestershire County Council (WCC) have worked pro-actively with the land owners and site developer to promote the site and a high level Project Board initiated by the Council's Chief Executive has helped to drive forward the development of the project over the last two years. The Council is also working with the developer to ensure that the marketing of the site focuses on attracting high value businesses and sectors, so that it can deliver on the ambition of being a game changer site.

Infrastructure requirements

- 3.12 The site now has the benefit of an outline planning consent for B1/B2/B8 employment uses and full consent for the proposed highway junction, granted by Bromsgrove, Redditch and Stratford-on-Avon Councils. Before the site can be developed, there is a requirement to install a substantial amount of infrastructure.
- 3.13 A key condition of the planning consent will be the provision of a new highways junction on the A4023 to open up access to both the northern and southern parcels of the Redditch Gateway site - the proposed design for the new junction is attached at Appendix 3. The cost of the new highways junction is estimated at approximately £3.0m In addition, further infrastructure is required to service the site including the provision of incoming utility services, earthworks, internal access roads, drainage, landscaping and ecological works.
- 3.14 The developer has identified that the cost of the new highways junction affects the overall viability of the scheme, and is in the process of submitting its viability assessment to the LEPs for their review to justify the circa £2.75m grant support being requested. If the cost of the infrastructure work was borne entirely by the developer at the outset then the site will not be commercially viable and the resultant economic benefits will not be achieved. Therefore, without further public sector grant support and the Council's intervention the site development would not progress and deliver the much needed benefits to the economy of Redditch

Funding process

- 3.15 Over the last 12 months, the Council has indicated a willingness 'in-principle' to potentially act as the applicant for a grant application to the LEP to support the cost of the new highways junction. There is a clear rationale for the Council to do this, as this is effectively a public infrastructure scheme with works to be undertaken predominantly within the current highways boundary.

EXECUTIVE COMMITTEE10th July 2018

- 3.16 An Expression of Interest for funding was submitted by the Council to GBSLEP for the Redditch Gateway project in autumn 2017. The project has been evaluated by the GBSLEP against 'strategic fit' with the aims and objectives of its Strategic Economic Plan (SEP) and was assessed as an 'A rated' project which means it is considered as critical to the success of the SEP. In parallel, there have been discussions between the Council and Worcestershire LEP regarding the potential to apply for grant funding from its Local Growth Fund programme. Worcestershire LEP has confirmed that it is willing to consider such a request but a report would need to be presented to its Board before a final decision could be made.
- 3.17 GBSLEP has now invited the Council to progress the funding application through its two stage application process, which firstly entails preparing an outline business case (OBC) and then a full business case (FBC) which is required to be compliant with HM Treasury's Green Book Appraisal model. A copy of the LEP's outline business case template is attached at Appendix 4.
- 3.18 Furthermore, discussions have also taken place with representatives of the Coventry & Warwickshire LEP (CWLEP) to identify the potential for it to contribute funding given that a substantial portion of the site is located within the Stratford-on-Avon administrative boundary. However, it is considered that the prospect of securing funding from the CWLEP is low, mainly due to the fact that CWLEP wish to prioritise bids that support culture and tourism, and therefore a funding application will not be progressed at this time.
- 3.19 In summary, it is proposed that the Council should progress a grant funding application to GBSLEP and Worcestershire LEP (apportionment between the LEPs to be determined) to fund the new highways junction on the A4023.
- 3.20 It is important to note that a local authority bid for LEP funding needs to be signed off by the Section 151 officer before submission. As the Council has no previous experience of submitting a funding bid of this scale, it is considered appropriate to request the Executive committee to approve delegated authority to the Executive Director of Finance & Resources to submit the relevant funding applications to Worcestershire and GBSLEP and should the bids for funding be successful, to enter into any funding agreements as necessary.
- 3.21 Should the FBC be approved by both GBSLEP and Worcestershire LEP, the Council would be required to enter into a legally binding funding agreement. The potential for a single funding agreement covering both LEPs is currently being explored. The agreement will include details of any conditions that need to be met in advance of the project starting or during project delivery, project milestones and clauses setting out the impact of non-delivery. The LEPs will expect the scheme to deliver certain output targets in return for the financial investment. Delivery of these outputs will be critical in ensuring that the funding justified and to mitigate the potential for any claw back of funds from the LEP.

EXECUTIVE COMMITTEE10th July 2018

Scheme delivery

- 3.22 The delivery of the new highways junction and associated works will be undertaken by Warwickshire County Council (WCC) as highway authority. WCC will retain responsibility for the procurement and management of any contractor through its own Procurement Policy and will be required to ensure that best value is achieved through the tendering process. WCC will be responsible for taking all steps to design and deliver the highway junction scheme through to practical completion.
- 3.23 If the Council is successful in securing funding from the LEPs, then it will need to enter into an agreement with the highways authority to ensure that it has certainty that the scheme will be delivered in a timely manner and in line with any LEP funding conditions and to set out the mechanism for the Council to reimburse WCC for the cost of the capital works; in turn these costs would then be recouped by the Council from the LEPs over the agreed duration of the project. The Grant will be capped at the sum contracted and any increases in costs will be met by the developer.

Timescales

- 3.24 It is proposed that the Council will submit the outline business case to GBSLEP by the end of July. The appraisal and approval process could be lengthy and it could take up to 6 months to secure approval for the scheme and execution of a funding agreement. A very indicative timetable is provided as follows:
- Outline business case submitted to LEPs – July 2018;
 - LEP Approval – August 2018;
 - Tender process for the highways work begins – August 2018 (Note: the Tender process for the construction of the highways work will be undertaken by Warwickshire CC)
 - Tender returns and submission of Final Business Case to the LEPs – September 2018;
 - Works commence on site: November 2018.

Note that this is only an indicative timetable and is dependent on the processes of external parties, particularly the LEP's approval processes for funding.

Summary

- 3.25 The Redditch Gateway is a key employment site which has the potential to provide significant economic benefits to the Redditch economy, creating high value new jobs and new investment. The site developer has identified a funding gap due to increasing infrastructure costs, which without public sector intervention will affect project viability. The Council has the opportunity to facilitate the delivery of the scheme by applying for grant funding from GBSLEP

EXECUTIVE COMMITTEE10th July 2018

and Worcestershire LEP and this funding will support costs associated with the new highways junction required to open up access to the site.

Customer / Equalities and Diversity Implications

3.26 The report has been compiled following consideration of implications in relation to equalities and diversity. It is not considered at this time that there are any major issues that need to be addressed.

4. RISK MANAGEMENT

4.1 The key risks are considered as follows:

RISK REGISTER	Impact (H/M/L)	Likelihood (H/M/L)	Risk Rating (R/A/G)	Risk Mitigation
LEPs do not approve grant application	H	L	A	GBSLEP has already assessed the project and ranked it 'A' on strategic fit and has now invited the Council to submit a business case. Worcestershire LEP has identified the site as an 'economic gamechanger' and has indicated in-principle support to providing a grant.
Cost of proposed highway works exceeds available grant	H	L	A	The aim will be to identify a firm price for the highway works through a competitive tendering process (led by Warwickshire County Council) and the final cost will be reflected in the full business case. Any cost over-runs will be met by the developer.
Non delivery of the scheme and/or poor performance of contractor-reputational risk to the Council	H	L	A	Warwickshire County Council (as the responsible highways authority) will take responsibility for the procurement and management of a contractor to deliver the works and is highly experienced in managing such schemes. The Council will ensure that regular updates on scheme delivery are provided by WCC and the developer and will ensure that appropriate project management controls are in place.
Risk of grant clawback should the project not deliver the contractual outputs with the LEP	H	L	A	Appropriate project management and monitoring controls will be put in place by the Council to monitor that the project is delivered in a timely fashion and can deliver agreed outputs.

EXECUTIVE COMMITTEE10th July 2018

RISK REGISTER	Impact (H/M/L)	Likelihood (H/M/L)	Risk Rating (R/A/G)	Risk Mitigation
Economic conditions decline which affects the wider delivery of the Redditch Gateway scheme	M	L	L	Economic conditions will be kept under review by the Council. The developer will provide a project programme and progress on delivery is reported to a high level Project Board.
The developer withdraws from the scheme.	M	L	L	<p>The current developer has been working on this emerging project for over 6 years and so has heavily invested in securing the successful development of the scheme. The developer also has a 'commercial imperative' to see the scheme complete and officers will continue to work closely with the development team to ensure that the scheme is delivered.</p> <p>If the developer were to withdraw, the Council will look to the land owners to select and appoint new developers through a competitive process to ensure that the scheme can continue to be delivered.</p>

5. APPENDICES

Appendix 1 – Site Plan

Appendix 2 – Redditch Gateway Illustrative masterplan

Appendix 3 – Proposed design of new highways junction on A4023

Appendix 4 – LEP Outline Business Case template

6. BACKGROUND PAPERS

- Redditch Economic Priorities and Action Plan – report to Executive Committee – February 2018
- Borough of Redditch Local Plan No. 4 – adopted 30th January 2017 (refer to Policies 30 to 33)

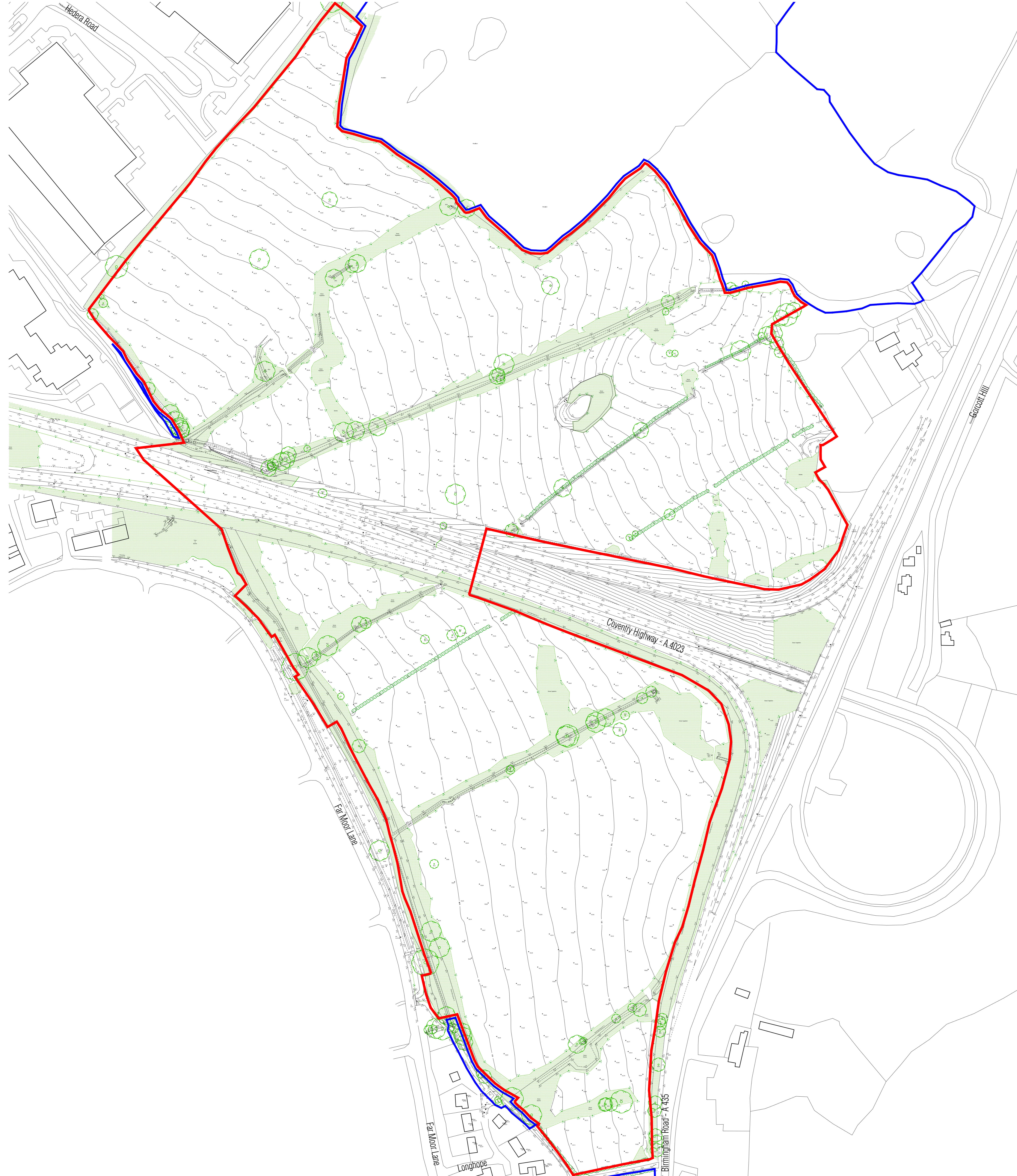
AUTHOR OF REPORT

Name: Dean Piper

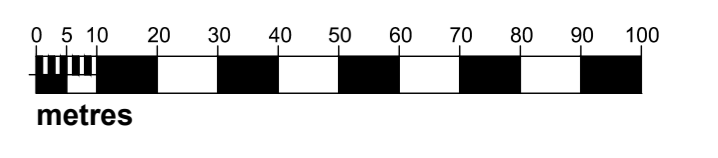
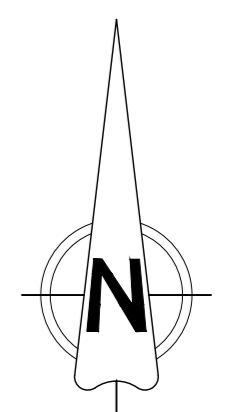
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 client

Redditch Gateway
 Infrastructure Limited

project

Redditch Eastern Gateway

drawing

Site Plan

scale 1:1250 @ A0 drawn ans

checked alps date January 2017

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Bromsgrove DC



Redditch DC

Stratford on Avon DC

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 Schedule of Accommodation
 All areas are approximate gross internal

Unit	Warehouse	Office	Total
Unit A	24,310 sq.m 261,670 sq.ft	2,223 sq.m 23,928 sq.ft	26,533 sq.m 285,598 sq.ft
Unit B	6,605 sq.m 71,096 sq.ft	744 sq.m 8,008 sq.ft	7,349 sq.m 79,104 sq.ft
Unit C	6,475 sq.m 69,696 sq.ft	375 sq.m 4,036 sq.ft	6,850 sq.m 73,732 sq.ft
Unit D	896 sq.m 9,644 sq.ft	63 sq.m 678 sq.ft	959 sq.m 10,322 sq.ft
Unit E	888 sq.m 9,558 sq.ft	63 sq.m 678 sq.ft	951 sq.m 10,236 sq.ft
Unit F	888 sq.m 9,558 sq.ft	63 sq.m 678 sq.ft	951 sq.m 10,236 sq.ft
Unit G	2,100 sq.m 22,604 sq.ft	2,100 sq.m 22,604 sq.ft	4,200 sq.m 45,208 sq.ft
Unit H	2,100 sq.m 22,604 sq.ft	2,100 sq.m 22,604 sq.ft	4,200 sq.m 45,208 sq.ft
Unit AA	22,234 sq.m 239,324 sq.ft	1,200 sq.m 12,916 sq.ft	23,434 sq.m 252,240 sq.ft
Unit BB	13,508 sq.m 145,398 sq.ft	876 sq.m 9,428 sq.ft	14,384 sq.m 154,826 sq.ft
Total			85,611 sq.m 921,502 sq.ft

Site Area North and South Sites (gross) 29.90 Ha 73.89 acres
 Site Area North and South Sites (nett - less retained areas) 26.55 Ha 65.63 acres
 Site Area Planning Application - Includes road junction 31.52 Ha 77.90 acres

Planning Application Boundary

C	03.10.17	unit BB parking amended, areas updated	ans
B	03.10.17	Waterside site amended, southern field retained and units replanned	ans
A	26.05.17	A4023 road junction updated	ans

no. date revision by

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Redditch Gateway
 Infrastructure Limited

project

Redditch Eastern Gateway

drawing
Illustrative Master Plan

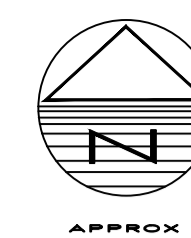
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Notes

