



Council

Mon 23 Jul
2018
7.00 pm

Council Chamber
Town Hall
Redditch

REDDITCH BOROUGH COUNCIL

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**If you have any queries on this Agenda please contact
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Council

Monday, 23rd July, 2018

7.00 pm

Council Chamber Town Hall

Agenda

Membership:

Cllrs:	Juliet Brunner (Mayor)	Julian Grubb
	Roger Bennett (Deputy Mayor)	Bill Hartnett
	Salman Akbar	Pattie Hill
	Joe Baker	Wanda King
	Tom Baker-Price	Anthony Lovell
	Joanne Beecham	Gemma Monaco
	David Bush	Gareth Prosser
	Michael Chalk	Antonia Pulsford
	Debbie Chance	Michael Rouse
	Greg Chance	Mark Shurmer
	Anita Clayton	Yvonne Smith
	Brandon Clayton	Craig Warhurst
	Matthew Dormer	Jennifer Wheeler
	John Fisher	Pat Witherspoon
	Andrew Fry	

- 1.** Welcome
- 2.** Apologies for Absence
- 3.** Declarations of Interest

To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.

- 4.** Minutes (Pages 1 - 6)
- 5.** Announcements

To consider Announcements under Procedure Rule 10:

- a) Mayor's Announcements
- b) The Leader's Announcements
- c) Chief Executive's Announcements.

- 6.** Questions on Notice (Procedure Rule 9)

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7. Motions on Notice (Procedure Rule 11)

No Motions have been submitted for consideration at this meeting.

8. Executive Committee (Pages 7 - 22)

Executive Committee Minutes 10th July 2018

8.1 Redditch Gateway Project (Pages 23 - 56)

8.2 Consolidated Revenue and Capital Outturn and Financial Reserves Statement 2017/18 (Pages 57 - 76)

8.3 Enterprise System Project Business Case (Pages 77 - 144)

NOTE: the report contains exempt information which will only be made available to Members and relevant Officers. Should Members wish to discuss any exempt information contained in the report in any detail, a decision will be required to exclude the public and press from the meeting on the grounds that exempt information is likely to be divulged, as defined in paragraph 3 of Schedule 12 (a) of Section 100 1 of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006.

(Paragraph 3: Subject to the “public interest” test, information relating to the financial or business affairs of any particular person (including the authority holding that information).)

9. Regulatory Committees

9.1 Minutes of the Planning Committee meeting held on 13th June 2018 (Pages 145 - 148)

10. Urgent Business - Record of Decisions

To note any decisions taken in accordance with the Council's Urgency Procedure Rules (Part 6, Paragraph 5 and/or Part 7, Paragraph 15 of the Constitution), as specified.

(None to date).

11. Urgent Business - general (if any)

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To consider any additional items exceptionally agreed by the Mayor as Urgent Business in accordance with the powers vested in him by virtue of Section 100(B)(4)(b) of the Local Government Act 1972.

(This power should be exercised only in cases where there are genuinely special circumstances which require consideration of an item which has not previously been published on the Order of Business for the meeting.)

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MINUTES

Present:

Councillor Juliet Brunner (Mayor), Councillor Roger Bennett (Deputy Mayor) and Councillors Salman Akbar, Joe Baker, Tom Baker-Price, Joanne Beecham, David Bush, Michael Chalk, Debbie Chance, Greg Chance, Brandon Clayton, Matthew Dormer, John Fisher, Andrew Fry, Julian Grubb, Bill Hartnett, Pattie Hill, Wanda King, Anthony Lovell, Gemma Monaco, Gareth Prosser, Antonia Pulsford, Michael Rouse, Mark Shurmer, Yvonne Smith, Craig Warhurst and Pat Witherspoon

Officers:

Kevin Dicks and Claire Felton

Democratic Services Officer:

Jess Bayley

17. WELCOME

The Mayor welcomed all present to the meeting.

18. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of Councillors Anita Clayton and Jennifer Wheeler.

19. DECLARATIONS OF INTEREST

There were no declarations of interest.

20. MINUTES

Members noted that Councillor Akbar had attended the annual Council meeting on 21st May though had arrived late. This needed to be reflected in the minutes.

RESOLVED that

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subject to the amendment detailed in the preamble above the minutes from the annual Council meeting held on 21st May 2018 be agreed as a correct record and signed by the Mayor.

21. ANNOUNCEMENTS

a) Mayor's Announcements

The Mayor invited Members to join her at the following civic events:

- The Fly the Flag ceremony on Monday 25th June at 10.00 am. Participants would be invited to join the Mayor and representatives of the Royal British Legion for tea and biscuits after the ceremony.
- Armed Forces Day on 30th June. Participants were invited to arrive at the Town Hall for a salute at 11.45 before proceeding to the war memorial for a service. Refreshments would be available at St Stephen's Church from 12.30 onward.
- Tea Parties. Following national Volunteering Week the excellent contribution of local volunteers to the community had been highlighted. The Mayor would be hosting tea parties to celebrate the work of volunteers. Members were invited to nominate volunteers and community groups to attend these tea parties. The first such event would host the Redditch Association for the Blind.
- The Civic Dinner was due to take place on 2nd March 2019. This would have a military theme and all Members would be welcome to attend.
- The Mayor was due to hold a bag packing and car washing event and would welcome assistance with this.
- The Great Redditch Bake Off would be taking place and contributions would be requested.
- The Mayor was also planning to hold a Christmas quiz.

The Mayor advised that she would circulate a list of her engagements to date after the meeting.

During consideration of this item the Deputy Mayor, Councillor Roger Bennett, was invited to provide an update in respect of a recent official visit that had taken place to Redditch's twin town, Gruchet-Le-Valasse in France. Councillor Bennett had participated in this visit alongside a group of representatives from Redditch, which had coincided with the 25 year anniversary of the towns' twinning arrangements. In honour of this occasion Councillor Bennett had been presented with a picture by the Mayor of Gruchet-Le-Valasse and he requested that this be placed on public display in a Council building.

