



# Council

Mon 20 Jan  
2020  
7.00 pm

Council Chamber  
Town Hall  
Redditch

**REDDITCH** BOROUGH COUNCIL

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a  
difference*

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**If you have any queries on this Agenda please contact  
Jess Bayley**

**Town Hall, Walter Stranz Square, Redditch, B98 8AH**

**Tel: (01527) 64252 (Extn.3268)**

**e.mail: [jess.bayley@bromsgroveandredditch.gov.uk](mailto:jess.bayley@bromsgroveandredditch.gov.uk)**

# Council

**Monday, 20th January, 2020**

**7.00 pm**

**Council Chamber - Town Hall  
Redditch**

## Agenda

### Membership:

Cllrs:

Michael Chalk (Mayor)  
Gareth Prosser (Deputy Mayor)  
Salman Akbar  
Joe Baker  
Tom Baker-Price  
Roger Bennett  
Joanne Beecham  
Juliet Brunner  
Debbie Chance  
Greg Chance  
Brandon Clayton  
Matthew Dormer  
John Fisher  
Peter Fleming  
Andrew Fry

Julian Grubb  
Bill Hartnett  
Pattie Hill  
Ann Isherwood  
Wanda King  
Anthony Lovell  
Gemma Monaco  
Nyear Nazir  
Mike Rouse  
Mark Shurmer  
Yvonne Smith  
David Thain  
Craig Warhurst  
Jennifer Wheeler

### 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)

## **7. Motions on Notice (Procedure Rule 11)**

## **8. Executive Committee**

Minutes of the meeting of the Executive Committee held on 19th December 2019  
(Pages 7 – 17)

### **8.1 Redditch Council Plan (Pages 19 - 30)**

### **8.2 Review of the One Stop Shops (Pages 31 - 34)**

NOTE: The exempt appendix (Appendix 6) attached for this item has only been made available to Members and relevant Officers. Should Members wish to discuss Appendix 6 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 4 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 4: Subject to the “public interest” test, information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relation matters arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority).)

The full report for this item, including the appendices, will be published in an additional papers pack for consideration at the meeting. The covering report only will be included in the main agenda pack.

### **8.3 Finance Monitoring Report Quarter 2 2019/20 (Pages 35 - 50)**

### **8.4 Housing Revenue Account Rent Setting 2020/21 (Pages 51 - 54)**

Minutes of the Executive Committee meeting held on 14th January 2020

As this meeting of the Executive Committee will take place after the agenda for the 20<sup>th</sup> January meeting of Council has been published the minutes will follow in an Additional Papers Pack.

### **8.5 Support to the Voluntary and Community Sector 2020/21 (Pages 55 - 92)**

### **8.6 Essential Living Fund Policy (Pages 93 - 114)**

### **8.7 Worcestershire Regulatory Services - Budget Recommendations (Pages 115 - 132)**

**8.8** Council Tax Base 2020/21 (Pages 133 - 136)

**8.9** Fees and Charges 2020/21 (Pages 137 - 182)

**8.10** Management Review (Pages 183 - 206)

## **9. Urgent Business - Record of Decisions** (Pages 207 - 208)

To note the following decision taken in accordance with Paragraph 5 of Part 9 of the constitution since the last ordinary meeting of Council.

### **Pitcheroak Golf Course Kitchen Refurbishment and Property Works**

To approve the funding for the refurbishment and property works of the Pitcheroak Golf Club catering service. Further information in respect of this decision has been attached for information.