- DO NOT SCALE THIS DRAWING. ALL DIMENSIONS MUST BE CHECKED/ VERIFIED ON SITE. IF IN DOUBT ASK.
- THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL RELEVANT ARCHITECTS, ENGINEERS AND SPECIALISTS DRAWINGS AND SPECIFICATIONS.
- ALL DIMENSIONS IN MILLIMETRES UNLESS NOTED OTHERWISE. ALL LEVELS IN METRES UNLESS NOTED OTHERWISE.
- ANY DISCREPANCIES NOTED ON SITE ARE TO BE REPORTED TO THE ENGINEER IMMEDIATELY
- SECTION 278 AGREEMENT HIGHWAY WORKS TO CARRIED OUT IN STRICT ACCORDANCE WITH BEDFORD BOROUGH COUNCIL'S REQUIREMENTS.
- CONTRACTOR TO ALLOW FREE AND FULL ACCESS TO THE WORKS FOR LOCAL AUTHORITY, DRAINAGE AUTHORITY AND THE ENGINEERS INSPECTORS.
- TEMPORARY WORKS ASSOCIATED WITH THE CONSTRUCTION OF THE WORKS SHALL BE THE RESPONSIBILITY OF THE CONTRACTOR
- ALL WORKS ARE TO BE CONSTRUCTED IN ACCORDANCE WITH THE DEPARTMENT FOR TRANSPORT MCHW SPECIFICATION FOR HIGHWAY WORKS AND BEDFORD BOROUGH COUNCIL SPECIFICATION
- CONTRACTOR IS DEEMED TO HAVE PRICED FOR ALL ITEMS AND ASSOCIATED ITEMS ON THIS DRAWING, INCLUDING ANY EARTHWORK OR EMBANKMENT REQUIREMENTS.
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- ALL MATERIALS WITHIN 450mm OF THE FINISHED ROAD LEVELS TO BE NON-FROST SUSCEPTABLE.
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- THE ENGINEER SHALL BE IMMEDIATELY NOTIFIED OF ANY VARIATIONS TO THE REPORTED GROUND CONDITIONS
- ALL FORMATIONS SHALL BE PROOF ROLLED AND ANY SUBSEQUENT SOFT SPOTS EXCAVATED AND BACKFILLED WITH TYPE 1 GRANULAR MATERIAL, UP TO AN AREA OF 3m² AND 300mm DEEP. ANY SOFT SPOTS LARGER THAN THIS SHOULD BE REPLACED WITH 6F2 GRANULAR MATERIAL.
- ANY DAMAGE CAUSED TO EXISTING FOOTWAYS, ROADS OR OTHER THIRD PARTY PROPERTY TO BE MADE GOOD TO THE COUNTY ENGINEERS REQUIREMENT

Legend

- Signal Pole
- ➔ Primary Signal Head (LED)
- ➔ Secondary Signal Head (LED)
- ➔ Nearside PEDESTRIAN Signal (LED) with Push Button
- ▨ Intervisibility Zone
- - - 70 metre forward visibility to signal head
- - - 43m Forward Visibility
- ⋯ GUARD RAIL

9	09.06.17	Preliminary Issue	VD	RD
8	08.12.16	Preliminary Issue	VD	TC
7	18.11.16	Preliminary Issue	VD	TC
6	20.09.16	Preliminary Issue	VD	AJ
Rev	Date	Details of issue / revision	Drw	Rev

Issues & Revisions

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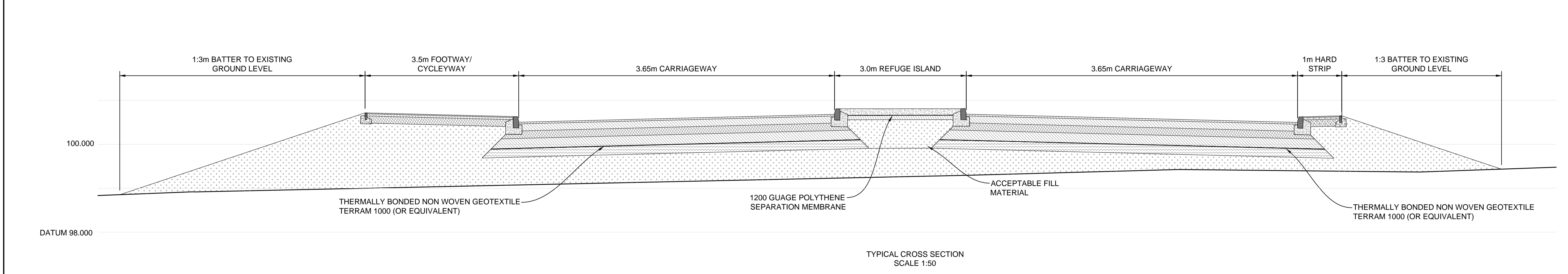
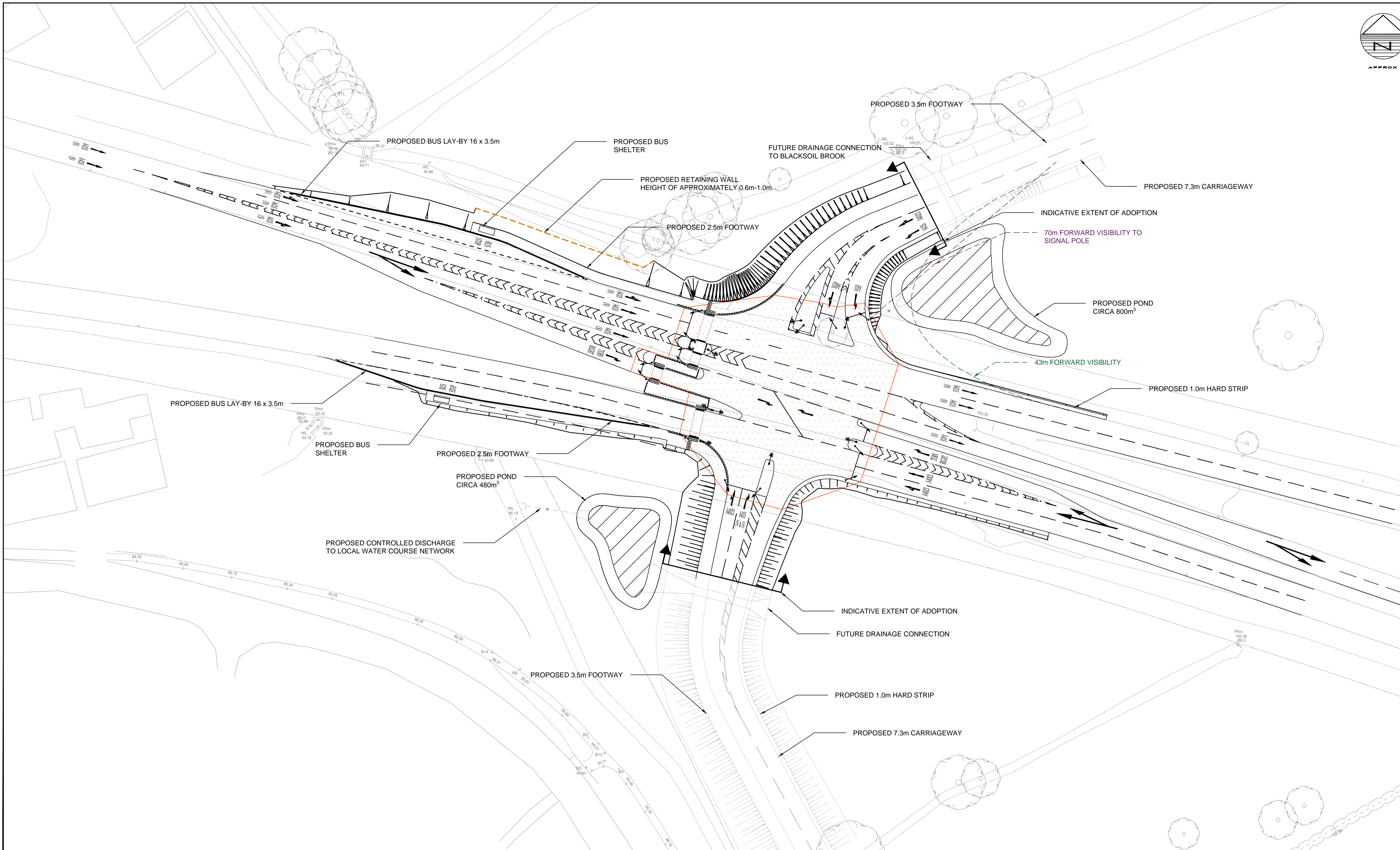
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Client

Project Title
REDDITCH EASTERN GATEWAY

Drawing Title
SIGNAL CONTROLLED ACCESS OPTION

Drawn:	V.Devaharan	Reviewed:	T.Cooke
BWB Ref:	BMT 2116	Date:	11.11.16
Scale@A1:	1:500		
PRELIMINARY			
Project - Originator - Zone - Level - Type - Role - Number	Status	Rev	
BMT/2116/100-01	S2	P9	



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Greater Birmingham and Solihull Local Enterprise Partnership

Application for Local Growth Funding

Outline Business Case

Project name	
Reference Number (from EoI)	<i>to be inserted by the GBSLEP Executive after submission</i>

About the Applicant	
Name of the lead organisation	<i>the organisation that proposes to be the Grant Recipient</i>
Name of the project lead / main contact	
Contact number	
Contact email	
Senior Responsible Owner	

About the Project	
Location of the project	
Postcode	<i>of the specific site or close proximity to the project location</i>
Project start date	<i>earliest possible start date post approval and funding contract signature</i>
Project completion date	<i>the date in which any works will be signed off as part of construction and practical completion</i>
Project Longstop date	<i>the date in which any outcomes are expected to be delivered post completion date.</i>
Total project cost	
Total Local Growth Funding (LGF) <i>loan</i> funding contribution requested	
Total LGF capital <i>grant</i> funding contribution requested	
Are you seeking to apply for development costs as part of your application?	Yes / No <i>If 'yes', please state here the amount requested and complete Section H – Development Costs. Eligibility criteria apply.-</i>

Revision History

Please keep record of the document's Revision History using the table below:

Version Number	File Name	Date submitted	Summary of changes made compared to previous version (please refer to previously received feedback and how issues have been addressed)

Introduction

This document provides a template for an Outline Business Case (OBC) in support of Greater Birmingham and Solihull Local Enterprise Partnership's (GBSLEP) investment in a project to be funded through the Local Growth Fund.

The main purpose of the OBC is to: put forward the strategic case for change and the preferred way forward identified in previously submitted Expression of Interest; which establishes the option which optimises value for money; outlines the deal and assesses affordability; and demonstrates that the proposed scheme is deliverable.

In practice, you will find this entails updating the strategic case; undertaking investment appraisal within the economic case; and completing the commercial, financial and management cases, along with supporting risk register.

Please note that this template should be completed following the principles laid out in HM Treasury's Green Book and Supplementary Guidance which can be found at: <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>.

The OBC should cover the five cases – the Strategic case, the Economic case, the Commercial case, the Financial case and the Management case.

The amount of work and detail put in to this OBC and any subsequent Full Business Case should be **proportionate** to the scale of the project or programme and the expenditure involved.

Please send completed Outline Business Case templates to tom.fletcher@birmingham.gov.uk in Microsoft Word format and include a scan of the signed original in PDF format.

All the Applicant's costs and charges incurred as a result of making this outline application shall be for the Applicant's account, but can be claimed as part of the development costs of the project should the application be successful (*eligibility criteria applies and is outlined in Section H*).

Outline Business Case Template Structure

This application is divided into the following sections:

- A. Project Overview
- B. Strategic Case
- C. Economic Case
- D. Commercial Case
- E. Financial Case
- F. Management Case
- G. Declaration
- H. Development Costs

A. Project Overview

A1. Summary of the Project (300 words max)

Please be specific about what the project will do and achieve (who, what, where, how)

Please append a map of the project location, if available.

A2. Has the project been submitted to another LEP for funding?

If yes, please give details.

A3. Has the project been submitted to any other organisation or funding body for funding or co-funding?

If yes, please give details.

A4. What is the current position of the project and what has changed since the Expression of Interest was submitted? (500 words)

Please provide a summary of any changes to objectives, scope, funding sources and financial costs, expected outputs and outcomes, timescales, risks and stakeholder relations.

A5. Please list any other organisations involved in delivery of the project and their roles

Partner Name	Role

B. The Strategic Case

B1. Why is the project required? (300 words max)

DRAFT

B2. How does the project support the delivery of the GBSLEP Strategic Economic Plan 2016-2030? (300 words)

Please see <http://centrefenterprise.com/wp-content/uploads/2016/11/SEP-FINAL.pdf>

B3. How does the project fit with national, sub-regional and local investment plans and strategies? (300 words)

For instance, this may be the HMG Industrial Strategy, West Midlands Combined Authority Strategic Economic Plan or that of a neighbouring LEP, Midlands Connect, a Local Plan, etc.

B4. Why is public sector intervention required? What evidence is there of market failure? (300 words)

B5. Who are the intended beneficiaries of the project? (200 words)

B6. What stakeholder consultation has been undertaken / support received? (300 words)

B7. Is the project dependent upon any other projects or investment? (200 words)

C. The Economic Case

C1. What are the critical success factors for the project? (200 words)

C2. What ways and options have been considered for delivering the project?

N.B. this question relates to e.g. size, scope, location, costs, outputs and outcomes.

Please briefly outline the different ways forward, if appropriate, and several different options to address the problem / opportunity.

Reference Case	<i>the position in terms of outcomes and benefits that would occur if the project did not proceed</i>
Proposed Option	<i>As set out in Section B above</i>
Alternative Option 1	<i>This may be based on changes to the scale, scope and cost of the proposed option</i>

*Insert further
Alternative
Options as
required*

C3. What is the preferred option and why? (300 words)

C4. Please explain how your preferred option represents value for money.

If a cost-benefit analysis has been carried out, please briefly describe the outcome of this and append details of the calculations in a separate document. If not, please briefly summarise the expected costs and benefits of the preferred option.

For the remainder of this document, please answer in relation to the preferred option.

C5. Please state what outputs and outcomes you expect the project will achieve.

Please leave blank those which do not apply.

Output / outcome	2017/18 forecast	2018/19 forecast	2019/20 forecast	2020/21 forecast	21/22 – 24/25 forecast	Total forecast
Jobs created or safeguarded <i>Permanent paid FTE that are newly created as a direct result of the intervention</i>						
Jobs created or safeguarded <i>Permanent paid FTE that are newly created as an indirect result of the intervention</i>						

Housing units – No. <i>directly</i> completed as a result of project						
Housing units - No. <i>indirectly</i> completed as a result of project						
Commercial / employment floorspace created (m²)	m ²	m ²	m ²	m ²	m ²	m ²
Skills – Number of new learners assisted (in courses leading to a full qualification)						
Skills – Area of new or improved learning / training floorspace (m²)	m ²	m ²	m ²	m ²	m ²	m ²
Skills – Number of new apprenticeships delivered as a direct result of the project						
Transport Projects <i>BCR and vfm category</i>						

C6. Please explain the assumptions used in your output and outcome assessment

Transport Projects – Please outline any additional actions you are taking to ensure your project is WebTAG compliant

C7. Please briefly describe any other specific outputs or outcomes not listed, including any non-quantifiable benefits

Please also consider what the social or environmental impact may be from the project

D. The Commercial Case

D1. What is the evidence of demand or market interest? (300 words)

Please include any details on market testing and any private sector negotiations or discussions where possible, and how this demonstrates that the proposal will be commercially feasible / deliverable.

D2. If private development partners will be required to deliver project outputs, at what stage are discussions / negotiations? (200 words)

D3. Detail any 3rd party services that will be used to deliver this project, e.g. Legal, Finance, other consultancy (200 words)

D4. Please outline what procurements will need to be undertaken and provide evidence that you have a robust contracting and procurement strategy in place that takes into account all appropriate UK and EU regulations (200 words)

E. The Financial Case

E1. What is the estimated total project cost and the amount of LGF funding being applied for?

Please note that Local Growth Funding is capital funding and only available until 2020/21 financial year. Please insert additional future years into the table as required.

	Previous years	2017/18	2018/19	2019/20	2020/21	Future years	Total
Capital funding (£000s)							
Local authority							
Other public sector							
Private sector							
Third sector							
GBSLEP LGF Loan funding requested	-						
GBSLEP LGF Grant funding requested	-						
GBSLEP LGF Development funding requested (<i>eligibility applies</i>)	-						
Total capital cost							
Revenue funding (£000s)							
Local authority contribution							
Other public sector contribution							
Private sector contribution							
Third sector contribution							
Total revenue cost							
Total project cost							

E2. What assumptions have you made in your total project cost and funding estimates? Please provide evidence of match funding being secure or how any funding gap will be bridged

Please provide an overview of assumptions such as how the costs have been estimated, any optimism bias or contingencies included in your cost estimates, and any timing interdependencies of funding.