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b) The Leader's Announcements

The Leader advised that he had been very busy since he was elected Leader of the Council in May 2018 and had attended a lot of meetings. The following meetings that he had attended with external partners were highlighted for Members' consideration:

- The Worcestershire Leaders' Board. The Leader had chaired a meeting of this Board in Redditch, which had provided him with an opportunity to meet with the Leaders of the other Councils in Worcestershire. Michelle McKay, Chief Executive at Worcestershire Acute Hospitals NHS Trust (WAHT), had attended this meeting. She had provided an update to those present in respect of the trust's workforce recruitment plan, operational performance, the quality of services, finances, including capital funding, age population profiles and bed availability. Whilst there had been some improvements to the services provided by the trust Ms McKay had been clear that further changes were needed. The Leader advised that he would work with the lead Portfolio Holder for health, Councillor Prosser, to meet with the Chief Operating Officer of the Redditch and Bromsgrove Clinical Commissioning Group (CCG) to address the position of local health services further.
- West Midlands Combined Authority (WMCA) Board. The Leader had attended the latest meeting of this board and was keen to work closely with Councillor Bush, as the relevant Portfolio Holder, to align the Council's economic priorities with those of the emerging industrial strategy for the West Midlands region.
- The WMCA Non-Constituents meeting, which had been chaired by the Leader. He advised that he would be encouraging partners to consider the position of all members of the WMCA, both constituent and non-constituent members, in order to achieve the level of economic growth needed in the West Midlands region. The Leader welcomed a recent announcement that Redditch would receive £175,000 over four years as part of the WMCA's Employment Support Pilot and he noted that he was eager to make sure that Redditch continued to receive its fair share of funding.
- Meeting with the Leader of Stratford-on-Avon District Council. During this meeting the Redditch Gateway and Alexandra Hospital had been discussed.
- Meeting with the Leader of Worcestershire County Council. The Leaders had discussed plans to unlock Redditch as well as the potential to work more closely

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together in respect of the regeneration of Redditch town centre. As part of these discussions the Leader had asked the Leader of Worcestershire County Council to consider match funding the £200,000 that Redditch Borough Council had agreed to invest in this.

c) Chief Executive's Announcements

The Chief Executive confirmed that he had no announcements to make at this meeting.

22. QUESTIONS ON NOTICE (PROCEDURE RULE 9)

The Leader responded to a question that had been submitted by Councillor Baker in accordance with Council Procedure Rule 9.2.

Councillor Baker asked the following question of the Leader:

“As we are all aware the last administration under Councillor Hartnett championed equality and diversity and did a large number of events and policies that showed this Council to be forward thinking and a leading role model, we even won an award to show this. Could the Leader please advise the Council and our residents that he will continue with the good record this Council holds in regards to its equality and diversity policies and ensure us that he champions these sectors in our community?”

The Leader responded as follows.

“Thank you for your question. Let me begin by confirming that I would like to continue to maintain the Council's good record in relation to equalities and diversity policies and to ensure that these are championed in our communities.

I welcome the fact that as a Council we embrace all equalities and diversity issues within everything that we do on a day to day basis which are supplemented by various initiatives. I am keen to make sure that the Council continues to support events such as LGB&T history month as well as the Community Forum.

The Council has an excellent Policy Team which handles general equalities related enquiries from both staff and residents and I would like to thank them for their hard work.

I remain committed to the Council's Equalities Strategy and to the Community Engagement Strategy and I am happy to report that 'Inclusion – The Part I Play' training has been delivered to all staff in respect of the Council's Dignity at Work and Equalities Policies.”

Councillor Baker then asked a supplementary question which noted that 2018 marked 100 years since some women had gained the

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right to vote. With this in mind Councillor Baker questioned why the Leader had not appointed any women to the Executive Committee.

The Leader answered by advising that he would provide a more detailed response in writing.

23. MOTIONS ON NOTICE (PROCEDURE RULE 11)

There were no Motions on Notice for consideration at this meeting.

24. EXECUTIVE COMMITTEE

There were no recommendations from the Executive Committee for consideration at this meeting.

25. REGULATORY COMMITTEES

The Council considered minutes from meetings of the Audit, Governance and Standards Committee held on 26th April, the Licensing Committee held on 5th March and the Planning Committee held on 14th March and 23rd May 2018 respectively.

RESOLVED that

- 1) the minutes of the Audit, Governance and Standards Committee meeting held on 26th April 2018 be received and adopted;**
- 2) the minutes of the Licensing Committee meeting held on 5th March 2018 be received and adopted; and**
- 3) the minutes of the Planning Committee meetings held on 14th March and 23rd May 2018 be received and adopted.**

26. MEMBERSHIP CHANGE TO THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

Members noted a change in membership of the Worcestershire Shared Services Joint Committee. Councillor Gareth Prosser, as the relevant Portfolio Holder, had been appointed to this Committee in place of Councillor Baker-Price.

RESOLVED that

Councillor Prosser's appointment to the Worcestershire Shared Services Joint Committee be noted.

27. MEMBERSHIP CHANGE TO OUTSIDE BODIES

Members noted amendments to the membership of the Worcestershire Health and Wellbeing Board and the Greater

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Birmingham and Solihull Local Enterprise Partnership. The Chief Executive advised that the Council worked with Bromsgrove and Wyre Forest District Councils to appoint Members to represent north Worcestershire on these bodies. Members from Redditch Borough Council had been appointed as substitutes to these groups in 2018/19 in their capacity as the relevant lead Portfolio Holders.

RESOLVED that

- 1) the appointment of Councillor Chris Rogers of Wyre Forest District Council as lead member and Councillor Gareth Prosser as substitute member on the Worcestershire Health and Wellbeing Board be noted; and**
- 2) the appointment of Councillor David Bush as substitute member on the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP), replacing Councillor Matthew Dormer, be noted.**

28. URGENT BUSINESS - RECORD OF DECISIONS

There were no urgent decisions to note.

29. URGENT BUSINESS - GENERAL (IF ANY)

There were no separate items of urgent business to consider at this meeting.