#### **RESOLVED that**

**up to £103,000 be included in the capital programme for 2019/20 to be funded by borrowing to provide a full refurbishment of the Pitcheroak Golf Club building and purchase of kitchen equipment.**

## **10. Urgent Business - general (if any)**

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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## Council

Monday, 18 November 2019

## MINUTES

### Present:

Councillor Michael Chalk (Mayor), Councillor Gareth Prosser (Deputy Mayor) and Councillors Salman Akbar, Joe Baker, Tom Baker-Price, Roger Bennett, Joanne Beecham, Juliet Brunner, Debbie Chance, Greg Chance, Brandon Clayton, Matthew Dormer, John Fisher, Peter Fleming, Andrew Fry, Julian Grubb, Bill Hartnett, Pattie Hill, Ann Isherwood, Wanda King, Anthony Lovell, Gemma Monaco, Nyear Nazir, Mike Rouse, Mark Shurmer, Yvonne Smith, David Thain, Craig Warhurst and Jennifer Wheeler

### Also Present:

Reverend Paul Lawlor

### Officers:

Kevin Dicks and Claire Felton

### Senior Democratic Services Officer:

Jess Bayley

### 48. WELCOME

The Deputy Mayor welcomed all those present to the meeting.

### 49. ELECTION OF THE MAYOR FOR THE PERIOD 18TH NOVEMBER 2019 TO 26TH MAY 2020

Councillor Michael Chalk was elected Mayor of the Borough for the remainder of the municipal year, following which he made the statutory declaration of acceptance of office and was then invested with the Chain of Office by the Deputy Mayor, Councillor Gareth Prosser.

### RESOLVED that

**Councillor Michael Chalk be elected Mayor of the Borough of Redditch to serve until the next Annual Meeting of the Council.**

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Chair

# Council

Monday, 18 November 2019

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**50. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**51. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**52. MINUTES**

**RESOLVED that**

**the minutes of the meeting of Council held on Monday 23<sup>rd</sup> September 2019 be approved as a true and correct record and signed by the Mayor.**

**53. ANNOUNCEMENTS**

a) The Mayor's Announcements

The Mayor confirmed that his wife would be his consort.

Members were advised that a list of civic engagements that had been attended by the former Mayor and the Deputy Mayor since the previous meeting of Council had been tabled at the meeting for consideration (Appendices 1 and 2).

Councillor Chalk thanked the previous Mayor, Councillor Roger Bennett, who had stood down from the position and, on behalf of the Council, expressed gratitude for the work he had carried out as an ambassador for the town.

b) The Leader's Announcements

The Leader advised that Thursday 12<sup>th</sup> December 2019 would be the deadline for submissions in respect of membership of Local Enterprise Partnerships (LEPs).

c) The Chief Executive's Announcements

The Chief Executive confirmed that he had no announcements to make on this occasion.

**RESOLVED that**

**the Council formally express, and record, its gratitude to Councillor Roger Bennett for his excellent service to the town over the last 6 months as Mayor.**

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Monday, 18 November 2019

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**54. QUESTIONS ON NOTICE (PROCEDURE RULE 9)**

There were no questions on notice.

**55. MOTIONS ON NOTICE (PROCEDURE RULE 11)**

There were no motions on notice.

**56. EXECUTIVE COMMITTEE**

Council discussed recommendations arising from meetings of the Executive Committee held on Tuesday 29<sup>th</sup> October 2019 and Monday 11<sup>th</sup> November 2019. During consideration of these minutes the following matters were debated in detail:

a) Tenancy Recharge Policy

The Tenancy Recharge Policy had been introduced to provide the Council with an opportunity to recharge tenants and former tenants for damage caused to Council properties. The policy had been introduced to complement the new Tenancy Agreement and Handbook, which had been approved by the Executive Committee in October and which was designed to clarify the roles and responsibilities of the Council, as landlord, and the tenant respectively.

There was general consensus that where a tenant had wilfully caused damage s/he should be charged for any work required to resolve that damage. Concerns were expressed that some tenants might be required to pay for general wear and tear as well as the level of consultation that had been undertaken with tenants and residents. Furthermore, concerns were raised that there was no right to appeal and that some tenants on low incomes would struggle to pay for repair works. On the other hand Members noted that the policy stated that the tenant would be recharged in cases of wilful neglect or malicious damage and where it was the responsibility of the tenant for work to be undertaken.

Reference was made to the financial costs involved in undertaking the work and the impact that this had on the Council's budget position in the Housing Revenue Account (HRA). Members also noted that it was standard practice for both housing associations and private sector landlords to recharge tenants in cases where the tenant had neglected or caused malicious damage to a property. This policy would ensure Council tenants were treated in a similar way.