If you are applying for loan funding, then please outline your proposal for repayment.

E3. Please provide evidence of match funding being secure or how any funding gap will be bridged

E4. Please outline the overall affordability and financial sustainability of the project

E5. Why is LGF funding required? What specifically would it be used for? (200 words)

E6. How would the project proceed without LGF funding? (200 words)

E7. What other means of financing the project have been explored?

E8. If you are requesting capital grant funding, then please explain why LGF loan funding is not suitable to deliver the project? (200 words)

F. The Management Case

F1. Please outline your project management and delivery arrangements, including the project reporting structure and the roles and responsibilities of partners and key personnel

F2. Why is your organisation the best placed to deliver this project? What is your track record of delivering similar projects? (200 words)

F3. Please provide a summary of key project milestones.

If you have a Gantt chart available, please also include this as an appendix.

Date	Milestone
	<i>e.g. anticipated external funding award date, issue tender documents, contract award, start on site, works completed, etc.</i>

F4. Which of the following (or their nearest equivalents) have been completed?

Description	Complete?	Brief details and date
Concept study		
Feasibility		
Preliminary design		
Detailed design		
Risk register		
Quantified risk assessment		
Environmental appraisal		
Planning application		
Statutory approvals / planning permission		
Consultation with key stakeholders		
Internal or external funder strategic / outline business case		
Internal/other funder business case with benefit-cost ratio or established value for money case		
Quotes for work to be undertaken		

F5. Please briefly detail any other relevant preparatory work completed

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Please complete the risk register provided in Appendix A

Guidance on risk management is provided in the HMT Orange Book, which is available at <https://www.gov.uk/government/publications/orange-book>

F6. Please briefly explain if any of the following dependencies and potential risks/barriers apply

Issue	Applicable	Comments
Land ownership	yes / no	
Requirement for Compulsory Purchase Order powers		
Requirement for major statutory instruments (e.g. TWA, Side Road Orders, DCO)		
Requirement for planning consents		
Known environmental impacts (e.g. SSSIs, Heritage sites, Ancient Monuments)		
Match funding / partner commitment		
Any other contingencies or dependencies		

F7. If there are specific constraints on the project's start / end dates, please state these below:

	Date	Details
Project cannot start before		<i>Brief description why</i>
Project must be completed by		

F8. Please state how your project complies with State aid Regulations without contravening the State Aid Legislation.

Please outline what advice (e.g. legal advice) you have had in relation to State Aid. All applicants need to take steps to satisfy themselves that any LEP funding approved does not amount to unlawful State Aid. A declaration of compliance with EU State Aid regulations will be required prior to any LEP funding being provided.

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G. Declaration

Please confirm whether any information in this Outline Business Case is commercially sensitive.
Please outline why if so.

Senior Responsible Owner Declaration

As Senior Responsible Owner for **[Project name]** I hereby submit this request for **[fund name]** allocation on behalf of **[name of organisation]** and confirm that I have the necessary authority to do so.

Name:	Signed:
Position:	
Date:	

Appendices

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H. Development Costs

Please only complete this section if you wish to apply for a funding contribution towards the development costs of this project.

Your application for a funding contribution towards development costs will only be progressed if your OBC is assessed to meet the required criteria to proceed through to Full Business Case.

Please note that applications for development costs are only open to Local Authorities, TfWM, Universities and Colleges, and public sector health organisations.

Total Development Costs for this project <i>(up to and including Full Business Case submission)</i>	
LGF contribution sought towards the Development Costs for this project	<i>This can only be to a maximum of 10% of the total LGF funding requested</i>

Please describe and provide a financial breakdown of the Development Work to be undertaken
Please include specifically what the LGF funding will be used for, key milestones towards the production of the Full Business Case, and governance arrangements, including any local gateway processes, change control and risk management for the delivery of the Full Business Case.

Estimated Full Business Case submission date	
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By signing below, you certify that the above information is true and accurate.

Should your application for Development Costs be granted, you agree that the Local Growth Fund will be defrayed to you on the following conditions:

- The Local Growth Fund will be defrayed as an interest-free, repayable grant. The funding will be defrayed as capital, and should only be used for expenditure that can be capitalised.
- The funding will be defrayed from your projected capital allocation to your project as set out in the GBSLEP Growth Deal 3.
- Upon full approval, the balance of the total capital allocation to your scheme will be defrayed in accordance with the processes described in the GBSLEP Growth Deal Assurance Framework, i.e. quarterly in arrears on production of actual expenditure.
- After your submission of the Full Business Case, should full approval for the project not be granted, you will return all previously received LGF Development Costs to GBSLEP in full.
- You will include GBSLEP in the process for any decisions to be made regarding the scope, cost or timeframe for this project.
- You will provide regular update reports to GBSLEP on progress with the development of the full business case for the project, commencing from the date you sign this letter and at a frequency to be agreed.

Sign:	Sign:
Name:	Name:
Date:	Date:
Senior Responsible Officer	Chief Financial Officer

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REDDITCH BOROUGH COUNCILEXECUTIVE COMMITTEE10th JULY 2018REDI CENTRE – LEASE ARRANGEMENT

Relevant Portfolio Holder	Councillor Matthew Dormer, Portfolio Holder for Planning, Governance and Partnerships
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering, Executive Director Finance and Resources
Wards Affected	Central
Ward Councillor Consulted	N/A
Non-Key Decision	

1. SUMMARY OF PROPOSALS

To enable Members to consider the proposal to grant a 12 year lease to Redditch Youth and Community Enterprise (RYCE) for the use of the REDI Centre

2. RECOMMENDATIONS

The Executive Committee is requested to RESOLVE that

- 2.1 a 12 year lease is granted to RYCE for the use of the REDI Centre subject to commence when the Lottery Funding for works on the building is approved.**
- 2.2 approval of a rent of £7k per annum is agreed for the period of the lease**
- 2.3 that should the Lottery grant be unsuccessful that a further report be presented to members on the future opportunities for the centre**

Or

- 2.4 Officers bring a further report to members to present a business case on an alternative option as detailed in the report.**

3. KEY ISSUES**Financial Implications**

- 3.1 The Redi Centre has been used by Redditch Youth and Community Enterprise (RYCE) since January 2014 under a meanwhile lease arrangement which means no rental is paid by the organisation however they are liable for business rates and utility costs. The commercial rental for the building would be around £15k- £20k. The**

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE****10th JULY 2018**

value of the building is currently around £250k and the General Fund owns the property with no clawback from any other agency.

- 3.2 Over the last 2 years RYCE have been exploring ways of securing funding to enable the building to be improved to enable the services provided to be sustainable and for more commercial activities to be undertaken to support the community facility in the future.
- 3.3 Over this period 2 grants have been awarded by the Big Lottery (Reaching Communities) for feasibility and design reports amounting to £76k. These funds have enabled RYCE to develop a clear business plan and detailed drawings of how the building could be redesigned to provide more appropriate and accessible services in the future. The designs have been focused on disability access and include a changing places toilet facility.
- 3.4 A final Stage 3 bid for grant funding has been presented to the Lottery to provide overall financial support of £465k to include capital enhancements to the building together with initial revenue funding to enable the new services to be marketed.
- 3.5 For a grant of this size to be considered by the Big Lottery, the lease arrangement in place with the landlord has to be 10 years or over. Officers have been liaising with the Big Lottery to ensure all grant conditions are clear in relation to the implications for both RYCE and the Council. A 12 year lease is proposed to ensure that the Big Lottery condition of ensuring the lease has 10 years left following the completion of any works is met.
- 3.6 The commercial rent for the building would be approx. £15k-£20k in the present state. Whilst appreciating that this rental value would increase once the works are undertaken a condition of the Big Lottery is that the rent is fixed for the lease period. It is proposed that a rental of £7k is set for the lease period to recognise the fact that significant works are being undertaken on the building. It is further proposed that this arrangement sits outside of the rent relief policy to ensure that any future reviews of do not impact on the fixed charge to RYCE.
- 3.7 Facility management officers have carried out an assessment of the building. The Energy Performance Certificate has returned as an E which is acceptable, the electrical 5 year test and inspection was carried out November 2014 and not due until November 2019. The asbestos survey was undertaken in 2013 and the asbestos shown in that report has since been removed. Officers have requested the asbestos surveyor attend the building for a review. The officers have proposed that no further works need to be undertaken prior to a lease being granted as any work would be superseded by the Lottery funding building works. Therefore there are no costs associated to the lease

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agreement for the Council. Officers have further advised that there are no significant issues with the landlord responsibilities of the building.

Other opportunities

3.8 It is important for members to review other opportunities that may be available for the building to enable a decision to be made on the future with regard to best value for the Council. In considering best value the Council can assess the community benefit, not just the financial benefit, to enable a decision to be made that best meets the Council strategic purposes moving forward. The other options available are shown below. It is appreciated that the information and figures included below are based on officer judgement and a detailed financial appraisal would have to be undertaken should an alternative solution be recommended by members.

3.9.1 Market Rent through Local Authority Housing Company**BENEFITS**

- ✓ Sell land to Company at an estimated £250k to General Fund
- ✓ Provides the potential for 11 market rents and 5 social
- ✓ Potential to sell to HRA to contribute to housing growth strategy and receive capital receipt
- ✓ Council retains ownership

RISKS

- Need to establish housing company
- Lack of experience and capacity in house building
- Market rents may fall
- Detailed market assessment to be undertaken externally

FINANCIALS (estimated)

- £ Est Project cost £1.9m less £460k sales to HRA = £1.4m debt
- £ Borrow from GF at 4% - interest £58k pa, GF borrow at 3% £44k pa
- £ Local housing company would cost £20k to set up and breakeven until rents increased
- £ General Fund would receive £250k capital receipt, £14k pa margin on interest, £3k per annum Council Tax and £20k pa new homes bonus over 4 years – Estimated total income over 12 years £534k - £284k general fund & £250k capital receipt

3.9.2 Sell / Transfer to the HRA**BENEFITS**

- ✓ Scope to increase social housing stock

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- ✓ Appropriation would provide market value from HRA to GF of £250k (est)
- ✓ Council retains ownership

RISKS

- Lack of experience and capacity
- Impact of Right to buy of HRA properties

FINANCIALS

- £ £250k land plus estimated £1.9m project
- £ Potential 16 apartments on site – £119k per unit
- £ Potential to receive grant funding for development
- £ General Fund would receive £250k capital receipt, £3k per annum Council Tax and £20k pa new homes bonus over 4 years – Estimated total income over 12 years £366k - £116k general fund & £250k capital receipt. HRA would receive social rental dependent on size of property

3.9.3 Sell on the Open Market**BENEFITS**

- ✓ Provides capital receipt to General Fund
- ✓ Development favourable in Local Plan
- ✓ Market Value estimated at £250k (net £203k cleared site) – available to invest in other projects eg locality/district centres.

RISKS

- Market may change
- Loss of current service to the community

FINANCIALS

- £ General Fund would receive £250k capital receipt, £3k per annum Council Tax and £20k pa new homes bonus over 4 years – Estimated total income over 12 years £366k - £116k general fund & £250k capital receipt.

3.9.4 Redditch Youth and Community Enterprise (RYCE)**BENEFITS**

- ✓ Social Value
 - IT Training
 - 1,200 attendances on average per month
 - Music room with training and studio facilities
 - Over 50s mentored by young people – 6 young volunteers regular sessions throughout week
 - Counselling Group use
 - Courses for Asian Community & Chakra Dance sessions

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE****10th JULY 2018**

- Craft club/good times disabled club/Yoga/creative writing group
- Community Quiz Nights – 30/40 per session
- Support for people with learning difficulties
- Senior Youth Club; supported by young volunteers
- Junior Youth Club; 50 members per week
- Good Times Group (for young people who have a learning and/or physical disability, with a separate peer-support group for parents running in parallel);
- After School Club; (The youth groups listed above are run in partnership with the Redditch Positive Activities Consortium)
- Code Club (an introduction to computer coding run by RYCE volunteers);
- Computer training for the over 40s;
- Driving theory practice sessions for Urdu speakers;
- Functional English class for Urdu speakers.

Education and Learning Activities (external hires)

- Worcestershire County Council libraries and learning service (a range of activities including art classes, MoodMaster and understanding ADHD);
- Standguide Training (support for jobseekers wishing to enter self-employment);
- Sign and Rhyme (pre-school education group);
- Support Group for home educated children and their parents.

Arts and Cultural Activities (external hires)

- Chitra School of Indian Classical Dance;
- Emma Charlotte Dance Academy (children and adult dance classes);
- Creative writing group for adults;
- Singing/voice coaching.

Leisure and Social Activities (external hires)

- Motorcycling Yogi (yoga group);
- Pilates;
- Tai Chi;
- Pole Effect (exercise and fitness pole dancing group).
- Support Activities (external hires)
- Counselling services (two providers).
- Other Regular (non-weekly) activities:
- WCC Early Help NEETS prevention scheme;
- Providers delivering the Jobcentre Plus Work Programme;
- Jest a Minute Theatre Company (community theatre group, rehearsal and TiE activities);
- Kerala Dancers (cultural dance group);

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE****10th JULY 2018**

- Muslim girls group;
 - Meetings of local NHS groups, including occupational therapists and GPs;
 - Meetings of local community groups, including Bromsgrove and Redditch Welcomes Refugees and Redditch Mental Health Action Group;
 - RYCE Quiz Night (monthly).
 - BENS Group (for children experiencing difficulties fitting in at school);
- ✓ Potential Big Lottery grant of £400k (reaching communities building grant) to improve the building and to enhance the Council facility for the future and increase the asset value.
 - ✓ Already received £51k feasibility study grant and £26k development grant
 - ✓ Changing Places toilet
 - ✓ Asset retained by Council

RISKS

- Income projections ambitious –room hire increasing from £10k to £40k in 3 years
- RYCE historically very grant dependent
- Potential impact on other voluntary organisations securing hire income
- Restrictions placed on the Council from the Big Lottery in relation to any changes to service provision over the 12 year period due to grant conditions

FINANCIALS

- £ Market rent proposed at £7k
- £ RYCE responsible for internal repairs
- £ RBC receive £7k but responsible for external repairs and boiler.
- £ Total income over 12 years £84k but landlord repairs may utilise this income

3.9.5 As can be seen above the group has established a number of community services over the last 4 years. It is detailed in the Business Plan that since March 2017, activities at the REDI Centre have been attended by an average of 1,200 people per month (not including the one-off community days, each of which was attended by several hundred members of the local community). There are a number of services that add value and support the Councils strategic purposes in particular providing good things to see do and visit, with all the various activities and clubs that are available. In addition advice, support and IT training can help the community be more financially independent.

Legal Implications

- 3.10.1 In order to obtain Big Lottery funding the new lease to RYCE will be for a term of at least 10 years from completion of the works (and so a 12 year term has been suggested to allow sufficient time for the works to be completed), with no rights for either party to terminate early. The lease will also include the ability for the tenant to assign to another sector organisation with similar aims and objectives. This does limit the marketability of the lease for us. In addition, the rent cannot be reviewed for the whole term of the lease. The initial proposed rent will therefore be the rent which we receive throughout the term therefore it is proposed that this agreement sits outside of the general rent relief policy. Although this does not reflect general market practice for a 12 year lease, it does reflect the nature of the tenant and the works that will be undertaken by the grant funding.
- 3.10.2 The permitted use under the lease must be in line with objectives of the tenant as identified in its grant application. Again, this does limit the marketability of the lease, but is a requirement for the tenant to gain the funding. As the funding application is for less than £350,000 (for capital works) , a legal charge is not required over the Property. However the tenant must enter into a Deed of Dedication with the Big Lottery Fund and register a restriction on the leasehold title. On completion of the lease, a separate licence will be entered into for the works that are being funded by the Big Lottery grant to ensure that the works are carried out properly and with all relevant consents.
- 3.10.3 If RYCE receive the grant, the Council will need to enter into the Deed of Dedication which prevents RBC from disposing of the Property in any way for a period of 10 years from the completion of the works without consent from the Big Lottery.
- 3.10.4 The Big Lottery will ensure that the building works are undertaken in accordance with their grant conditions and only fund RYCE as the various parts are completed.
- 3.10.5 The grant agreement/contract from Big Lottery is with RYCE rather than Redditch Borough Council and therefore RBC would not be responsible for repaying any of the grant. Big Lottery would work with RYCE or RBC to find a similar organisation to carry on the project work should they cease operating, however if this was not possible, Big Lottery would follow their procedures to close down the grant/project.
- 3.10.6 It is proposed that should the grant be rejected that a further report be presented to members with alternative opportunities for the building.