The Meeting commenced at 7.07 pm
and closed at 7.27 pm



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MINUTES

Present:

Councillors David Bush (Chair), Tom Baker-Price, Roger Bennett, Greg Chance, Brandon Clayton, Bill Hartnett, Gareth Prosser and Craig Warhurst

Also Present:

Councillors Joe Baker and Andrew Fry

Mr Raymond Groves (RYCE)

Officers:

Kevin Dicks, Claire Felton, Martin Goodall, Sue Hanley, Jayne Pickering and Dean Piper

Committee Services Officer:

Jess Bayley

1. APOLOGIES

An apology for absence was received from Councillor Matthew Dormer. In his absence the Deputy Leader, Councillor David Bush, chaired the meeting.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. LEADER'S ANNOUNCEMENTS

The Chair explained that the Leader's Announcements had been tabled in writing for Members' consideration.

.....
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4. MINUTES

RESOLVED that

the minutes of the meeting of the Executive Committee held on 6th March 2018 be held as a correct record and signed by the Chair.

5. SCRUTINY OF CARE LEAVERS SHORT SHARP REVIEW - FINAL REPORT (TO FOLLOW)

The Chair confirmed that this item had been postponed.

6. REDDITCH GATEWAY PROJECT

The Head of Economic Development and Regeneration – North Worcestershire presented a report in respect of the Redditch Gateway. Members were advised that the report was calling for the Council to apply for grant funding from the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) and Worcestershire LEP to pay for a new junction at the Redditch Gateway. Officers were estimating that the junction would cost £3 million to develop and grant funding would help to meet these costs. Planning permission had been granted for the gateway development in Redditch Borough, Stratford District and Warwickshire County Councils, with the latter acting as the relevant Highways Authority for the new junction. Should Members agree to apply for the funding it was anticipated the outline business case would be submitted by the end of July and works would begin on site by November 2018.

Following the presentation of the report Members discussed the timescales for the project. The Committee was advised that the timescales detailed in the report were based on best estimates though it was hoped that these could be followed. There was the potential for the Redditch Gateway scheme to have a positive impact on the local economy, particularly in respect of providing job opportunities.

During the discussions about this item Officers explained that the project would have implications for the Council's capital programme. For this reason it was proposed that an extra decision, in addition to those detailed in the report for this item, should be determined by the Committee.

RESOLVED that

- 1) delegated authority is given to the Executive Director of Finance and Resources to prepare and submit**

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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) should the relevant funding applications be successful, that delegated authority is given to the Executive Director of Finance and 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;
- 3) 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 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;
- 4) 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; and

RECOMMENDED that

- 5) should the application for funding be successful that the Council approves an increase of up to £3m in the 2018/19 capital programme.

7. REDI CENTRE - LEASE ARRANGEMENTS

The Executive Director of Finance and Corporate Resources presented a report in respect of the lease arrangement for the REDI Centre. During the presentation of this item the following points were highlighted for Members' consideration:

- Redditch Youth and Community Enterprise (RYCE) had occupied the REDI Centre since 2014. During this time RYCE had provided a number of community activities.
- The REDI centre as a building was increasingly not fit for purpose.

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- RYCE had already secured £67,000 to spend on improvement works.
- In addition RYCE had submitted an application for £465,000 funding from the Big Lottery. This would be used to fund further improvement works in the interior of the building. A number of conditions were attached by the Big Lottery to this funding.
- The conditions included a requirement for the lease to last for at least 10 years, restrictions on what the building could be used for in that period if anything was to happen to RYCE and the rent payable for the premises could not increase during the time.
- The Council was proposing that the rent payable during the period of the lease should be £7,000.
- The Council needed to achieve best value and therefore alternative available options had been outlined for Members' consideration.
- There were some risks that had been identified in relation to RYCE's income projections which were considered to be ambitious. However, RYCE had confirmed that the organisation's income had doubled in recent years.
- As part of the improvement works RYCE was intending to introduce a changing places facility in the building. This would be the second such facility in Redditch as another was already available to use in the Abbey Stadium.
- There was no guarantee that the Big Lottery would agree to the Council's terms.

Following the presentation of the report Councillor Baker was invited to speak in his capacity as Chair of the Overview and Scrutiny Committee. Members were advised that the Committee had pre-scrutinised the report at a meeting on 5th July 2018. There had been general consensus during this meeting that RYCE provided a range of valuable activities to the local community. The Overview and Scrutiny Committee had therefore proposed that the Executive Committee take into account the first three proposals detailed in the report and this had received cross-party support.

During consideration of this item Mr Raymond Groves, from RYCE, was invited by the Chair to speak. Members were advised that the Big Lottery had been consulted about the proposed rent for the REDI Centre and had agreed with the figure. The improvement works that would be undertaken using the lottery funding would enhance facilities for people with physical disabilities and provide an important venue in which local community groups could meet.

The Committee discussed the report in detail. Reference was made in particular to the social value of the work delivered by RYCE within the local community. Members expressed some

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concerns about the meanwhile lease arrangement that had previously been in place with RYCE for the REDI Centre and noted that the proposals in the report would be more sustainable.

RESOLVED that

- 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) approval of a rent of £7k per annum is agreed for the period of the lease; and**
- 3) should the Lottery grant be unsuccessful that a further report be presented to members on the future opportunities for the centre.**

8. CONSOLIDATED REVENUE AND CAPITAL OUTTURN AND FINANCIAL RESERVES STATEMENT 2017/18

The Executive Director of Finance and Corporate Resources presented the Finance Monitoring Outturn Report 2017/18 and in so doing highlighted the following points for the Committee's consideration:

- The Chief Executive and the Executive Director of Finance and Corporate Resources had met with the external auditors that day and had received some positive feedback.
- There were a number of variances in the final accounts when compared to the Council's budget.
- In some cases there had been higher costs than anticipated, including for the Planning Department and the waste collection team. In the latter case this was due to hiring temporary works to deliver services whilst staff were absent due to sickness and Officers were investigating how to support those on long-term sick leave back into work.
- There had also been a shortfall in income in some areas.
- However, a substantial saving had been achieved in respect of the strategic purpose 'help me find somewhere to live in my locality'. This was partly due to salary savings, though a new service structure would be in place in due course.
- Overall a saving of £20,000 had been achieved by the end of the year. This was partly due to the Council adopting a more robust approach to forecasting.
- The capital budget would be underspent by £1.6 million. Some of the funding concerned would be carried forward to the following year to spend on any delayed projects.
- There had been significant expenditure on supervision and management costs in the HRA, though at the end of the year

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there were balances of £1.4 million and £19 million in housing capital reserves.