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b) Redditch Town Centre Regeneration (Community Hub and Railway Quarter)

The proposals in respect of the regeneration of Redditch town centre were debated in some detail. Members noted that originally plans had been brought forward in respect of this matter in March 2018 and had subsequently been amended in August that year. The proposals were at a preparatory stage and a number of options remained available for redevelopment of both the community hub and the railway quarter.

Reference was made to the most appropriate location for the community hub and it was noted that no decision had yet been taken in respect of this matter. There was general consensus that regeneration of Redditch town centre would have a positive impact on the town's reputation and civic pride.

Members also discussed the funding that would be available to support the regeneration of Redditch town centre. Redditch had been announced as one of 100 towns that would be eligible to receive up to £25 million in funding for regeneration of the town centre. The Council would need to submit an investment plan by the summer of 2020 in order to secure some of this funding.

Concerns were raised about the time that had been taken since the initial proposals for regeneration of the town centre had been published in March 2018. However, it was noted that the work that had been undertaken during this time ensured that there was a lot of useful information available that could be used in the Council's submission in the Town's Fund programme. Questions were also raised about the arrangements that had been in place for the state of the area debates referred to in the report, including how these had been advertised, where they had occurred and the number of people who had attended. Council was informed that all Members had been invited to attend the state of the area debates and that further consultation would be taking place in future.

During consideration of this item Members noted that the report had been subject to pre-scrutiny by the Overview and Scrutiny Committee. The Committee had been very supportive of the proposals. However, there had been general consensus that there was a need to learn from previous regeneration exercises, such the redevelopment of Church Hill district centre. In particular, Members had expressed the view that all Councillors needed to be kept informed about the project due to the importance of the town centre to the whole

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Borough. It was confirmed that all Councillors would be briefed where appropriate.

**RESOLVED that**

- 1) the minutes of the meeting of the Executive Committee held on Tuesday 29<sup>th</sup> October 2019 be received and all recommendations adopted; and**
- 2) the minutes of the meeting of the Executive Committee held on Monday 11<sup>th</sup> November 2019 be received and all recommendations adopted, subject to removing the words “consideration be given” from the second resolution in Minute Item No. 67.**

**57. REGULATORY COMMITTEES**

Members considered a recommendation arising from a meeting of the Audit, Governance and Standards Committee held on 31<sup>st</sup> October 2019 in respect of Local Government Ethical Standards. This proposed changes to the Members' Code of Conduct and would include new features, such as references to bullying on social media.

**RESOLVED that**

**the changes to the Code of Conduct to reflect the CSPL Best Practice Recommendations be approved and that authority be delegated to the Head of Legal, Equalities and Democratic Services to update the constitution accordingly.**

**58. POLITICAL BALANCE (REPORT TO FOLLOW)**

The Council considered a report setting out the proposed political balance of the Council's Committees, which had been produced following changes at the Council. A list of nominations to Committees and Sub-Committees was tabled at the meeting (Appendix 3).

**RESOLVED that**

- 1) the Political balance of the Committees of the Council be agreed as set out in paragraph 3.6;**
- 2) the arrangement where the seats on the Overview and Scrutiny Committee are not allocated in accordance with the political balance requirements be continued;**
- 3) the arrangement where the seats on the Crime and Disorder Scrutiny Panel are not allocated in accordance with the political balance requirements be continued;**

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- 4) appointments by political group leaders to the places on each Committee etc. be noted;
- 5) the Council appoints the non-aligned Councillor to places on Committees; and
- 6) the Council appoints Chairs and Vice-Chairs to the Committees and other bodies as set out in Appendix 3 to the minutes.

## 59. OUTSIDE BODY APPOINTMENTS

Members noted that Councillor Julian Grubb had been nominated to replace Councillor Juliet Brunner as the Council's representative on the Worcestershire Corporate Parenting Board in his capacity as relevant Portfolio Holder.