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE****10th JULY 2018**

Service/Operational Implications

- 3.11 As Members are aware the services provided by the REDI Centre were reviewed and a decision in July 2010 was made to re-locate the Learn Direct service to another Council facility. Since the building was listed as an asset of community value in 2013 RYCE have been tenants under the meanwhile lease arrangement whilst working through options that were available for grant funding to enable the sustainability of the building and services provided.
- 3.12 Should the grant be approved and the building enhanced it is proposed that officers further work with RYCE to ensure all activities support the Councils strategic purposes and identify tangible and realistic measures to enable the monitoring of the outcomes anticipated.

Customer / Equalities and Diversity Implications

- 3.13 The enhanced facilities will provide additional gender neutral wheelchair accessible toilets, one upstairs and one down stairs, two new wheel chair lifts and the installation of a complete 'Changing Place' with a hoist, shower, changing table, new height adjustable washstand and more, which will be installed by an approved Changing Place contractor. This will be the only the second facility of this type in Redditch. The other being at the Abbey Stadium.

4. RISK MANAGEMENT

Should the grant funding not be approved by the Big Lottery the lease will not commence and officers will bring a further report to members. The building works will be undertaken by RYCE with monitoring from both Council and Lottery officers.

There are a number of risks of granting the lease to RYCE including potential challenge from other community groups, this would be mitigated by the individual nature of the potential Big Lottery funding that RYCE are hoping to secure. There is also a risk in granting the 12 year lease as the Big Lottery grant conditions limit the Councils ability to change service delivery within the building as detailed in the legal implications. Officers will hold regular meetings with RYCE to ensure that the business model is generating the revenue anticipated.

5. BACKGROUND PAPERS

REDI Business Plan
Plans for development of building

EXECUTIVE COMMITTEE

10th JULY 2018

AUTHOR OF REPORT

Name: Jayne Pickering
E Mail: j.pickering@bromsgroveandredditch.gov.uk
Tel: (01527) 881400

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EXECUTIVE COMMITTEE

10th July 2018

Finance Monitoring Outturn 2017/18

Relevant Portfolio Holder	Councillor Tom Baker-Price
Relevant Head of Service	Jayne Pickering
Non Key Decision	

1. Purpose and summary

This report details the Council's final financial position for 2017/18 for both General Fund and Housing Revenue Account

2. Recommendations

The Executive Committee is asked to recommend to Council:

- 2.1 That the financial position on Revenue and Capital for the financial year 2017-18 as detailed in the report and the transfer to balances £20k as at 31st March 2018 is noted.
- 2.2 Approval of the movements of £410k in existing General Fund reserves as included in Appendix 2 which reflects the approval required for April - March 2018.
- 2.3 Approval of the addition of new General Fund reserves of £212k as included in Appendix 2. This reflects the approval required for April - March 2018
- 2.4 Approval of the movements of £324k in existing HRA reserves as included in Appendix 2 which reflects the approval required for April - March 2018.
- 2.5 Approval that an increase in the 2018-19 Capital Programme of £777,858k for the Disabled facilities Grants is approved. This is due to the budget allocations now being announced by the Ministry of Housing, Communities and Local Government.
- 2.6 Approval that an increase in the 2018-19 Capital Programme of £2.4k s106 monies for the maintenance and improvements to playing pitches and sports facilities in Feckenham Cricket Ground.
- 2.7 Approve the carry forward to 2018-19 capital programme £1.256m as detailed at Appendix 4.

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 2017-18
- 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.

EXECUTIVE COMMITTEE10th July 2018

- 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.

In addition the Latest Budget 2017/18 shown includes the net transfers from reserves of £196k and drawdown from balances of £20k. It also includes £96k of with budget realignment with corporate financing to services. Appendix 2 shows the movement in reserves of £196k as noted above.

Revenue Budget Summary – Overall Council Financial Year 2017/18
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Please note figures have been rounded

Strategic Purpose	Original Budget 2017/18 £'000	Revised budget 2017/18 £'000	Actuals 2017/18 £'000	Variance 2017/18 £'000
Keep my place safe and looking good	4,196	4,175	4,293	118
Help me run a successful business	-88	-107	-163	-56
Help me be financially independent	491	342	161	-181
Help me to live my life independently	121	121	246	125
Help me find somewhere to live in my locality	1,240	1,067	758	-309
Provide Good things for me to see, do and visit	1,266	1,412	1,398	-14
Enable others to work/do what they need to do (to meet their purpose)	7,132	7,468	7,554	86
HRA Recharge	-4,680	-4,680	-4,394	286
Capital	1,333	1,333	1,333	0
Totals	11,012	11,132	11,186	55
Corporate Financing	-9,679	-9,799	-9,873	-74
Capital (Corporate)	-1,333	-1,333	-1,333	0
Grand Total	0	0	-20	-20

EXECUTIVE COMMITTEE10th July 2018**Financial Commentary:**

There are a number of significant variances 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

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 :

- Savings found in Community Services of **£53k** due to a staff savings and additional savings made on telephones and accommodation. These additional savings have been offered up for future years.
- Savings have been made within Planning Policy of **£103k** due to salary savings.
- These savings have been offset against additional costs amounting to **£152k** which is made up of additional costs in relation to agency staff required in the Waste collection team covering long term sickness and additional resources needed over the winter months due to the extreme weather. In relation to this there has therefore been additional costs relating to additional supplies and services budgets. And also a shortfall in income within Development Management **£90k** due to a low number of applications being received compared to last year.

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 are no variances over **£50k** to report; however, there some small underspends on general supplies and service budgets.

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.

- The main variance in this strategic purpose relates to a saving within Benefits subsidy of **£91k** due to spend on housing benefit being less than originally forecast.
- There has also been a **£50k** saving within Revenues due to salary savings following a service review.

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 main variance within this strategic purpose relates to shopmobility and dial a ride. This is due to savings not being delivered. The manager has reviewed the financial position and

EXECUTIVE COMMITTEE10th July 2018

addressed these in the 2018-19 budgets. 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 this has also impacted on income as vehicles have been unavailable.

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 as a consequence of posts within the budget not reflecting the current structure. The needs of the service are being reviewed; this includes taking in to account the implications of the new Homelessness Reduction Act.

Provide Good things for me to see, do and visit

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

- There are no variances over **£50k** to report in the final outturn.

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 savings within Asset & Property management of and this is due to reduced utility bills, NNDR costs and building maintenance expenditure.
- There is a saving also within ICT on software licences following a full review of all expenditure required to meet licencing costs.
- This is offset by additional pension costs in 2017/18 along with additional supplies and services required.

Heads of Services have worked throughout the financial year to identify savings and additional income from 2016/17 that can be delivered in 2017/18 along with additional savings and income to offset the unidentified corporate savings.

HRA Recharge

- The HRA recharge budget has been revised to £4,394k to accurately reflect the financial position.

Corporate Financing

- The variance within corporate financing is due to a review from 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 has been a saving made on MRP due to some slippage on capital schemes. There has also been additional Section 31 grant received.

EXECUTIVE COMMITTEE10th July 2018**4. Efficiency Plan**

The efficiency plan was presented to Council in October 2016. Appendix 3 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 additional savings of £199k to the initially estimated savings plan.

Risks of delivery

- 4.1 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

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.

Date	£m	Position
As at 31 st March 2017 (Actual)	1.78	Borrowing
As at 31 st March 2018	7.0	Borrowing

6. Borrowing and investments**Borrowing**

- 6.1 Outstanding as at the 31st March 2018 are £7m in short term borrowing with associated borrowing costs within the quarter of £2k and £103.929m in long term borrowing with associated costs in the quarter of £888k. All long term borrowing costs relate to the HRA.
- 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 31st March 2018 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 COMMITTEE10th July 2018**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 2017/18 £'000	Actuals 2017/18 £'000
Keep my place safe and looking good	2,826	1,637	-1,189
Help me to live my life independently	1,040	840	-200
Provide Good things for me to see, do and visit	755	623	-132
Enable others to work/do what they need to do (to meet their purpose)	140	43	-96
Totals	4,762	3,144	-1,618

Keep my place safe and looking good

Whilst majority of the projects were all in progress completed by the end of the financial year. There are, however, underspends on the improved parking scheme, Vehicle purchasing and Locality capital projects scheme. This is due to delays in consulting and working through priority projects. The request will be made to roll the underspend forward into 2018-19 but on the Vehicle purchasing scheme an amount will be left as it will not be required based on a saving made between actual costs and estimated costs.

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 a request will be made to roll the underspend into 2018/19.

Provide Good things for me to see, do and visit

Most of the projects have been completed within provide good things for me to see, do and visit however there are some projects which have commenced but not yet completed by the end of the financial year. Therefore the remaining budget will be required to be carried forward into the new financial year 2018-19.

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

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

EXECUTIVE COMMITTEE10th July 2018**8. Housing Revenue Account**

Appendix 1 details the financial position for the Housing Revenue Account (HRA) for the period April – March 2018.

It shows that there is underachieved income on dwellings rents and this is due to higher than expected Right to Buy sales.

The overspend in Supervision & Management (S&M) is due to significant costs in connection with the Housing investigation (e.g. solicitor costs, temporary staffing etc) together with an increase in overhead costs charged to the HRA following a re-calculation of the charging mechanism.

The depreciation charge has also been higher than anticipated following the purchase of operative's vehicles.

9. Earmarked Reserves

The position at the start and end of 2017-18 is shown in Appendix 2.

10. General Fund Balances

The addition of the 2017/18 saving will increase the balances to £1,790m

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 – March 2017-18

Appendix 2 – Earmarked Reserves

Appendix 3 – Savings and efficiency plan

Appendix 4 – Capital carry forward requests

Appendix 5 – Capital Programme 2018-19

AUTHOR OF REPORT

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HOUSING REVENUE ACCOUNT (HRA)
REVENUE OUTTURN 2017/18

Appendix 1

	2017/18 Approved YTD Budget £'000	2017/18 Actuals YTD £'000	Variance £'000
<u>INCOME</u>			
Dwelling Rents	23,387	23,244	143
Non-Dwelling Rents	499	499	0
Tenants' Charges for Services & Facilities	591	620	-29
Contributions towards Expenditure	54	62	-8
Total Income	24,531	24,425	106
<u>EXPENDITURE</u>			
Repairs & Maintenance	4,912	4,974	62
Supervision & Management	7,520	8,387	867
Rent, Rates, Taxes & Other Charges	189	138	-51
Provision for Bad Debts	400	137	-263
Depreciation & Impairment of Fixed Assets	5,596	5,712	116
Interest Payable & Debt Management Costs	4,179	4,179	0
Total Expenditure	22,796	23,527	731
Net cost of Services	-1,735	-898	837
Provision for Job Evaluation	0	0	0
Net Operating Expenditure	-1,735	-898	837
Interest Receivable	-53	-24	29
Revenue Contribution to Capital Outlay	1,050	597	-453
Transfer to Earmarked Reserves	738	325	-413
(Surplus)/Deficit on Services	0	0	0

HOUSING REVENUE ACCOUNT GENERAL RESERVE BALANCE

Surplus as at 1st April 2017	1,476	1,476	0
Surplus/(deficit) for year 2017/18	0	0	0
Surplus as at 31st March 2018	1,476	1,476	0

HRA CAPITAL OUTTURN 2017/18

Strategic Purpose

Help Me to Find Somewhere to Live in my Locality

	2017/18 Approved YTD Budget £'000	2017/18 Actuals YTD £'000	Variance £'000
	10,672	5,846	-4,826

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 currently being reviewed to ensure the correct budgets are in place to meet the improvement plan targets.

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Strategic Purpose**Help Me to Find Somewhere to Live in my Locality**

		Original Budget £'000	YTD Actuals £'000	YTD Variance £'000
C1011	Mortgage Rescue	645	0	-645
C1012	1-4-1 Replacement	1,064	853	-211
C1201	Catch Up Rep-Bath Replacements	1,106	445	-661
C1202	Catch Up Rep-Kitchen Upgrades	109	49	-60
C1203	Catch Up Repairs	305	185	-120
C1204	Asbestos General	434	254	-180
C1205	Structural Repairs	262	170	-92
C1206	General Roofing	577	637	60
C1207	Electrical Upgrades	1,372	397	-975
C1209	Upgrade Of Central Heating Systems	1,682	838	-844
C1210	Window Replacements	53	49	-4
C1222	Disabled Adaptations	723	470	-253
C1241	Solid Wall Insulation	906	1,037	131
C1242	Repairs To Sheltered Housing Stock	97	6	-91
C1243	Winslow Close Heating	8	0	-8
C1244	Housing Management System	84	86	2
C1246	Ext Cladding & Wall Hanging	91	0	-91
C1247	Insulation	95	48	-47
C1248	Drainage	96	38	-58
C1249	Water Supply	133	38	-95
C1250	Environmental Enhancements	330	135	-195
C1251	Masonry Works	174	29	-145
C1253	Bathroom Voids	2	29	27
C1254	Kitchen voids	3	53	50
C6300	Design & Supervision	321	0	-321
		10,672	5,846	-4,826

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 currently being reviewed 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
	£	£	£	£	£	
GF Earmarked Reserves						
Business Rates Grants	-7,406	0	0	0	-7,406	Small Business Rate Relief - Ringfenced grant
Commercialism	-50,000	0	2,495	0	-47,505	To help fund costs in relation to commercialism projects
Community Development	-18,535	-930	15,560	0	-3,905	To support the costs associated with community projects
Community Safety	-356,735	-270,471	356,735	0	-270,471	External grant funding to be released over a number of years on Community Safety Projects ongoing
Corporate Services	-150,000	0	0	0	-150,000	Funding for Locality Enhancements
Customer Services	-12,000	0	0	0	-12,000	Contribution to WCC for an open portal
DWP Feris	-27,983	0	27,983	0	0	Funding for new system
Electoral Services	-127,095	-33,693	113,024	0	-47,764	To support the delivery of individual electoral registration and to set aside a reserve for potential refunds to government
Environmental Services	-38,500	0	38,500	0	0	To fund tree works within the Borough and funding towards a new system
Equalities	-11,250	0	0	0	-11,250	To fund licence fees
Equipment Replacement	-100,000	0	16,800	0	-83,200	ICT equipment reserve
Housing Benefits Implementation	-26,731	-174,967	121,134	0	-80,564	Specific welfare reform grant received
Housing Support	-504,469	-64,000	165,770	-166,158	-568,857	Government Specific Grant - annual funding
Land charges	-9,137	0	0	0	-9,137	To fund potential litigation in relation to Land Charges
Land Drainage	-220,445	0	58,785	0	-161,660	To support costs associated with health and safety issues within the environment
Leisure	0	0	0	-20,760	-20,760	To support set up costs relating to the new Leisure company
Lifeline	-4,200	0	4,200	0	0	To support the costs associated with community projects
Mercury Emissions	-33,886	0	0	0	-33,886	To be used to re line the cremators
Parks and Open spaces	0	0	0	-10,000	-10,000	To fund a review of the local allotments.
Public Donations	-19,767	0	7,121	0	-12,646	Accumulated donations for designated projects.
Sports Development	-40,617	-19,561	40,617	0	-19,561	Ringfenced grants for a number of sports development activities to improve Health and Wellbeing in the Borough
Town Centre	-43,682	0	2,965	-15,000	-55,717	To support improvements in the Town Centre High Street
Warmer Homes	-11,580	0	0	0	-11,580	To support the costs associated with community projects (repair)
Totals	-1,814,018	-563,622	971,689	-211,918	-1,617,869	
Place Partnership	-2,000	0	2,000	0	0	RBC share of place Partnership Balances
Totals	-2,000	0	2,000	0	0	
HRA Earmarked Reserves						
Supporting People(HRA)	-38,342	0	38,342	0	0	Funding for post not all used in year
Community Care Prev Grant	-3,795	0	3,795	0	0	Ongoing Older People's Project Funding (HRA)
Totals	-42,137	0	42,137	0	0	
HRA Capital Reserve						
Capital Reserve-HRA	-19,468,926	-366,478	0	0	-19,835,404	Reserve to enable the debt repayment on HRA, and future repairs and maintenance along with support for the Housing Growth Programme.
Totals	-19,468,926	-366,478	0	0	-19,835,404	