- The auditors had advised that the Council did not need to continue to monitor expenditure in relation to the Efficiency Plan as the content was now out of date.

Following the presentation of the budget Members discussed the budget position and welcomed news that there was a surplus of £20,000. However, Members also noted that funding from reserves had been used to help balance the budget and there remained a funding gap that would need to be addressed moving forward. Therefore the authority would continue to face challenging financial circumstances in the future. At the request of the Portfolio Holder for Corporate Management future financial monitoring reports would take into account variances of £20,000 or above. This would help to ensure that more detail was provided.

RECOMMENDED

- 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) **approval of the movements of £410k in existing General Fund reserves which reflects the approval required for April - March 2018;**
- 3) **approval of the addition of new General Fund reserves of £212k. This reflects the approval required for April - March 2018;**
- 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;**
- 5) **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;**
- 6) **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; and**
- 7) **approval of the carry forward to 2018-19 capital programme of £1.256m.**

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9. PERFORMANCE REPORT - HELP ME TO RUN A SUCCESSFUL BUSINESS

The Chief Executive presented the performance report for the strategic purpose 'help me run a successful business'. A number of matters were raised for Members' consideration during the presentation of this report:

- The external auditors had confirmed that they were satisfied the Council had a much more robust framework in place, compared to previous years, for performance monitoring purposes.
- There were three strategic measures for this strategic purpose. Unfortunately the data for these measures was often not available until at least 12 months had passed and this needed to be addressed.
- The average earnings for Redditch residents unfortunately continued to be lower than for residents living in other parts of Worcestershire, and was also lower than the national average.
- The Council was working closely with HOW College and the Chief Executive and Portfolio Holder for Economic Development would be meeting with representatives of the college shortly.

Members discussed the report and there was general consensus that HOW College had an important role to play in the economic development of the Borough and this role could be developed further. There was a need to support local businesses and to take action to ensure that average wages in Redditch increased. Businesses located in the Eastern Gateway would potentially require more skilled staff which could have a positive impact on wage growth.

RESOLVED that

the report be noted.

10. PERFORMANCE REPORT - HELP ME TO BE FINANCIALLY INDEPENDENT

The Executive Director of Finance and Corporate Resources presented the performance report for the strategic purpose 'help me be financially independent'. During this presentation the following matters were raised:

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- The Council's Financial Inclusion Team (FIT) had been working hard to help residents become more financially independent. This had included a review of education and skills for customers who were claiming benefits.
- The data that had been gathered for this strategic purpose indicated that action was needed to help residents struggling with fuel poverty.
- Officers were working with customers to try to understand why people got into debt. Frequently this occurred because there had been a delay before a person could access their benefits.
- The level of rent accounts in arrears was generally comparable to the national average. A dip occurred each year as rent was paid on a 48 week basis leaving a number of weeks where no rent needed to be paid.
- The Council's sickness absence figures for staff had increased over the past 12 months. This was possibly due to introducing a new system which was enabling managers to record the absences properly.
- Cash payments had fallen slightly but some residents continued to pay for services using cash, which was more expensive for the Council to process than other payment methods.

Following the presentation of the report Members raised a number of points:

- The action that could be taken by the cashiers to encourage residents to pay by direct debit instead. Officers advised that cashiers did advise customers about other payment methods and advice was also provided about the variety of payment options available on the Council's website.
- The proportion of Redditch residents paying in cash. Members were advised that a higher number of residents in Redditch opted to pay for service using cash than residents living in other parts of the county.
- The need for the Council to communicate more effectively with residents about the costs involved in processing cash payment and the alternative payment methods that were available.
- The action that was already being taken to address fuel poverty, which would involve assessing the methods used by other local authorities to tackle this problem.
- The potential to make changes to Council Tax support, both for care leavers and other social groups. This would be considered further by the Executive Committee later in the year.

RESOLVED that

the report be noted.

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11. OVERVIEW AND SCRUTINY COMMITTEE

RESOLVED that

the minutes of the Overview and Scrutiny Committee held on 31st May 2018 be noted.

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

Officers confirmed that there were no further recommendations from any Committees for Members' consideration at this meeting.

13. ADVISORY PANELS - UPDATE REPORTS

The Chair explained that verbal updates would be provided by lead Members during the year in respect of the work of the Advisory Panels. The following updates were then provided:

a) Constitutional Review Working Party – Chair, Councillor Matthew Dormer

In Councillor Dormer's absence Officers confirmed that the next meeting of the Constitutional Review Working Party would take place on 17th July.

b) Corporate Parenting Steering Group – Council Representative, Councillor Gareth Prosser

Councillor Prosser advised that he would be attending the first meeting of the Corporate Parenting Steering Group on Thursday 12th July.

c) Grants Panel – Chair, Councillor Greg Chance

Councillor Chance explained that Panel Members had met for a training session. The first proper meeting of the Panel would take place shortly.

d) Member Support Steering Group - Chair, Councillor Matthew Dormer

In Councillor Dormer's absence Officers reported that a meeting of the Member Support Steering Group had taken place on 2nd July. During the meeting the group had considered feedback for Members elected in May 2018 about the induction programme. There had been some training session that had been positively received by Members,

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including the Code of Conduct training and the Overview and Scrutiny training. However, other elements of the induction process had been criticised, particularly the use of PowerPoint by Officers when delivering training.

- e) Planning Advisory Panel (PAP) - Chair, Councillor Matthew Dormer

In Councillor Dormer's absence Officers advised that the Chair had decided to continue to convene meetings of PAP directly before Executive Committee meetings. It was anticipated that the first meeting would take place in August.

14. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that

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

Minute 15 – Enterprise System Project Business Case

15. ENTERPRISE SYSTEM PROJECT BUSINESS CASE

The Executive Director of Finance and Corporate Resources and the ICT Application Support Officer presented a business case in respect of the Enterprise Resource Planning System. Members were informed about the following matters during the presentation of this report:

- A number of the Council's existing computer systems were not fit for purpose as they were not flexible or integrated with other systems.
- Concerns in relation to these systems had been raised by officers, including many budget holders as well as internal and external audit.
- The Enterprise Resource Planning System would be fully integrated and incorporate systems for HR, finance, procurement and cash receipting.
- The Council would be using capital receipts to fund the introduction and installation of the system.
- By basing the data on one system officers would have easier access to this when needed.