### **RESOLVED that**

**Councillor Julian Grubb's appointment to the Worcestershire Corporate Parenting Board be noted.**

## 60. URGENT BUSINESS - RECORD OF DECISIONS

The Leader explained that there had been one urgent decision taken since the previous meeting of Council. This decision had been taken in respect of the Council's membership of the Worcestershire Business Rates Pool 2020/21. The government had announced that the Worcestershire business rates pilot pool would not be continuing in 2020/21. Enquiries had been made about the potential to join a Greater Birmingham and Solihull business rates pool but Officers had been advised that this option would not be available in 2020/21. The Council had therefore opted to join the Worcestershire Business Rates Pool in 2020/21 but a decision on this subject had been required before the date of the Council meeting.

## 61. URGENT BUSINESS - GENERAL (IF ANY)

There was no general urgent business for Members' consideration on this occasion.

## **Executive Committee**

Thursday, 19 December  
2019

### **MINUTES**

#### **Present:**

Councillor Matthew Dormer (Chair), Councillor David Thain (Vice-Chair) and Councillors Greg Chance, Brandon Clayton, Julian Grubb, Bill Hartnett, Mike Rouse and Craig Warhurst

#### **Officers:**

Clare Flanagan, Rebecca Green, Sue Hanley, Jayne Pickering, Guy Revans, Paul Stephenson and Judith Willis

#### **Senior Democratic Services Officer:**

Jess Bayley

#### **68. APOLOGIES**

There were no apologies for absence.

#### **69. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **70. LEADER'S ANNOUNCEMENTS**

The Leader's announcements were tabled at the meeting.

#### **71. MINUTES**

##### **RESOLVED that**

**the minutes of the meeting of the Executive Committee held on Monday 11<sup>th</sup> November 2019 be approved as a true and correct record and signed by the Chair.**

#### **72. REDDITCH COUNCIL PLAN**

The Policy Manager presented the Redditch Council Plan for Members' consideration. The Committee was informed that in the plan the number of the Council's strategic purposes had been reduced from six to five, though various elements of the previous

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Chair

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strategic purpose “provide good things for me to do, see and visit” had been incorporated into the plan across all the priorities. There was a green thread running through the plan, which helped to demonstrate the Council’s commitment to tackling climate change. Organisational priorities which set out how the Council would deliver on each strategic purpose had been included in the plan, as had community priorities and information about how the Council would measure progress.

Members noted that the report had been subject to pre-decision scrutiny, though the Overview and Scrutiny Committee had not made any recommendations on the subject.

### **RECOMMENDED that**

**the Redditch Council Plan be approved.**

### **73. REVIEW OF THE ONE STOP SHOPS**

The Assistant Customer Support Manager presented a report which outlined proposals for the closure of the One Stop Shops in Batchley, Woodrow and Winyates. Officers were proposing that these One Stop Shops should close due to the declining number of customers using these facilities as well as the financial costs to the Council involved in maintaining the One Stop Shops. Several years previously the opening hours of the One Stop Shops had been reduced following a review so that they were now accessible on a reduced hours’ basis. Customers who currently visited the One Stop Shops to pay Council bills would be able to use Allpay facilities at other locations including local Post Offices and would also still be able to visit Redditch Town Hall to make direct payments to the Council. Prior to the closure of the One Stop Shops customers would be provided with guidance about alternative payment methods as well as other locations where payments could be made. The Council was projected to achieve savings of £65,000 following the closure of the One Stop Shops and there was the potential for the authority to receive £5,000 – £6,000 in rental income should the unit in Winyates subsequently be leased to an external organisation.

During consideration of this item reference was made to the Overview and Scrutiny Committee’s discussion in respect of the One Stop Shops report at a meeting held on Monday 16<sup>th</sup> December 2019. The Overview and Scrutiny Committee had raised a number of concerns about the impact that the closure of the One Stop Shops might have on vulnerable and elderly residents who might struggle or be reluctant to use alternative payment methods outside of a secure Council environment. The Committee had asked for their concerns to be noted by the Executive Committee.