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SAVINGS TO DELIVER THE EFFICIENCY PLAN 2017/18

Area	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	387	-87	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	162	-82	Savings to be achieved as identified within the shared service and migration to one system across both Councils.
Cross Organisational	Organisational Management Review	135	20	115	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	613	-413	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
TOTAL NEW SAVINGS / USE OF BALANCES /		1,240	1,439	-199	

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Job Desc	Service	Funding	Full year Budget 17/18 £	Full Year Expenditure 17/18 £	Full Year Variance 17/18 £	Capital grants received in advance £	Request for Carry forward to 2018/19 £
Server Infrastructure	Business Transformation	borrowing/capital receipts	50,000	0	-50,000	0	50,000
SAN Storage capacity	Business Transformation	borrowing/capital receipts	50,000	0	-50,000	0	50,000
Small Area Improvements	Community Services	borrowing/capital receipts	40,000	0	-40,000	0	40,000
Upgrade hardwired lifeline schemes	Community Services	borrowing/capital receipts	42,000	11,021	-30,979	0	30,979
Disabled Facilities Grant	Community Services	DFG grant	786,556	767,441	-19,115	219,182	242,650
HMO Grants	Community Services	borrowing/capital receipts	57,000	7,275	-49,725	0	49,725
Camera Replacement programme	Community Services	borrowing/capital receipts	55,000	0	-55,000	0	55,000
ASDA Underpass project	Community Services	s106 monies	25,000	0	-25,000	0	25,000
Improved Parking Scheme	Environmental Services	borrowing/capital receipts	369,000	235,369	-133,631	0	133,631
Vehicle Purchase - Cleansing	Environmental Services	borrowing/capital receipts	905,000	382,025	-522,975	0	278,000
Locality Capital Projects	Environmental Services	borrowing/capital receipts	393,056	59,385	-333,671	0	333,671
Flood alleviation	Environmental Services	borrowing/capital receipts	24,595	7,370	-17,225	0	17,225
GF Asbestos	CAFS	borrowing/capital receipts	76,000	6,363	-69,637	0	69,637
Investment into Health and Fitness Facilities	Leisure & Cultural Services	s106 monies	26,000	6,915	-19,085	0	19,085
Civic Suite - Full or part replacement of the Sound system in	Leisure & Cultural Services	borrowing/capital receipts	45,000	13,637	-31,363	0	31,363
Terrys Field - Sports Contribution to support existing approved funding at	Leisure & Cultural Services	s106 monies	9,000	0	-9,000	0	9,000
Batchley Brook and Pond area - Open Space and Play improvements	Leisure & Cultural Services	s106 monies	21,000	0	-21,000	0	21,000
Regrading of Playing pitches at Terrys Field	Leisure & Cultural Services	s106 monies	19,700	0	-19,700	0	19,700
Sports Contributions to support improvements to Outdoor facilities at Terry Field	Leisure & Cultural Services	s106 monies	4,200	0	-4,200	0	4,200
		Totals	2,998,107	1,496,801	-1,501,306	219,182	1,479,866

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Description	Service	funding	2018/19 Total (incl c/fwds)	2019/20 Total	2020/21 Total	2021/22 Total
			£	£	£	£
New cisco Lan	Business Transformation	borrowing/capital receipts	100,000	0	0	0
Replace back up solution	Business Transformation	revenue	50,000	0	0	0
Public Building	CAFS	borrowing/capital receipts	250,000	250,000	250,000	250,000
GF Asbestos	CAFS	borrowing/capital receipts	109,637	40,000	40,000	40,000
Small Area Improvements	Community Services	borrowing/capital receipts	40,000	0	0	0
Upgrade hardwired lifeline schemes	Community Services	borrowing/capital receipts	30,979	0	0	0
Home Repairs Assistance	Community Services	borrowing/capital receipts	60,000	60,000	60,000	60,000
Camera Replacement programme	Community Services	borrowing/capital receipts	55,000	0	0	0
Energy & Efficiency Installs.	Community Services	borrowing/capital receipts	110,000	0	0	0
Disabled Facilities Grant	Community Services	DFG grant	1,020,508	0	0	0
ASDA Underpass project	Community Services	S106 monies	25,000	0	0	0
HMO Grants	Community Services	borrowing/capital receipts	49,725	0	0	0
Vehicle replacment	Environmental Services	borrowing/capital receipts	1,416,000	953,000	412,000	1,927,000
Wheellie Bin purchase	Environmental Services	borrowing/capital receipts	127,000	115,000	85,000	85,000
Vehicle replacment dial a ride	Environmental Services	borrowing/capital receipts	40,000	40,000	0	0
Improved Parking Scheme	Environmental Services	borrowing/capital receipts	333,631	400,000	400,000	400,000
Locality Capital Projects	Environmental Services	borrowing/capital receipts	533,671	0	0	0
Flood alleviation	Environmental Services	borrowing/capital receipts	17,225	0	0	0
Replacing 3 fuel pumps and upgrading tank monitoring equipment	Environmental Services	borrowing/capital receipts	25,000	0	0	0
Replacing the fixed four post vehicle lift within the workshop with a mobile four column lift	Environmental Services	borrowing/capital receipts	25,000	0	0	0
Small tracktor with front and back bucket	Environmental Services	borrowing/capital receipts	40,000	0	0	0
Car Park Maintenance	Environmental Services	borrowing/capital receipts	25,000	25,000	25,000	25,000
Civic Suite - Full or part replacement of the Sound system in	Leisure & Cultural Services	borrowing/capital receipts	31,363	0	0	0
Regrading of Playing pitches at Terrys Field	Leisure & Cultural Services	S106 monies	6,000	0	0	0
Investment into Health and Fitness Facilities	Leisure & Cultural Services	S106 monies	19,085	0	0	0
Sports Contributions to support improvements to Outdoor facilities at Terry Field	Leisure & Cultural Services	S106 monies	23,900	0	0	0
Terrys Field - Sports Contribution to support existing approved funding at	Leisure & Cultural Services	S106 monies	9,000	0	0	0
Batchley Brook and Pond area - Open Space and Play improvements	Leisure & Cultural Services	S106 monies	21,000	0	0	0
Arrow Valley Country Park - Play, Open Space and Sports Improvements to form part of the potential HLF application as match funding	Leisure & Cultural Services	S106 monies	0	172,000	0	0
Arrow Valley Country Park - Play, Open Space and Sports Improvements to form part of the potential HLF application as match funding	Leisure & Cultural Services	S106 monies	0	184,000	0	0
Reconstruction of overspill car park to formal car park	Leisure & Cultural Services	borrowing/capital receipts	165,000	0	0	0
Maintenance and improvements to playing pitches and sports facilities in Feckenham Cricket ground	Leisure & Cultural Services	S106 monies	2,400	0	0	0
Improvements at Business Centres	Planning & Regeneration	borrowing/capital receipts	80,000	0	0	0
		Total Capital Programme	4,841,124	2,239,000	1,272,000	2,787,000

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Overview and Scrutiny Committee

Thursday, 31st May, 2018

MINUTES

Present:

Councillor Joe Baker (Chair), and Councillors Michael Chalk, John Fisher, Andrew Fry, Julian Grubb, Gemma Monaco, Michael Rouse, Mark Shurmer and Yvonne Smith

Officers:

Kevin Dicks and Rachel Dobson

Democratic Services Officers:

J Bayley and L Morris

1. APOLOGIES AND NAMED SUBSTITUTES

As the agenda had been published prior to Labour Group Membership being finalised it was confirmed that Councillors Baker (Chair), D. Chance (Vice Chair), Fry, Hill and Wheeler were also Members of the Committee.

Apologies were received from Councillors Hill, D. Chance, Wheeler and Lovell. The following substitutes were in attendance for each of these Councillors in turn Councillors Shurmer, Fisher, Smith and Grubb.

Councillor Joe Baker, Chair, welcomed all to the first meeting of the new municipal year.

2. DECLARATIONS OF INTEREST AND OF PARTY WHIP

There were no declarations of interest nor of any party whip.

3. MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON THE 5 MARCH 2018

RESOLVED that

.....
Chair

Overview and Scrutiny Committee

Thursday, 31st May, 2018

the minutes of the meeting of the Overview and Scrutiny Committee held on Monday 5 March 2018 be approved as a correct record and signed by the Chair.

4. HOUSING BENEFITS PRESENTATION - TO FOLLOW

The Assistant Financial Support Manager (Welfare Support), gave the presentation (affixed to the minutes), detailing the impact of changes to welfare support. The presentation made reference to; the Benefit Cap, the Spare Room Subsidy (better known as the Spare Bedroom Tax), Discretionary Housing Payments, Council Tax Support, the Hardship Scheme, Universal Credit, the Essential Living Fund and the work of the Financial Independence Team.

Following the presentation Members raised a number of points and the Assistant Financial Support Manager confirmed that;

- Although Universal Credit did not include Council Tax Support the team was working to ensure that Council Tax Support claims were paid.
- If people were not in receipt of Universal Credit they could still be means tested for Housing Benefit.
- Discretionary Housing Payments were available equally to whoever claimed, including private and Council or registered social landlord tenants. Cases were looked at on an individual basis.
- When considering the spare bedroom subsidy, each case was considered on an individual basis.
- Staff within the team were employed by the Council and not the Department for Work and Pensions (DWP).
- Some people accessed the food bank on a regular basis but not as often as three to four times a week.
- Where people had been turned down for Employment and Support Allowance and Housing Benefit had stopped, this was not having a huge impact on arrears as the Council would look into the case and could make an assessment even when there was no income.
- The Statutory Housing Team was working closely with eighteen to twenty five year olds and the charities that could support them.
- Issues with the bedroom tax were often raised where parents had split up and the children spent time living separately with each parent during the week. In these cases Officers would base the decision on which parent received Child Benefit. The spare bedroom subsidy could not be divided. If there were two children in the household, Officers would however try to support

Overview and Scrutiny Committee

Thursday, 31st May, 2018

the situation by considering each of the children as living permanently with each parent.

- The Hardship Scheme, Council Tax Support and the Essential Living Fund provided essential funding to the Council.
- A spare room was determined by a number of factors including its dimensions. Rooms had to be in permanent use.
- Those using services had been referred to in different ways over the years. The term 'customer' implied choice, however it also emphasised the need to treat people like customers rather than clients.

The Chief Executive, praised the work of the Welfare Support Team and highlighted the role of the Financial Independence Team which had been commended by the DWP. The Essential Living Fund provided crucial help to communities experiencing difficult times. A key element of the team's work was to help tenants to independently manage their own budgets.

Members were advised that the Homelessness Reduction Act had been implemented on the 1 April 2018 and this would create significant challenges for the Council. As such Members concluded that it would be appropriate to receive a presentation on this subject and the action taken to implement the recommendations made by the Homeless Task Group in September 2017.

RESOLVED that

the Private Sector Housing Team be invited to attend a future Committee meeting.

5. OUTCOMES OF THE OVERVIEW AND SCRUTINY TRAINING HELD ON TUESDAY 29 MAY 2018 (VERBAL UPDATE)

It was confirmed that the training event had had to be cancelled as not enough Members could attend.

The Chair suggested a Work Programme Planning Event should take place and Members welcomed this suggestion.

RESOLVED that

a Work Programme Planning Event be scheduled to take place at the end of June.

Overview and Scrutiny Committee

Thursday, 31st May, 2018

6. MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE HELD ON THE 6 MARCH 2018 AND SCRUTINY OF THE EXECUTIVE COMMITTEE'S WORK PROGRAMME - SELECTING ITEMS FOR SCRUTINY

The Senior Democratic Services Manager clarified that the Executive Committee's minutes and Work Programme were included on the Committee's agenda to provide an opportunity for the Committee to identify any issues that they wished to scrutinise and to consider the Executive's response to any recommendations that the Committee may have put forward previously.

It was explained that the next Executive Committee meeting had been cancelled to give time for the new administration to consider the issues. A number of items on the Work Programme would be considered at a later date than anticipated. The next Executive Committee meeting would take place in July 2018.

A Member referred in the Executive Committee minutes to the reference to Abbeywood School and noted that this should read Abbeydale School.

It was suggested that the gas maintenance item should be considered by the Committee and the Chair noted that this may be a useful topic for the Committee to undertake a Short, Sharp Review on. There was general consensus that the appropriate approach to pre-scrutinising this item should be considered further during the Overview and Scrutiny Work Programme Planning event.

RESOLVED that;

the scrutiny of the gas maintenance contract be considered at the Work Programme Planning event.

7. OVERVIEW AND SCRUTINY WORK PROGRAMME

The Senior Democratic Services Officer confirmed that the Committee's Work Programme was considered and amended at every meeting of the Committee. Members had the opportunity to put forward suggestions for scrutiny and to remove items from the Work Programme.

It was confirmed that following the Housing Benefit item and with the Committee's agreement an item on the work of the Private Sector Housing Team would be added to the Work Programme.

Overview and Scrutiny Committee

Thursday, 31st May, 2018

The Chairman suggested that the Herefordshire and Worcestershire Sustainability and Transformation Partnership should be invited to bring a final update to the Committee in September 2018.

RESOLVED that

1) an item from the Private Sector Housing Team be included on the Committee Work Programme; and

2) the Herefordshire and Worcestershire Sustainability and Transformation Partnership be invited to provide a final update to the Committee in September 2018.

8. EXTERNAL SCRUTINY BODIES - UPDATE REPORTS

- a) It was confirmed that Councillor Chalk would attend the West Midlands Combined Authority Overview and Scrutiny Committee
- b) It was confirmed that Councillor Rouse would attend the Worcestershire Health Overview and Scrutiny Committee.

It was confirmed that representatives had not yet attended any meetings to date and would provide updates at future Overview and Scrutiny Committee meetings.

9. APPOINTMENTS TO THE SCRUTINY WORKING GROUPS AND TASK GROUPS

A. Budget Scrutiny Working Group

The Chair of this Group was nominated and confirmed as Councillor J. Wheeler. Councillor Fisher expressed an interest in sitting on the Group.

B. Care Leavers Scrutiny Task Group

It was confirmed that Councillor P. Hill would Chair this Group and Nina Wood-Ford would be invited to be a co-opted member due to her previous involvement with this review. As this Group's work was likely to draw to a conclusion shortly it was agreed that Councillor Chalk sit on the Group also to provide some consistency.

Overview and Scrutiny Committee

Thursday, 31st May, 2018

C. Performance Scrutiny Working Group

The Chair of this Group was nominated and confirmed as Councillor J. Wheeler.

RESOLVED

that nominations for membership of these groups be sent to the Group Leaders for consideration and confirmation.

The Meeting commenced at 7.00 pm
and closed at 7.55 pm

Rachael Dobson
Assistant Financial Support Manager

IMPACT OF CHANGES TO WELFARE SUPPORT

Impact of changes to Welfare Support

- Background
 - Changes to welfare support since April 2013
 - Introduction of Benefit cap
 - Introduction of Social Sector Room restrictions
 - Removal of Council Tax Benefits and introduction of Local Council Tax Support Schemes
 - Ongoing Migration from the 6 Legacy Benefits Job Seekers Allowance (JB), Employment Support Allowance (IR), Income Support, Housing Benefit, Working Tax Credits and Child Tax Credits to Universal Credit
 - Disability Living Allowance replacement by Personal Independence Payment
 - Abolishment of Social Fund (and responsibility for emergency welfare support to LA with only 2 years funding)
 - Housing Benefit back date changed from 6 months to 1 month
 - Family Premium removal for new cases
 - Child Tax Credit restrictions for more than 2 children-includes restriction to HB/UC/IS/JSA
 - Working Age benefits frozen since 2016

Benefit Cap

- The cap applies to the total amount that the people in a household get from the following benefits: Bereavement Allowance, Carer's Allowance, Child Benefit, Child Tax Credit, Employment and Support Allowance, Guardian's Allowance, Housing Benefit, Incapacity Benefit, Income Support, Jobseeker's Allowance, Maternity Allowance, Severe Disablement Allowance, Universal Credit, Widowed Parent's Allowance (or Widowed Mother's Allowance or Widows Pension if received before 9 April 2001)
- The current level of the cap is:
 - £384.62 a week for couples (with or without children living with them)
 - £384/62 a week for single parents whose children live with them
 - £257.69 a week for single adults who don't have children, or whose children don't live with them
 - The cap is applied via Housing Benefits or Universal Credit

Benefit Cap

- Current live cases 49
- Impact relatively low
 - Most families have stayed in their homes and found ways of meeting the financial gap

Spare Room Subsidy

- From April 2013 Housing Benefit is based on the number of people in the household and the size of the accommodation.
- This applies to all working-age tenants renting from a local authority, housing association or other registered social landlord (RSLs).
- Brings the Housing Benefits payable to tenants of social housing in line with private tenants.