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- Officers would be able to incorporate systems from other departments if needed without requiring the Council to incur any additional costs.
- There was the potential when using this system to use robotic software to complete mundane tasks on behalf of teams.
- A separate system for the Housing Service would need to be introduced at a later date.

The Committee discussed the report in detail and raised the following points as part of this debate:

- The timescales for delivering the project. Officers advised that the Council would need to be realistic about the timescales involved and it was suggested that to ensure a smooth transition a phased approach should be adopted.
- The potential for the new system to meet customer needs. The Committee was informed that stakeholders would be consulted and a focus group of customers would be convened so that their needs could be taken into account.
- The background research that had been undertaken by officers, which had included investigating the impact of similar systems utilised by other local authorities.
- The training that would be provided to staff when the new system was introduced. Members were informed that this was likely to involve a number of training sessions.
- The budget that had been allocated to training staff to use the system. Members were advised that this budget had been included in the calculations contained in the report.
- The length of time that the Council's existing systems had been in place and why these had not been replaced at an earlier date. Officers advised that the Council's finance system had been procured three years ago and as the contract for this service was due to expire it had been considered timely to explore this subject.
- The potential for the Council's future Housing system to be integrated with the Enterprise Resource Planning System. The Committee was informed that this had been taken into account and it would be possible to integrate the systems.
- The lifespan of the system and the extent to which upgrades would be required. Officers advised that the system would be built to work seamlessly like a mobile phone and like that equipment would need to be upgraded from time to time.
- The likely cost of any upgrades. Officers agreed to investigate this matter further and to report back to Members.
- The Palace Theatre's booking system and the extent to which this could be integrated with the Enterprise Resource Planning System. Members were advised that there would be links, such as through cash receipting arrangements, but these two systems would not be integrated.

Executive Committee

Tuesday, 10 July 2018

RECOMMENDED that

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

[During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to exclude the press and public during the course of the debate on the grounds that information would be revealed which relates to the financial and business affairs of the local authority].

The Meeting commenced at 7.00 pm
and closed at 8.25 pm

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

Document is Restricted

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REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**10th 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.

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

- 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 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

EXECUTIVE COMMITTEE**10th July 2018**

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 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

EXECUTIVE COMMITTEE**10th July 2018**

Worcestershire Local Enterprise Partnership (LEP) and the North Worcestershire Economic Development & Regeneration (NWEDR) service and has the potential 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 be 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 COMMITTEE**10th 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 COMMITTEE**10th 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

EXECUTIVE COMMITTEE**10th July 2018**

facilitate the delivery of the scheme by applying for grant funding from GBSLEP 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	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

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

RISK REGISTER	Impact (H/M/L)	Likelihood (H/M/L)	Risk Rating (R/A/G)	Risk Mitigation
outputs with the LEP				deliver agreed outputs.
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

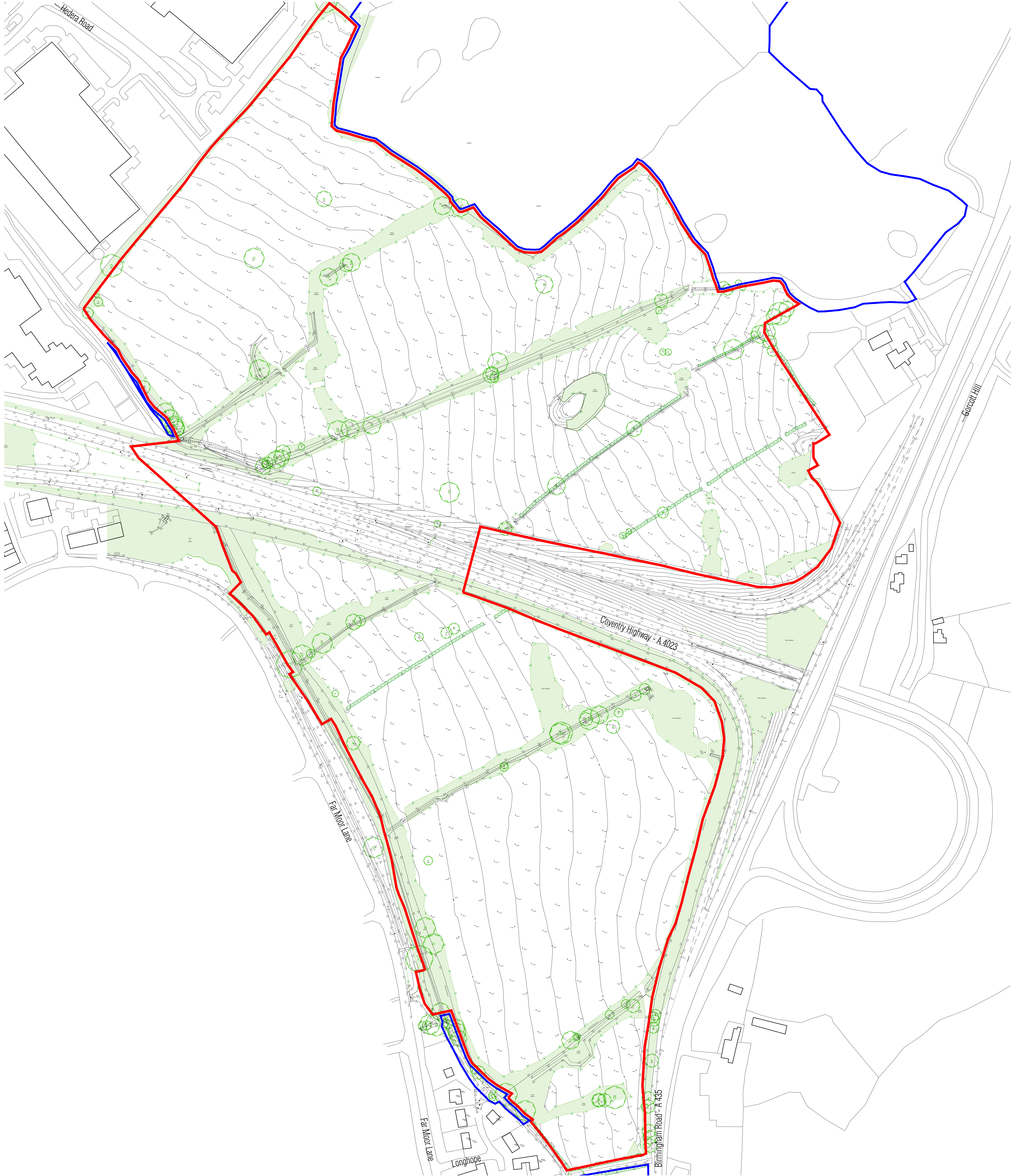
Title: Head of Economic Development & Regeneration – North Worcestershire