Spare Room Subsidy

- This means those tenants whose accommodation is larger than they need may lose part of their Housing Benefit. Those with one spare bedroom lose 14% of their eligible rent and those with 2 or more spare bedrooms lose 25%.
- BDC Room Restriction current live cases
 - 14% = 297
 - 25% = 51

Discretionary Housing Payments

- Discretionary Housing Payments (DHP's)
 - introduced in July 2001
 - used to provide financial assistance to claimants in receipt of Housing Benefit and Universal Credit rent costs where it is considered that additional help with housing costs are required.
- Housing costs are generally defined as
 - a rental liability
 - rent deposits
 - rent in advance
 - other lump sum costs (e.g. removal costs).
- DHP's may be awarded as a one-off payment or periodically for an appropriate period.

Discretionary Housing Payments

- Officers work with applicants to identify other support that may be appropriate.
- DHP awards are not conditional and any decision will be based on a fair assessment of need.
- The wider housing issue will be considered, where appropriate.
- Consideration will be given to:-
 - what an award of DHP will achieve;
 - Would the tenancy be sustainable if DHP was paid
 - the consequences of not making the award; and
 - whether any alternative support can be provided.

Discretionary Housing Payments

- 174 Cases DHP totalling £101,120.91 was used in 2017/2018
- 33 to help with Rent deposits
- 29 to help with returning to employment
- 1 to remain in adapted properties
- Remaining to help with general short term costs
- These reasons are recorded using DWP set outcomes

Council Tax Support

- Council Tax Benefit ended March 2013
- LA required to introduce local Council Tax Support Scheme
- Pensioners protected as scheme provided by government
- 10% cut in the funding as well as reductions in administration grant
- Default scheme in 2013/14 and 2014/15
- 80% support introduced in April 2015
- All working age claimants pay a minimum of 20% towards their Council Tax Liability
- Scheme still mostly mirrors existing HB requirements

Hardship Scheme

- £25k per annum
- Transitional relief for those facing hardship as a result of changes to Council Tax Support
- Applications and officer identified
- Personal assessment
- Full financial review
- Transitional relief and long term solutions

Hardship Scheme

- Support provided in 2016/17
 - 188 customers
 - £25,084.20
- Support provided in 2017/18
 - 166 Customers
 - £27,822.78

Universal Credit

- Introduced in Redditch in February 2015
- Single, job seekers making a new claim.
- Delivery Partnership Agreement in Place with RBC
- Support – online claims, personal budgeting, manual council tax support claims
- District went full service in October 2017

Essential Living Fund

- Previously operated by DWP (Crisis Support)
- Responsibility passed to WCC and funded by government
- RBC lobbied for local delegation to ensure could best meet local needs and WCC passed on funding,
- RBC administered local, flexible discretionary scheme
- All applications must be made in person via face to face interview.
- No cash
- Full assessment of needs carried out.
- Approach has significantly reduced 'frequent flyers'.

Essential Living Fund

- Scheme provides assistance in the form of goods, food parcels referrals and vouchers to help individuals and families facing exceptionally difficult circumstances.
- Work closely with The Trussell Trust Foodbank
- Flexible approach to meeting demand. Tailor support appropriately for each individual, and also to try to help with the root cause of the problem, rather than just the presenting demands.

Essential Living Fund

- £16785.13 spent in 2016/17
- £11416.87 spent in 2017/18
- Now fully funded by RBC - £30k per annum
- £5k per annum used to support high level financial advice (Signs of Hope), in partnership with RBC Housing, and BDHT

Financial Independence Team

- Team formalised through service review this year and officers appointed to new roles in Oct 17.
- Officers work across BDC and RBC to provide concentrated financial support to people with complex needs by
 - Meeting individually with customers
 - Hold group sessions in the Job centre in Redditch to raise awareness of our services.
- Officers work closely with Housing Locality, Housing Options, RSL's, CAB, CCP and any other agency that might be able to help.

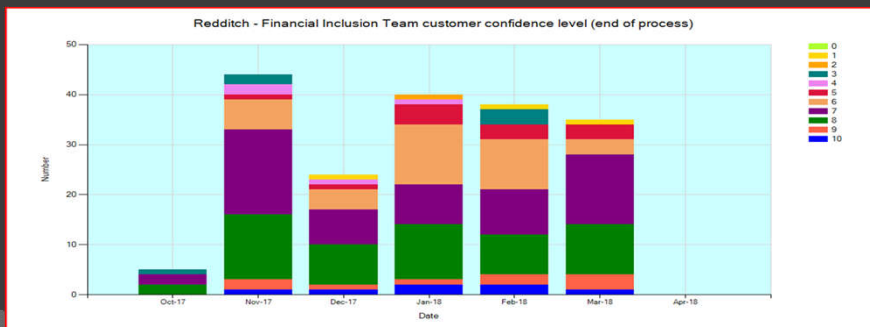
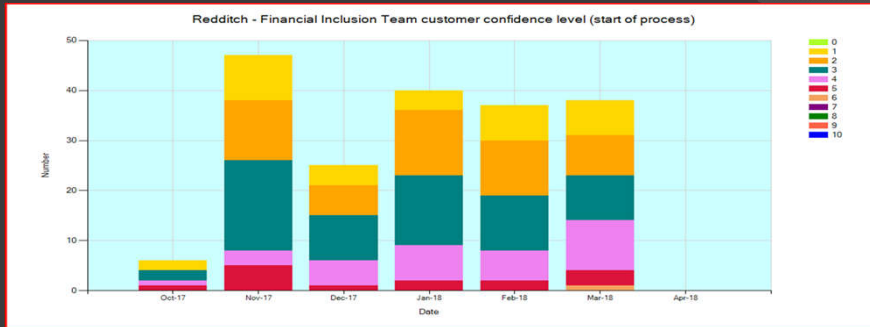
Financial Independence Team

- To help support people to prepare their own budgets, understand their priority debts and develop their skills so that they can become financially independent.
- Maximisation of Benefits, DHP, Hardship, ELF
- Discuss debts
- APA, Advance payments, Emergency Help (ELF)
- Referrals for other support, Housing Team, CAB, Signs of Hope

Financial Independence Team

Period October 2017 to March 2018

- 103 Customer helped with PBS
- 42 Customers referred direct from UC for PBS
- Customer confidence in how to deal with their finances has shown improvements from the start to the end of their time with the team



REDDITCH BOROUGH COUNCIL**EXECUTIVE****10TH JULY 2018****ENTERPRISE RESOURCE PLANNING SYSTEM PROJECT BUSINESS CASE**

Relevant Portfolio Holder	Councillor Tom Baker Price
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering – Exec Director Finance and Resources
Wards Affected	All Wards

1. SUMMARY OF PROPOSALS

To enable Members to consider a proposal to procure an Enterprise Resource Planning System to provide financial and human resources integrated systems.

2. RECOMMENDATIONS

The Executive is asked to RECOMMEND that

2.1 The Business case for the implementation of an integrated Enterprise Resource Planning System (ERP) is approved

3. KEY ISSUES**Financial Implications**

- 3.1 The Business case presents the rationale for an enterprise system to deliver financial management and human resources systems for the Council. Over the last few years weaknesses have been identified in the financial management, planning and forecasting capabilities of the systems in place. In addition there are a significant number of manual processes that are undertaken in payroll, payments and HR to ensure that data can be accessed and reported on by officers and external partners. Furthermore the recent peer challenge flagged up a new system as a key element to enable the Council to make future decisions based on accurate, timely and flexible information and meet the future challenges in the commercial environment.

Legal Implications

- 3.2 Officers have worked with the procurement team and have identified the G-Cloud framework as the preferred option in relation to procurement of a new system. The G-Cloud framework is an agreement between the government and suppliers who provide cloud-based services. Suppliers who are on the G-Cloud framework have already been subject to initial tender validation and therefore buying services through these frameworks is faster and cheaper than entering into

individual procurement contracts. All public sector organisations, including agencies and arm's length bodies, can use the Digital Marketplace.

- 3.3 Officers will undertake a procurement exercise with those companies who are included on the G-Cloud framework and can provide the systems as required. This will ensure a fair and transparent process is delivered with a robust audit trail.

Service/Operational Implications

- 3.4 Following feedback from managers and the recent corporate peer challenge it is clear that the current provision does not facilitate the reporting and budget management opportunities that the Council requires to operate efficiently within a challenging financial and commercial environment.
- 3.5 A new Enterprise System would enable a number of benefits to the operational effectiveness of the Council by improving access, integration of systems to ensure a consistency of financial reporting and provide a more flexible base to support the future commercial activities of the Council. Managers would be able to access on line information to inform decision making and to assess trends in costs and income. There would be an ability to create compelling dashboards and data visualisation that bring focus to the key areas of the business. Alerting, and highlighting using a variety of chart types and other visualisation tools that are easy to interpret and understand. In addition an integration of systems to include HR would reduce manual processing and provide a single platform for all financial and HR data. Within the business case there is a table showing the comparison between each solution identified to enable members to consider how the approach selected best fits the Council future needs.
- 3.6 Other benefits are detailed in the business case and include:
- Provide a clearer focus on corporate level budgeting to enable a more strategic, long term approach to financial management.
 - Ensure decisions are informed by accurate, real time information.
 - Enable flexible reporting across Strategic Purposes
 - Provide Council users with accurate, consistent and standard financial management information
 - Strengthen budget monitoring and profiling
 - Enhance the experience of customers and give them more flexibility in how they interact with the council and carry out tasks such as making payments to the council. This can be done by enabling contactless payments, more seamless online payments and other potential systems.
 - It is intended that the new system will empower managers to be able to self-serve.
 - Enable company structures to be set up within the reporting framework
 - Deliver improvements in effectiveness by removing manual processes and 'off-line' manipulation and processing of data in spreadsheets.
 - Deliver significant savings from efficient working practices and further automation of processes
- 3.7 Budget holders have been engaged through the process of identifying requirements for the new system. The feedback included in the business case

and clearly shows that accurate, accessible, timely financial information is of paramount importance to them when managing and monitoring their budgets. The specification for the system has been formed using this feedback alongside further developments in customer access and automation as advised by potential suppliers.

Customer / Equalities and Diversity Implications

- 3.8 The new system will drive and support self-help for all users of the finance and HR services. We will co-design the future service, including the various interfaces and portals, to ensure that they are intuitive and easy to navigate. It is anticipated that self-service becomes the most convenient approach to finance servicing for both internal and external customers to improve accessibility and realise further efficiencies.

4. RISK MANAGEMENT

- 4.1 It is not considered that there are any strategic risks arising from this proposal. Several departmental risks arise concerning the migration of data to a new system and the implementation of the new system which will require strong project management to ensure that the project remains on track and will deliver its anticipated benefits. These risks will be recorded in the departmental risk register which is monitored on an ongoing basis.

Appendices

Appendix 1 – Business Case for new Enterprise System

AUTHOR OF REPORT

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Five Case Model**Future provision of the Council's Core HR and Finance system**

Outline Business Case

Author:	Chris Forrester
Date:	20/06/18
Release Version:	V1.6

Contents

The Outline Business Case

1. Executive Summary
2. Introduction
- 3. The Strategic Case**
- 4. The Economic Case**
- 5. Financial Case**
- 6. The Management Case**
7. Next Steps
8. Appendices

1. Executive Summary

The purpose of this business case is to ensure that the Council's finance and HR services deliver a modern, fit for purpose fully integrated system to enable the Council to be a more flexible, innovative and creative organisation and give greater confidence in financial planning and management. Following feedback from managers and the recent corporate peer challenge it is clear that the current provision does not facilitate the reporting and budget management opportunities that the Council requires to operate efficiently within a challenging financial and commercial environment .

There are a number of benefits that are anticipated to be delivered from the new system including :

- Provide a clearer focus on corporate level budgeting to enable a more strategic, long term approach to financial management.
- Ensure decisions are informed by accurate, real time information.
- Enable flexible reporting across Strategic Purposes
- Provide Council users with accurate, consistent and standard financial management information
- Strengthen budget monitoring and profiling
- Enhance the experience of customers and give them more flexibility in how they interact with the council and carry out tasks such as making payments to the council. This can be done by enabling contactless payments, more seamless online payments and other potential systems.
- It is intended that the new system will empower managers to be able to self-serve.
- Enable company structures to be set up within the reporting framework
- Deliver improvements in effectiveness by removing manual processes and 'off-line' manipulation and processing of data in spreadsheets.
- Deliver significant savings from efficient working practices and further automation of processes
- Standardise work processes and workflows within the departments as well as standardising data as much as possible to enable sharing of information more easily between teams and reducing keying of data as well as creating consistent management information.
- Establish a strong compliance and controls environment to provide the Council with the capability to automatically monitor and track compliance against both statutory and key Council measures and objectives.
- Flexibility in service provision to be able to adapt and comply with changing legislative and business needs to fulfil statutory and regulatory (e.g. HMRC) requirements.
- The new system will need to reduce the complexity of processes, reducing the number of screens which have to be navigated through.
- Support staff flexibility and new ways of working
- Ensure that the finance, HR, payroll and procurement solutions support the introduction of comprehensive flexible and mobile ways of working, reducing the need to complete work activities in a dedicated location.
- Ensure that the systems implemented are compatible with the Council's technical and service architecture and in particular supports the move to consolidate and rationalise applications.

It is further intended that the new system will:

- Reduce risk
- Improve operational efficiency
- Enable continuous service improvement
- Improve the quality of management information provided
- Enable strategic planning

The business case provides members with information to consider the available options to include:

- Do nothing and continue with existing system provisions – the cash receipting and financial ledger system would have to be procured as contracts are reaching the end of their terms
- Implement and integrate point solutions – a best of breed approach. This would result in the separate systems being implemented
- Implement an Enterprise Resource Planning (ERP) solution (Tier 1 and 2 explored in the Business Case) – these would be collaborative, fully integrated systems
- Outsource in scope services; Finance, Payroll, HR and ICT services
- Partner with another Local Authority that is already operating a mature ERP system

One of the key systems within the financial management framework is the cash receipting system. This will be out of contract by February 2019. It is important to ensure that this system is captured in any integration moving forward and therefore this will be included in the specification and be the first module to go live to ensure that it is tested and in place in good time.

This business case is presented using the Council's "5 Case Model". This is used widely in the public sector and other organisations to provide a consistent and transparent format which details all elements of a proposed project and enables members to make a considered decision based on all relevant information in relation to the proposal.

This business case covers;

1. The Strategic Case
2. The Economic Case
3. The Financial Case
4. The Management Case

2. Introduction

The current agreement with Advanced Business Solutions for the provision of the efin finance system has recently come to an end and as such a new tender is required to be undertaken. This has been seen as an opportunity to look wider than tendering just for a new financial system to replace efin, and as a chance to create a back office system which provides a platform for the Council to provide excellent flexible services informed by accurate timely financial data. This is coupled with the desire to act on the recent peer review carried out into the council. One of the primary recommendations for improved council service delivery and savings was the replacement of "inferior systems and approaches" and that if the council improves the core services of ICT, HR and finance then it can form the basis of an innovative, creative and collaborative organisation. In addition the Peer report identified weaknesses in financial budgeting and management

which could be improved by a new flexible financial system. Managers have also reported that the inaccessibility of the systems do not support them when considering service developments and improvements that could be made.

The inscope systems are:

- Finance – general ledger
- HR
- Elements of IT
- Payroll
- Payments
- Cash receipting.

While the primary focus will be on the services above, during the design and implementation phases, reviews of other areas will be undertaken to identify inscope activities that are currently undertaken in other areas. Where appropriate these will be included in the design and delivery of the new system. This will include areas intended to benefit the customer experience, so enabling them to make payments by mobile or more easily through the web than the present systems of cash. There is an intention to explore the greater use of apps for customers to enable them to use council services more easily.

The longest notice period on the in scope systems is 3 months, so this would not be a barrier to system change.

Current provision

At present the “back office” functions are delivered by a variety of systems, the primary ones being:

Finance – Efin
Invoicing - Efin
HR – Chris 21
Payroll – Chris 21
Asset register – Internally created spreadsheets
Procurement – Due North
Employee Self Service Kiosk – Chris21
Payments – Efin
Cash receipting – Civica

There is very limited ability of sharing information between the systems leading to a number of problems when trying to retrieve data or provide management information. This has led to manual inefficient processes being in place across the organisation to enable managers to access information they require.

The Council has delivered a number of service improvements in recent years with its transformation programme. However, the current technology and associated working practices are not fit for purpose against the backdrop of a commercialisation agenda to generate income and a drive to run services more efficiently to mitigate reductions in traditional sources of revenue, changing demand for services and increasing budgetary restraints.

Managers are currently unable to see their budgets on the systems, instead having to rely on spreadsheets to undertake budget monitoring. This can understandably lead to a lack of accountability and ownership which in turn can cause poor forecasting and monitoring. The current systems are also incredibly labour intensive for finance and HR staff, meaning that they are unable to add value across the organisation supporting service delivery; rather spending the majority of their time maintaining the ledger and the HR system. This is further highlighted in the peer review, where they state business cases are not supported with robust financial reporting, and this can also lead to a lack of corporate ownership and a lack of trust in the numbers by members.

3. The Strategic Case

Organisational overview

The Council is currently in a period of transition. It is having to manage with ever reducing resources from central government whilst at the same time seeing increasing demand for service provision, which is unlikely to diminish.

As such, the Council is looking to generate new revenue streams from commercial activities as well as reducing the costs of the provision of services that it has identified as essential.

Current Business Strategies

The back office functions of the Council by their nature support all Council strategic priorities as without a fully functioning back office function no services can be delivered effectively.

Drivers for change

As detailed previously the current systems are not fit for purpose to enable the Council to become flexible, creative and innovative. Managers have reported over a number of months their frustrations over the access to financial management information together with identified weaknesses in financial budgeting and forecasting that has been raised by members, auditors and more recently the peer challenge officers.

The Council recognise that its day to day operations need to be delivered as efficiently and effectively as possible in terms of financial management, procurement, HR and payroll. As such the current methods and systems of working need to be reviewed and updated.

Efficiency Benefits – at present workflows are fragmented across the organisation, with parts of tasks being carried out in numerous teams which leads to information being incorrectly communicated, slow responses and significant risk. The workflows in place, due to their complexity, are expensive and inefficient. They have also led to a breakdown of ownership of tasks between teams, with tasks often falling between teams mid process. There are examples where the same information is being entered several times, again leading to significant inefficiency. One of the key goals of this implementation will be the automation of repetitive low value tasks to enable staff to focus on value adding tasks, thus improving service support and delivery.

Customer Satisfaction – With more modern systems, payments will be processed more quickly and accurately. The team will also be able to support the commercial agenda with support for more varied billing practices like contactless payments, this will also

enhance the experience of council service users and lead to less potential complaints and administrative burdens on the council.

By improving the availability of information to managers through the use of dashboards so they can monitor their budgets in real time, they will be able to make quick informed decisions. This will then enable them to support the Council's commercialisation agenda as well as improving their ability to deliver current services. From a strategic finance perspective, it will allow the finance team to more accurately maintain the medium term financial plan (MTFP) and support investment decisions more effectively as well as manage resources in the most advantageous manner.

The new system will enable the Council to take advantage of any future changes in working practices or technological changes due to the flexible nature of a more modern system design and more open licence agreements.

Compliance Benefits – the recent changes in GDPR and data protection have highlighted some of the inefficiencies in the current systems with both data maintenance and data extraction. There are also large amounts of manual intervention in processes and paperwork which exists outside the system. This poses significant risk with information being passed round as it could be lost or held incorrectly.

Future benefits – the new systems would put the Council in a position where it was capable of responding to changes in legislation, business opportunities or service redesign quickly and easily. The system will be designed in such a way that other modules and applications can be added into it as needed, further enhancing the delivery of services.

Spending objectives

In February 2017, the Council considered how £2.8 million of savings could be found over the four years to 2021/22. A substantial amount of these savings are currently unidentified. As such, a new system will give the Council scope to review current working practices to determine if there is any "waste" in working practices and where identified will be able to deliver efficiency savings through service redesign. In addition a new system would provide real time financial information and data for budget managers and members to enable more proactive decisions on spend and income patterns to be made. Accurate budget forecasting has been an issue that has been raised over the last 3 years and the new system would enable budget managers to more accurately estimate the projected financial position for the Council.

Existing arrangements

At present, the Council maintains a large number of systems, with a number of licences required. For these systems to work together manual intervention and manipulation is frequently required. This is incredibly inefficient and a significant risk to the Council as data can become corrupted or re-entered incorrectly, whereas with a system directly posting this information there is no opportunity for manual intervention to cause errors.

Customer engagement exercise details

All fourth tier managers and above were invited to attend forums where they could discuss the current system provision, highlighting both the positive and negative aspects as well as what they would like to see delivered by new systems. An Appendix is attached that details the common points raised. The main issues highlighted were a lack of transparency, an inability to see their budgets in real time, delays on processing

requests and a general feeling of confusion around the information provided and a lack of support in the service delivery. The need to improve processes and procedures as well as the payments system itself were also highlighted with many attendees highlighting the duplication of work in processes and a lack of joined up working.

The new system will allow new ways of working to be investigated and new processes to be developed.

A meeting was also held within the finance department, as stakeholders in the new system. The overwhelming feedback was that there is too high a level of complexity contained in existing processes, and that they are currently unable to support budget managers as they would like as so much of their time is spent completing system “work-arounds” to enable the current system to deliver.

Business needs – current and future

As the Council moves towards a more commercial approach to service delivery, it needs to be able to be more agile when making policy decisions. This would run right from the inception of a new delivery idea through the process delivery and then the day to day running of the project. As such, a system which can provide real time, in depth information to managers throughout this is essential to ensure appropriate decisions are taken and corrections/adaptations made to the work being carried out as needed. With better information it will quickly highlight any potential issues and allow remedial action to be taken. This real time information will allow for service improvement for end users, from the basic answering of queries quicker to more in depth analysis work becoming possible.

The new system will also be a platform for the improvement of the delivery of services to end users. At present there is a heavy dependency on invoicing clients and cash payments, looking to the future, the system will enable the council to move to more modern and user friendly payment methods, for example payment by mobile phone, contactless and online portals. There is also the intention of making it possible for payments to be taken on client’s doorsteps with mobile phones.

Constraints and Dependencies

The implementation of the new system will require the development of workflows and processes between the newly implemented system and legacy systems, such as revenues and benefits. Detailed process mapping will need to be carried out to ensure that the new system carries out the level of functionality that the Council’s desire moving forwards.

During the implementation process, it is expected that there will be significant pressure on teams within the in scope areas. It is essential that sufficient resource is put into the project to allow business as usual to carry on while the system is being implemented. As such, a robust system change plan will be developed in partnership with the appointed company to ensure that it is managed appropriately and successfully.

Subject matter experts will need to be nominated in each of the areas to provide support and expertise to the system implementation programme. It is anticipated that the partner organisation implementing the system will also provide personnel to help with this process.

Generating a shortlist of suppliers

Taking the list of options as per the executive summary in turn:

- Do nothing and continue with existing system provisions

The current systems are stand alone and have been assessed as being not fit for purpose. They cannot provide a flexible, collaborative approach that has been defined as being required for the future delivery of support services in the future. Manual intervention would continue to be required for data sharing between the systems and limited efficiencies could be realised.

- Implement and integrate point solutions – a best of breed approach

This approach would result in a number of different systems (be that the best of each) being purchased and would have a high level of complexity and therefore a higher level of risk due to the potential need to integrate a number of systems from different providers. In addition the management of a large number of contracts effectively to get the best value for money would lead to increased administrative costs and future efficiencies would be limited

- Implement an Enterprise Resource Planning (ERP) solution (Tier 1 and 2 explored in the Business Case)

This is the preferred option. It will allow the council to have a degree of input into the system developed for use (although it will be an “off the shelf solution” to keep costs low) and as such will meet the council’s needs and deliver a robust solution. There is also less risk of systems not integrating properly as they are all provided by and supported by the same supplier.

- Outsource in scope services; Finance, Payroll, HR and ICT services

Outsourcing these services was deemed not to be feasible due to the complexity of the shared services model being operated at present between the councils and the risk of another council trying to emulate this whilst also continuing their “business as usual”.

- Partner with another Local Authority that is already operating a mature ERP system

This was viewed as being unlikely to deliver the savings that the organisation is currently looking to deliver. The council would also need to adapt its processes and policies to fit in with another organisations operating practices, which may not be in line with the council’s needs, as a mature implemented solution is likely to have less flexibility to change for the council’s needs.

The table below details the advantages and disadvantages of each solution

	Advantages	Disadvantages
ERP	<p>More personalised, specific to business requirements, greater integration, potentially greater savings. Flexible system On line access Streamlining of processes Opportunity to easily link to other systems</p>	<p>More Expensive option Longer lead in time due to ensuring all elements are integrated Additional training required for staff as new systems to be utilised</p>
Partner with another local authority with a mature solution	<p>Potential for shorter timescale Potential to mitigate implementation issues as already addressed Solution already tested with experienced officers Training available from other Council</p>	<p>Conform to their system requirements Potential greater complexity in implementing and maintaining, Loss of control of system. Potential to lose savings</p>
Do nothing	<p>No additional cost of capital implementation No delays No additional training required Relationship with providers already in place</p>	<p>Current system does not provide a streamlined, flexible system for the Council Systems not integrated No single point of data access Limited ability to make savings</p>
Best of breed	<p>Best practice systems available for all modules Implementation shorter as systems not linked</p>	<p>Higher cost to implement Complexity of integrating a variety of systems from different providers, harder to manage ICT demands increase as would need to manage the various systems and upgrades ensuring that the systems carry on working together</p>
Outsource in scope services	<p>Potential for greater savings Clear specification of service delivery Risk with external provider</p>	<p>Complexity of managing various contracts Loss of control of systems and output. Potential quality issues with costs associated</p>

		with specification delivery
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In relation to the delivery of the Council Business needs the following table shows how the solutions identified best meet the requirements for the future.

Business Need	ERP	Partner with another council	Do Nothing	Best of Breed	Outsource
Flexibility	Ability to adapt to changing environment Ability to report across departments to reflect strategic purposes Additional companies and reporting structures set up easily	Limited ability to influence any change	Current systems not flexible in approach and design	Potential to deliver flexible approach	Prescribed by initial specification Change would be subject to additional cost
Integrated	Fully integrated solution for all systems Ability to link with other modules using middleware	Integration in place Ability to link with other systems May be limited by partner Council policies	Current systems not integrated Manual processes in place	Integration would have to be implemented between systems	Specification would be clear on the levels of integration required and support for the future so this could be achieved. Further integration would be at a cost
Consistency	Single unified reporting system would enable data to be reported in a consistent way	Consistent data would be available – may be complexities of extracting information from another councils system in the format that works for BDC	With the fragmentation of systems there is concern that different data and information is reported on therefore leading to mistrust of financial information	The individual systems would have to be clearly integrated to ensure consistency of information reported	The service agreement would specify how information would be generated and reported

Ability to access information easily	On line and transparent information would be available	On line information would be available. There would be a risk of the partner Councils systems failing	The current systems offer limited access to online information and it is not user friendly	On line access would be available from each of the individual modules	On line access would be available as detailed in the specification
Deliver Savings	Savings realised from efficiencies in streamlining manual processes	Savings realised in working across partners. May be limited if partner councils do not streamline processes	Limited savings from current systems as there is a lot of manual intervention	Savings realised from new systems but not maximised due to individual modules	Savings realised from outsourcing . Risk associated with additional works being requested

Taking into account the above specifications and desired outcomes, the recommended solution is the implementation of an Enterprise Solution. The estimated financial projections are included in section 4.

Using the above criteria and the detailed specification, the procurement opportunities have been assessed and G-Cloud (procurement framework) has been used to determine a short list of companies which can provide the required system. The criteria and short list of suppliers is included at Appendix 2, with the final list of suppliers as below:

- Any Oracle System in the Microsoft Azure Cloud – PDG Consulting
- Microsoft Dynamics 365 for operations finance for local government – Hitachi Solutions Europe
- One Council – Technology One UK Ltd
- Unit4 Enterprise Resource Planning/Unit4 Student Management – Unit4 Business Software Limited
- Any Oracle in the Amazon Cloud – PDG Consulting

4. The Economic Case

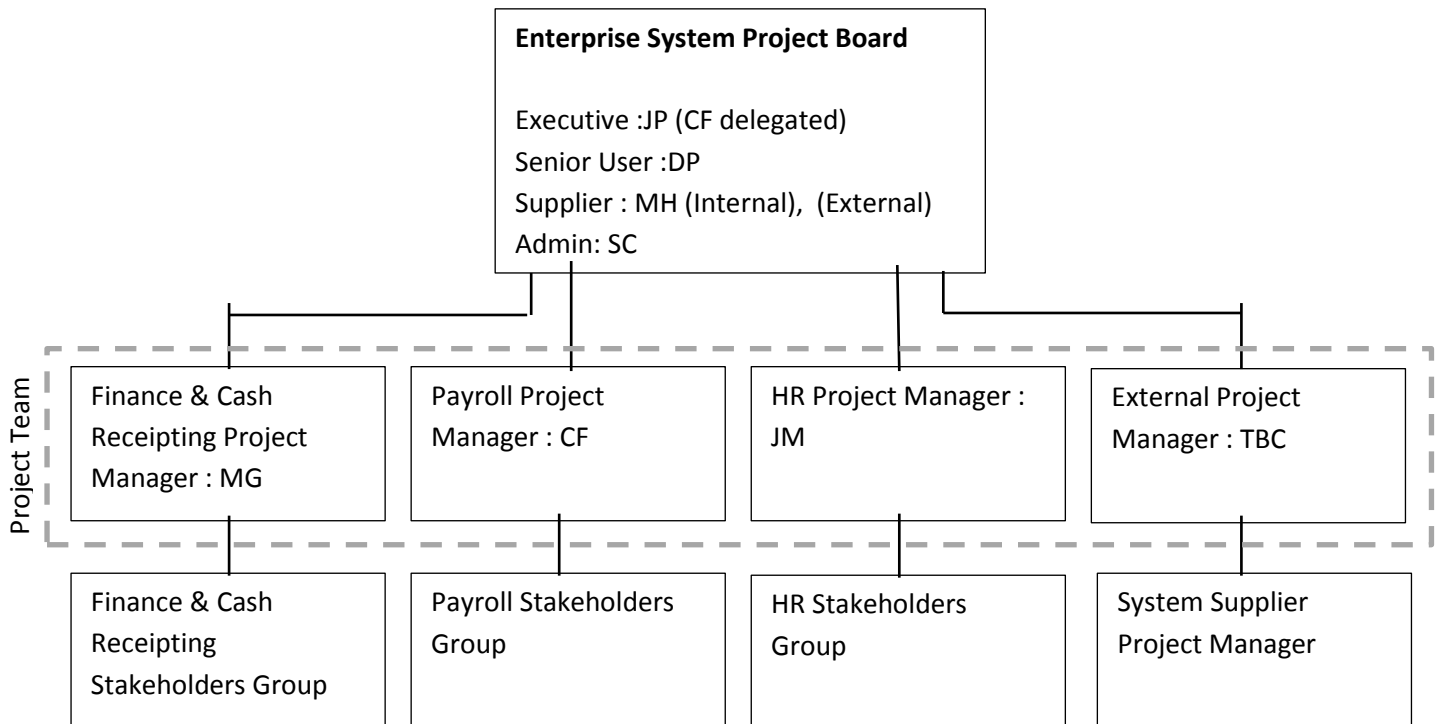
Information commercial and therefore not included in the public version of this report

5. The Financial Case

Information commercial and therefore not included in the public version of this report.

6. The Management Case

A clear structure has been put in place for the development, management and implementation of the project, which can be seen below. Accountable officers have been allocated to each workstream that will be required as part of this process, and their roles are clearly defined below.