EXECUTIVE COMMITTEE

10th July 2018

email: dean.piper@nwedr.org.uk
Tel.: (01562) 732192

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client

Redditch Gateway
Infrastructure Limited

project

Redditch Eastern Gateway

drawing
Site Plan

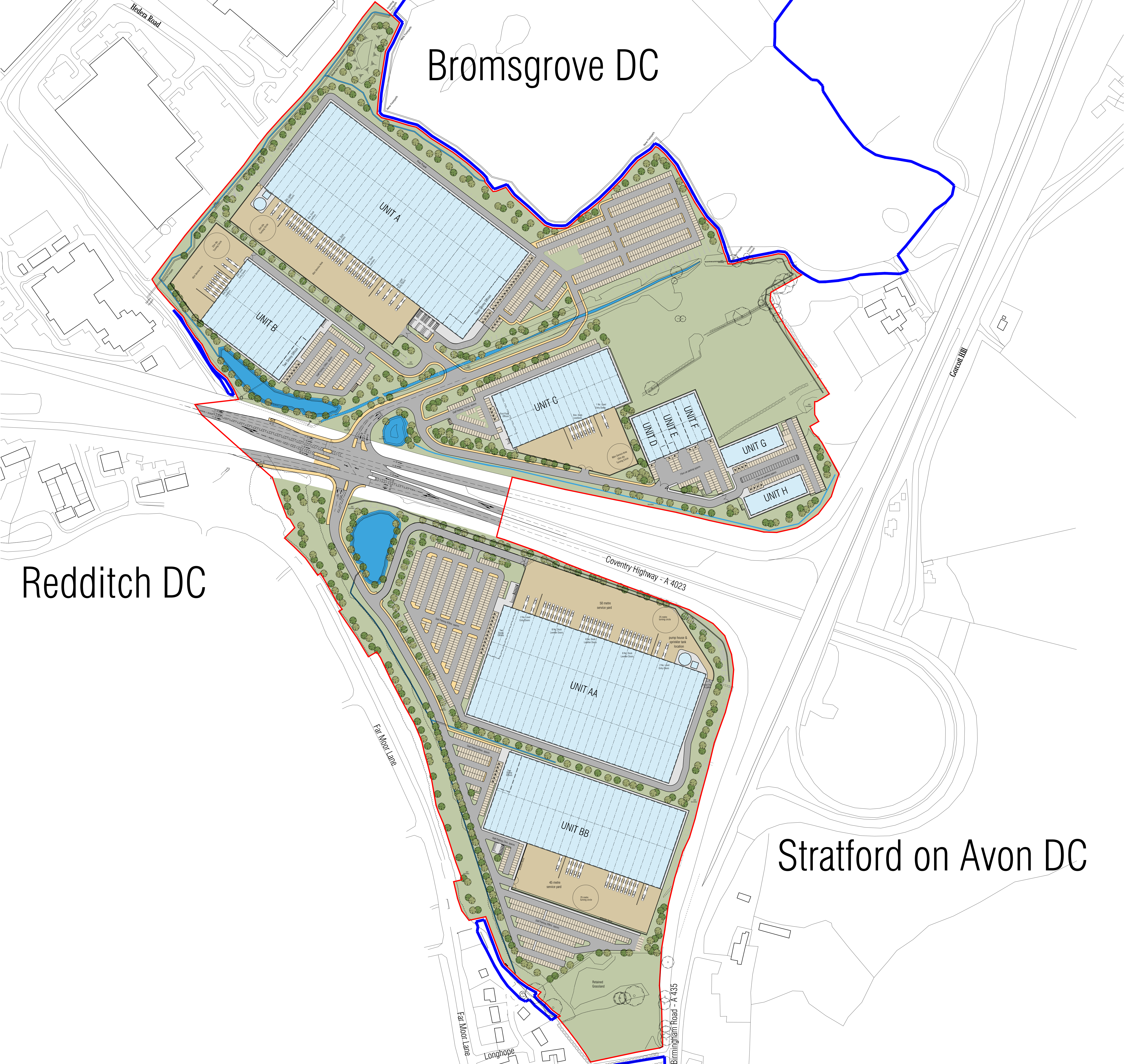
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0 10 20 30 40 50 60 70 80 90 100
metres

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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
Unit H			2,100 sq.m	22,604 sq.ft	2,100 sq.m	22,604 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	676 sq.m	7,282 sq.ft	14,184 sq.m	152,680 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 Weyersley site amended, southern field ans
A 26.05.17 A4023 road junction updated ans