Personnel :

CF	Chris Forrester
DP	Deb Poole
JM	Juliana Morgan
JP	Jayne Pickering
MG	Martin Goodall
MH	Mark Hanwell

SC	Sarah Carroll
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Function	Function
Project Board	<ul style="list-style-type: none"> • Gives direction to the project, particularly giving direction to the Project Manager. The Project Board must be in agreement over the direction given. • Delegates appropriate authority to the Project Manager through appropriate PRINCE2 organizational structure and controls. • Integrates the Project Management Team with internal / external functional units responsible for delivering the project • Resources / funds the project appropriately • Ensures decisions are made effectively at all levels within the project • Visibly supports the Project Manager throughout the project • Facilitates communication within the project and with other stakeholders, both internal and external. • Approves major plans and resourcing • Authorizes deviation from tolerances • Approves completion of a stage. • Authorises moving on to next stage. • The Project Board must be available to make timely decisions
Executive	<p>Business-oriented person who's ultimately responsible for the project</p> <ul style="list-style-type: none"> • Taking ultimate responsibility for the project's success or failure • Taking final decisions within the project • Balancing the needs of the business, user and supplier • Overseeing the Business Case
Senior User	<p>One or more people who represent the final users' requirements in the board</p> <ul style="list-style-type: none"> • Represents the needs of Users • Liaison with Users • Commits user resource • Specifies outputs of the project • Ensures products are delivered • Verifies product quality, functionality and ease of use • Demonstrates to corporate / programme management that project benefits are realized (this may require commitment beyond the project end).
Senior Supplier	<p>One or more people who represent the interests of the suppliers</p> <ul style="list-style-type: none"> • Verifies quality of products delivered by the supplier(s) • Provides supplier resources • Verifies feasibility of product designs and development

Function	Function
	processes
Project Manager	Responsible for the day to day management of the project in behalf of the Project Board : <ul style="list-style-type: none"> • Maintains the project plan • Maintains key control documents such as : Highlight Reports, Exception Reports, Risks Register, Issues Log, and Stage Boundary reports. • Issues work packages to suppliers ('teams').
Stakeholders	<ul style="list-style-type: none"> • Contribute to the functional specification • Can act as Systems testers
Project Support / Administration	<ul style="list-style-type: none"> • Provides Administrative services • Can offer configuration library functionality
Project Assurance	<ul style="list-style-type: none"> • Independent of the Project Manager and the team and are also responsible for supporting the project manager by giving advice and guidance

The procurement will be done through a framework. This will ensure that the maximum possible number of bidders come forwards to bid to provide a solution. This will also ensure a fair and competitive process can be carried out.

The proposed timetable for this process is as below. Once approved by full council, a tender document will be issued.

Officer Meetings	Date/Time
Project Board Sign Off	14/05 1.30pm
CMT	Tue 22/05 11am

RBC Meetings	Date/Time
RBC Portfolio Holder Briefing – Tom Baker Price	04/06 10am
RBC Portfolio Holders Meeting	Tue 26/06 5pm
RBC Executive Committee	10/07 7pm
RBC Full Council	23/07 7pm

Once procurement has been completed, the initial implementation timetable is as below, although other than cash receipting, this is subject to change once a partner has been procured and discussions have been undertaken.

December 2018	Cash receipting
October 2019	Core ledger
January 2020	HR and payroll

The cash receipting module has to be the first module in place by February 2019 as the current provision will come to an end.

If the core ledger is not in place by April 2020 there is a risk that the council will have to negotiate an extension with the current provider which will have significant cost implications as the council will be paying for two systems to be running parallel for an unknown length of time. Sufficient resource will need to be dedicated to the project to ensure that this does not occur.

Communications Strategy

Objectives

- Inform staff by distilling the complex project and business case into the simple who, what, why, where, when and how. Measure: ask for qualitative feedback.
- Promote staff engagement with the project at specific points.
- Trail actual changes to service.
- Identify and mitigate comms risks.

Measures: ask for qualitative feedback at relevant stages; confirm that at least one key user from every relevant service area is engaged with project as required during process; survey staff to check if >75% are a) receiving and understanding the main 'Team Brief' messages from their manager and, later, b) aware that changes are pending.

What we are going to do

- Inform staff across internal channels (Orb, Oracle, Team Brief, posters) at appropriate times, triggered by requests from the project to corporate comms
- Update members at Cabinet, Audit, Standards and Governance and Budget Scrutiny meetings
- Liaise with Internal and External Audit
- Promote specific staff engagement issues as required
- Create a shared Orb area to keep relevant info in once place, that will be the resources/training materials library for the system(s)
- Support the project to produce ad-hoc comms to external customers in the event that service to them changes

Next Steps

If approved, a procurement exercise will be undertaken using the G-Cloud framework and the above companies will be contacted to enable officers to commence the implementation programme .

Appendix 1

Managers forums feedback

Lack of real time information

Unable to access the system personally – rather information is provided by spreadsheet, want to be able to drill down in cost centres to see the detail

Would like a review of the information presented, with a focus on controllable rather than the non-controllable elements of spend

Would like recharges loaded in on a real time basis

Some kind of alert system should be in place for coming close to budget limit, and then over budget limit

Leave booking system is unclear with too many steps

Would like more detailed forecasting to be possible in the system to take into account seasonal trends

Personal dashboards would be a good feature so managers can have what they want to see in terms of budgets

Would like to be able to look back multiple years so that year on year comparisons can be made

Want to make it easier for customers to pay – looking ahead, be good to be able to take payment on customers doorsteps as well as some kind of portal/mobile app

Would like more flexibility within the system to approve orders/goods receipt, perhaps with a % tolerance in variation between amount raised and amount paid

A single cash receipting system that processes the money into the Council's bank accounts as quickly as possible

Much less paper and paper based systems going forwards with a higher level of integration within the system, if possible linking in modern.gov so democratic services can push messages or control managers calendars as needs be

Use of non-financial language on dashboards to make it easier for managers

Greater accountability in the new system, who is responsible for what

A true self-serve solution so managers and staff can do more for themselves

Greater flexibility around virements would be helpful

A more effective creditors and debtors process where it can be checked on payment terms, and whether they are being met or a risk of being late as well as notifications when payments are made/received

Commitments – internal and external life

A higher level of commentary being possible in the system etc – savings targets/updates

Greater year end automation

GPC cards create confusion in terms of what they are allowed for coding etc

e-proc – it is often difficult to identify if payment has been made, and if so finding where it has been coded to

Would like the suppliers catalogues uploaded ready for use

Payroll issues tend to be around timeliness, accuracy of the data used in the payroll run, if people have 2 roles it seems to lead to significant problems

The process to raise an invoice has too many steps in it

Will the new system be compatible with existing systems eg hybrid male

HR21 seems unable to deal with shift patterns

A more effective orders system that prompts to goods receipt and notifies of outstanding items

Want in built flexibility so that the system can be changed as our needs change

Ensure that all the old data is accurately mapped into the new system

Greater accuracy of coding going forwards with the system limiting code usage more to support this

Web based access so the system can be accessed from anywhere

A more intuitive user friendly system would be helpful

A link through to the contract register for transactions so it is easier to determine if the terms and conditions are being met

Procurement to have a full catalogue to pick from to make it easier and more visual

Reduce the number of monthly invoices by using direct payments

Stop manual overtime

Finance team

Would like consistent information from finance

A single point of contact for each area

Currently finance staff are helpful

More training by finance

Finance staff to take this opportunity to increase their commercial acumen to be able to support managers in decision making

Finance staff to be more involved in decision making and supporting business case development

Better communication needed between HR, payroll and finance

Greater support in terms of complaints, FOIs and transformation of service work

Consistent VAT advice

Clear contact list

Payroll to be more responsive to queries

APPENDIX 2

Criteria and Short list of companies – using G- Cloud

Supplier type	Not a reseller
User support	Email or online ticketing support Phone support Onsite support
Using the service	Web browser interface mobile devices API
Data protection within supplier network	TLS (version 1.2 or above)
Data storage and processing locations	European Economic Area (EEA)
Management access authentication	Identity federation with existing provider (for example Google Apps)
Security Certification	ISO/IEC 27001 (service security)
Security governance standards	ISO/IEC 27001

This generates a shortlist as below:

[Microsoft Dynamics 365 for Operations - Finance for Housing Associations](#)

Hitachi Solutions Europe Ltd

This service provides a standard, Public Sector implementation of the Microsoft Dynamics 365 for Operations ERP product covering Finance, procurement and basic HR which is known as 'Essentials'. The price is a fixed monthly price and the service is fully defined in the specification available on request.

- Cloud software
- G-Cloud 9

[Any Oracle System in the Microsoft Azure Cloud](#)

PDG Consulting

PDG move any Oracle-based system to the Microsoft Azure Cloud and then deliver it to you “as a service”. We provide all Oracle-based services including DBA and Help Desk.

- Cloud software
- G-Cloud 9

[OneHealth](#)

Technology One UK Ltd

OneHealth; single, integrated solution offering advanced financial and back office management. Enables public and private healthcare organisations to deliver quality care while managing demand for services, funding restrictions and resourcing issues. Optimises response to demands of end-to-end supply chain management, financials, workforce development, corporate communications, strategic planning, governance, risk management.

- Cloud software
- G-Cloud 9

[OneAgedCare](#)

Technology One UK Ltd

OneAgedCare; integrated enterprise software solution that enables aged care providers to understand their costs and operate more efficiently by managing financials, budgeting, clients, resident management, billing, funding, employees and assets. Enables aged care providers to comply with funding requirements and supports organisations who wish to expand beyond their core business.

- Cloud software
- G-Cloud 9

[Texuna Data Registry and Master Data Management](#)

Texuna

Texuna's Data Registry and Master Data Management framework maintains, reconciles, stores and distributes a canonical data source as a register service. Enforcing data governance and data stewardship workflows helps safeguard data quality and integrity. Secure version control with unique hash and publish to blockchain distributed ledger as audit trail.

- Cloud software
- G-Cloud 9

[OneUniversity](#)

Technology One UK Ltd

OneUniversity; underpin academic, operational and strategic requirements of universities and dual-sector institutions with a single, integrated enterprise solution. Streamline processes to increase efficiency and provide an exceptional student experience. OneUniversity enables effective engagement with students and stakeholders. Adapt to changing environments and operate efficiently through end-to-end management of university operations.

- Cloud software
- G-Cloud 9

[Microsoft Dynamics 365 for Operations Finance for Local Government](#)

Hitachi Solutions Europe Ltd

This service provides a standard, Public Sector implementation of the Microsoft Dynamics 365 for Operations ERP product covering Finance, procurement and basic HR which is known as 'Essentials'. The price is a fixed monthly price and the service is fully defined in the specification available on request.

- Cloud software
- G-Cloud 9

[OneEducation](#)

Technology One UK Ltd

OneUniversity; underpin the educational, operational and strategic requirements of vocational and training organisations with a single integrated enterprise solution. Streamline processes to increase efficiency, reduce administrative burden and provide an exceptional student experience. OneEducation leverages the experience of working with leading college, polytechnics and further education institutions.

- Cloud software
- G-Cloud 9

[OneHousing](#)

Technology One UK Ltd

Designed for social housing providers, OneHousing manages assets, tenant and financial requirements. Supports tenant engagement, assists with regulatory and reporting compliance, manages stakeholder relationships with government, funding providers and support agencies. OneHousing helps respond to challenges such as growing demand for services, increased operating costs, legislative changes and accountability pressures.

- Cloud software
- G-Cloud 9

[Project Management](#)

1Tech Limited

1Tech's Project Management Platform is for building solutions that deliver immediate results and long-term value. Encompassing Project Open community edition, application functions include: • Project Management • Gantt Project Connector • Helpdesk • Timesheet invoices • Timesheet Management • Timesheet Tasks • Translation Project Wizard • Bug Tracker • Calendar

- Cloud software
- G-Cloud 9

[OneGovernment](#)

Technology One UK Ltd

Developed in collaboration with government departments and agencies, OneGovernment generates efficiencies by automating and standardising key business processes. OneGovernment supports corporate, operational and strategic requirements of government departments and agencies. With powerful built-in performance management tools, departments and agencies use OneGovernment to improve operations and enhance planning and decision making.

- Cloud software
- G-Cloud 9

[OneCouncil](#)

Technology One UK Ltd

Streamline business operations and integrate information, with an enterprise software solution. Simplify the complexity of planning and managing a broad range of Council responsibilities, deliver instant access to real-time, relevant information. OneCouncil enables local government authorities to reduce costs, improve efficiencies and streamline processes through end-to-end management of council operations.

- Cloud software
- G-Cloud 9

[Dynamics 365 for Operations Device SL](#)

SeeLogic Ltd

With the Dynamics 365 for Operations device license multiple users can access through a device to operate a point of sale device, shop floor device, warehouse device or store manager device.

- Cloud software
- G-Cloud 9

[OneCommunity](#)

Technology One UK Ltd

OneCommunity; integrated enterprise software solution that enables not-for-profit organisations and community service providers to track expenditure and revenue. Single system to manage end-to-end procurement, financials, workforce development, facilities, asset management, fundraising and contact management processes. Comply with regulatory requirements, lower costs, maximise revenue, control the funding lifecycle and manage contacts.

- Cloud software
- G-Cloud 9

[Your Oracle e-Business Suite in the Microsoft Azure Cloud](#)

PDG Consulting

Oracle Consultancy and Support Services for your Oracle e-Business Suite / Fusion / Cloud system. Includes DBA and Help Desk service covering all functional, technical and database administration services

- Cloud software
- G-Cloud 9

[Unit4 Enterprise Resource Planning / Unit4 Student Management](#)

UNIT4 Business Software Limited

The Business World and Student Management Suite provides an integrated Self Driving ERP platform including: Finance, General Ledger (GL), Budgeting, Accounting, Creditors, Debtors, Financial Planning, Cash and Income Management, Procurement, Purchasing, Human Resources (HR), Payroll, eRecruitment, Expenses, Absence, Timesheets, Project Management, Project Accounting/Costing, Student Management, Research, Reporting/Analytics and Asset Management.

- Cloud software
- G-Cloud 9

[Texuna Data Integration and Business Analytics](#)

Texuna

Texuna data integration and business analytics is delivered with vendor or open source components, giving you options to work with Pentaho, Talend, Informatica, Tibco, DataStage, QuickSight, PowerBI, Tableau, Qlikview, Business Objects. End-to-end secure cloud-hosted infrastructure-as-code delivered over Amazon Web Services (AWS), Azure, OpenStack, VMWare. Integrates with Texuna's Enterprise Data Warehouse.

- Cloud software
- G-Cloud 9

Your Oracle e-Business Suite in the Amazon Cloud

PDG Consulting

Oracle Consultancy and Support Services for your Oracle e-Business Suite / Fusion / Cloud system. Includes DBA and Help Desk service covering all functional, technical and database administration services

- Cloud software
- G-Cloud 9

Any Oracle System in the Amazon Cloud

PDG Consulting

PDG move any Oracle-based system to the Amazon Cloud and then deliver it to you “as a service”. We provide all Oracle-based services including DBA and Help Desk.

- Cloud software
- G-Cloud 9

Microsoft Dynamics 365 for Operations Finance for Central Government

Hitachi Solutions Europe Ltd

This service provides a standard, Public Sector implementation of the Microsoft Dynamics 365 for Operations ERP product covering Finance, procurement and basic HR which is known as 'Essentials'. The price is a fixed monthly price and the service is fully defined in the specification available on request.

- Cloud software
- G-Cloud 9

BOARD SAAS

Board MIT Ltd

Business Intelligence, Performance Management and Analytics in a single cloud solution. Explore and analyse your data, build interactive dashboards and create beautiful reports. Easily create solutions to align performance with your corporate strategic objectives: Financial and workforce planning and forecasting, budgeting, cost allocations, project benefits management, scenario modelling and workflow.

- Cloud software
- G-Cloud 9

From this list, it is clear that some are unsuitable for the council's needs. Once these are removed, the final list is as below:

Any Oracle System in the Microsoft Azure Cloud – PDG Consulting

Microsoft Dynamics 365 for operations finance for local government – Hitachi Solutions Europe

One Council – Technology One UK Ltd

Unit4 Enterprise Resource Planning/Unit4 Student Management – Unit4 Business Software Limited

Any Oracle in the Amazon Cloud – PDG Consulting

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