no.	date	revision	by

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client

**Redditch Gateway
Infrastructure Limited**

project

Redditch Eastern Gateway

drawing

Illustrative Master Plan

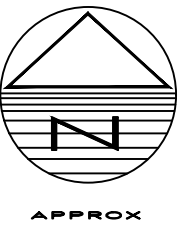
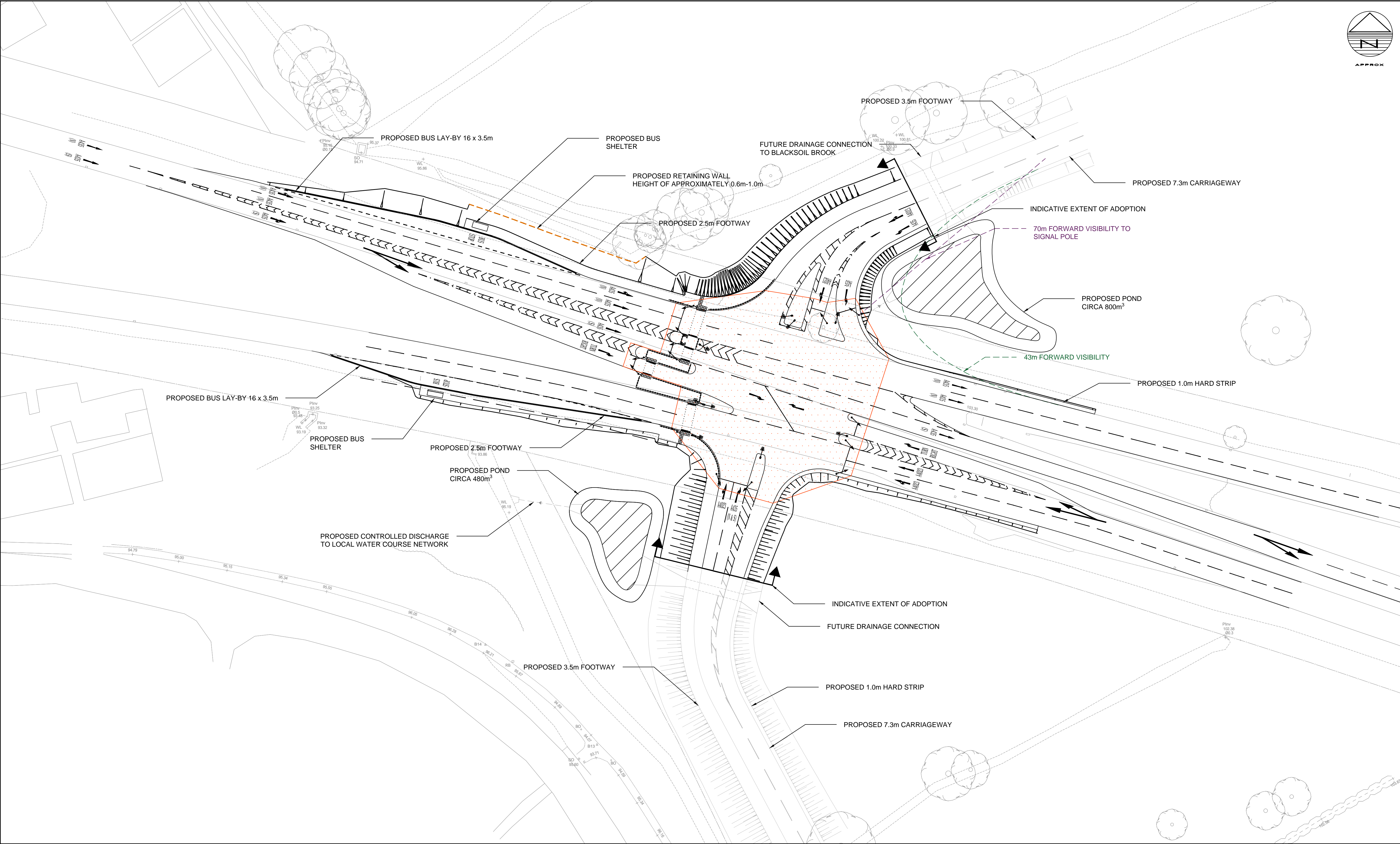
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- Notes**
- DO NOT SCALE THIS DRAWING. ALL DIMENSIONS MUST BE CHECKED/ VERIFIED ON SITE. IF IN DOUBT ASK.
 - THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL RELEVANT ARCHITECTS, ENGINEERS AND SPECIALISTS DRAWINGS AND SPECIFICATIONS.
 - ALL DIMENSIONS 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

Rev	Date	Details of issue / revision	Drw	Rev
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

Issues & Revisions

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Client

REDDITCH GATEWAY

STOFORD

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	Status	S2
Project - Originator - Zone - Level - Type - Role - Number	BMT/2116/100-01		
Rev	P9	Agenda Item	8.1

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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?	<p>Yes / No</p> <p><i>If 'yes', please state here the amount requested and complete Section H – Development Costs. Eligibility criteria apply.-</i></p>

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://centreofenterprise.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 (eligibility applies)	-						
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

--

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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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 COMMITTEE

10th 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

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 COMMITTEE

10th 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 COMMITTEE**10th 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 COMMITTEE

10th 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 COMMITTEE

10th 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 COMMITTEE

10th 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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FINANCIAL RESERVES STATEMENT 2017/18

Appendix 2

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

<u>Area</u>	Cost reduction / Additional income growth/ Alternative Service Delivery	2017/18	Income projection 2017/18	Projected Variance	Comments April - September
		£'000	£'000	£'000	
Cross Organisational	Increases in income and growth (including compliance in relation to Council Tax)	300	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		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 replacement	Environmental Services	borrowing/capital receipts	1,416,000	953,000	412,000	1,927,000
Wheelie 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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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 is 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	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	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
Partner with another local authority with a mature solution	Potential for shorter timescale Potential to mitigate implementation issues as already addressed Solution already tested with experienced officers Training available from other Council	Conform to their system requirements Potential greater complexity in implementing and maintaining, Loss of control of system. Potential to lose savings
Do nothing	No additional cost of capital implementation No delays No additional training required Relationship with providers already in place	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
Best of breed	Best practice systems available for all modules Implementation shorter as systems not linked	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
Outsource in scope services	Potential for greater savings Clear specification of service delivery Risk with external provider	Complexity of managing various contracts Loss of control of systems and output. Potential quality issues with costs associated

		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

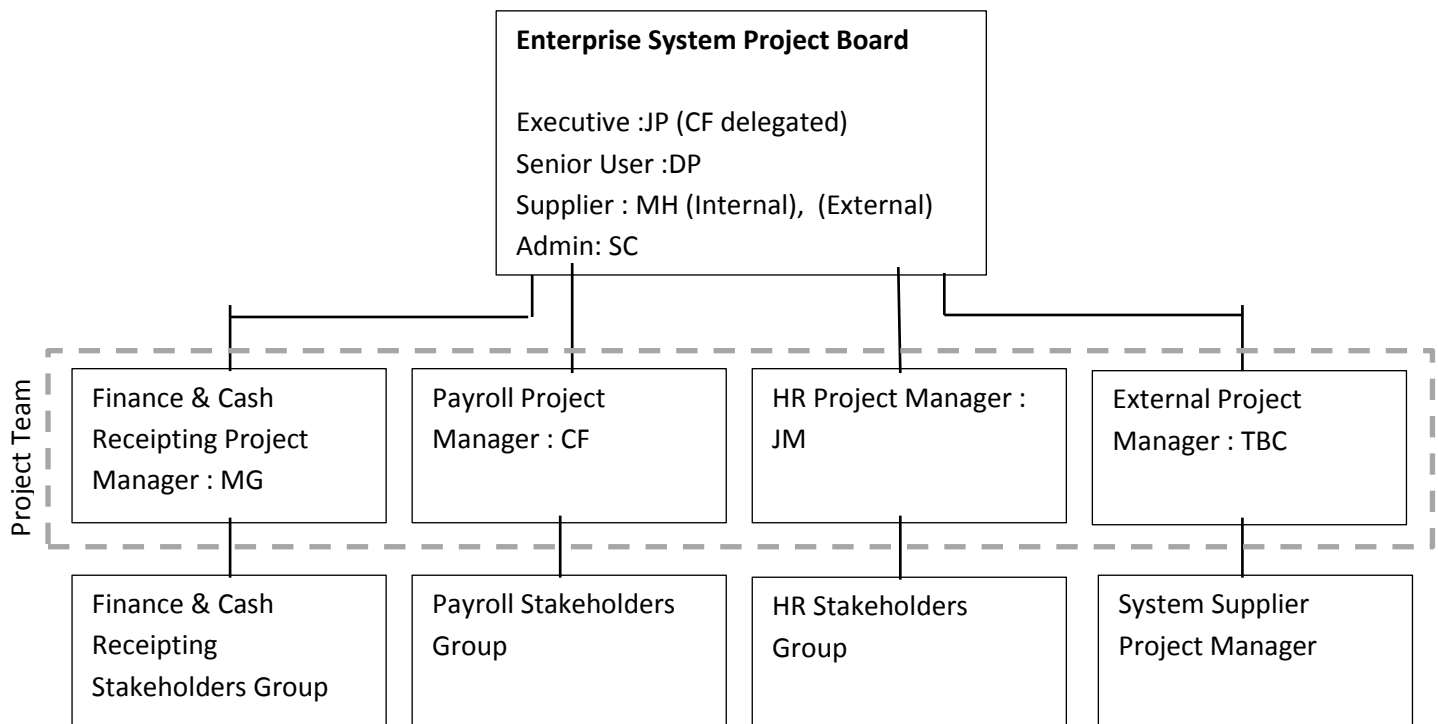
Information commercial and therefore not included in the public version of this report

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 workload 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
----	---------------

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 Overview & Scrutiny Committee	05/07 7pm
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 .

7. Appendices

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

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of the Local Government Act 1972.

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Planning Committee

Wednesday, 13 June 2018

MINUTES

Present:

Councillor Michael Chalk (Chair), Councillor Gemma Monaco (Vice-Chair) and Councillors Salman Akbar, Roger Bennett, Andrew Fry, Bill Hartnett, Gareth Prosser, Wanda King and Pat Witherspoon

Officers:

Amar Hussain and Helena Plant

Democratic Services Officer:

Sarah Sellers

9. APOLOGIES

Apologies for absence were received from Councillor Jennifer Wheeler. Councillor Pat Witherspoon attended as substitute for Councillor Wheeler.

10. DECLARATIONS OF INTEREST

There were no declarations of interest.

11. CONFIRMATION OF MINUTES

The Democratic Services Officer explained that the draft minutes in the agenda pack needed to be slightly amended to commence the numbering from zero to reflect the start of the new municipal year.

Subject to this alteration it was RESOLVED that

The Minutes of the meeting of the Planning Committee on 23rd May 2018 be confirmed as a correct record and signed by the Chair.

12. UPDATE REPORTS

The published Update Report for the applications to be considered was noted.

.....
Chair

Planning

Committee

Wednesday, 13 June 2018

13. APPLICATION 17/01128/FUL 63 WELL CLOSE CRABBS CROSS REDDITCH B97 5LU - MR AND MRS FERHAT AND BERNICE CETIN

Construction of single storey extension to side and front and conversion to three apartments

Ms Rosemary Rignall, a local resident, addressed the Committee under the Council's public speaking rules in objection to the application. Mr Gary Phillips the agent for the Applicant addressed the Committee under the Council's public speaking rules in support of the application.

Members received information about parking issues at the site from Ms Rignall and from Mr Phillips. In addition to this officers provided a detailed breakdown of the observations they had made as to the availability of parking spaces in the vicinity of the site. Mr Phillips for the Applicant stated that the property at 63 Well Close benefitted from the legal right to park two vehicles in the parking area at the junction of Well Close and Banners Lane.

In response to Members questions seeking further clarification on this point, officers advised that the legal arrangements regarding parking for 63 Well Close were outside the remit of Planning Committee's decision and that in any event that the area of land in question did not form part of the application site.

In relation to other points raised in public speaking it was confirmed that the boundary hedge would not be disturbed in the course of the proposed works and that no objection had been raised in relation to foul drainage issues by Severn Trent Water.

RESOLVED THAT

having regard to the development plan and to all other material considerations, full planning permission be GRANTED subject to the conditions set out on pages 7 to 8 of the main agenda.

14. APPLICATION 18/00586/FUL AND 18/00587/LBC - 4 ALDERS COURT GREEN LANE CALLOW HILL REDDITCH B97 5GY - MR AND MRS HARTLES

Extension to the south end of the Coach House to provide additional living area, together with adaptation and alteration works internally and repair of the historic fabric

Planning Application 18/00586/FUL

Planning

Committee

Wednesday, 13 June 2018

RESOLVED that

having regard to the development plan and to all other material considerations, planning permission be **GRANTED** subject to the conditions set out on page 13 of the main agenda.

Listed Building Consent Application 18/00587/LBC

RECOMMENDATION:

That having regard to the development plan and to all other material considerations, listed building consent be **GRANTED** subject to the conditions set out on page 14 of the main agenda.

The Meeting commenced at 7.00 pm
and closed at 7.42 pm

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