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Officers had explained that there were 70 pay points across the Borough that could be used by customers. The Council would ensure that time was spent providing advice and support to customers in advance of the closure of the One Stop Shops in April 2020 in order to minimise any potential for disruption. The Overview and Scrutiny Committee had also enquired about the potential staffing implications and Officers had advised that there would be no redundancies as the Council would be deleting vacant posts as a result of the closure of the One Stop Shops.

The proposals detailed in the report were subsequently debated by the Committee. On the one hand Members noted that the One Stop Shops were expensive for the Council to run. There would be alternative payment methods and support would be provided to effected customers. On the other hand concerns were raised that the closure of the One Stop Shops could impact on the viability of the district centres in Batchley, Woodrow and Winyates. Concerns were also raised about the potential impact that this could have on customers who struggled to access other venues.

### **RECOMMENDED that**

**closure of the One Stop Shops at Batchley, Winyates and Woodrow from April 2020 be approved and officers work with the public to enable a smooth transition in relation to payments and other contact requirements.**

#### **74. FEES AND CHARGES 2020/21**

The report was withdrawn. The Chair confirmed that the fees and charges report would be considered in January 2020 instead.

#### **75. FINANCE MONITORING REPORT QUARTER 2 2019/20**

The Executive Director of Finance and Resources presented the Financial Monitoring report for quarter 2 of the 2019/20 financial year.

The Section 24 Notice had highlighted concerns about how the Council would achieve a balanced budget in 2019/20. Since the notice was issued senior officers had agreed that non-essential spend would not be permitted and additional income had been received for CCTV services and bulky waste collections. As a consequence an underspend of £571,000 was anticipated by the end of the financial year. A number of additional savings were proposed including from vacancies in Environmental Services and a review of the Corporate Management Team (CMT). A full review of the capital programme had also been undertaken and it was anticipated that there would be an underspend of £3.5 million in the

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programme by the end of the year which would contribute to savings in borrowing costs.

The Housing Revenue Account (HRA) was projected to be in a better position than had been assumed at the start of the year, though in order to balance the budget funding would be required from reserves and this would take the HRA below the minimum revenue position. The Housing Department was therefore only undertaking essential expenditure and Officers were aiming to achieve significant savings including in Housing Capital. A stock condition survey was in the process of being undertaken and the results of this survey would help to inform the work of the Housing Capital team moving forward.

Members discussed the report and noted that a significant amount in savings was anticipated arising from staff vacancies, particularly in Environmental Services. Officers advised that the staffing budget for Environmental Services was relatively large, at approximately £7 million. A number of vacancies had arisen in the department in recent months and a decision had been taken not to recruit to those posts. The Council also no longer employed tree officers, though the authority was separately paying external contractors to work on tree maintenance. Members noted that residents were reporting a delay of 12 to 18 months in tree maintenance work. Officers explained that there had been some initial issues in the transfer to contract use but the contractors were picking up more work and undertaking the same volume of tasks compared to working practices in previous years.

The reasons for the underspend in the capital programme were also debated by Members. The Committee was informed that a large amount of this underspend had occurred due to a review of the Council's vehicle replacement scheme. As the Borough of Redditch was relatively small geographically the Council did not need to replace vehicles as frequently as many other district Councils and there tended to be less damage incurred to those vehicles. The vehicles would still need to be replaced but the timeframes had been phased throughout the period of the capital programme.

## **RESOLVED that**

**the current financial position in relation to Revenue and Capital for the General Fund and HRA for the financial period April 2019 – September 2019 be noted; and**

## **RECOMMENDED that**

**the re-profiling of the capital programme due to officers completing a full review of the Capital budget for 2019/20 – 2022/23 be approved.**

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## 76. HOUSING REVENUE ACCOUNT RENT SETTING REPORT

The Executive Director of Finance and Corporate Resources presented the Housing Revenue Account Rent Setting Report for 2020/21. Members were advised that 2019/20 was the final year in the four year period in which Council had been required to reduce rents by 1% per annum. In 2020/21 the Government had clarified that authorities could increase rents for tenants by CPI + 1%. The Council was proposing to increase rents in line with this figure which would have a positive impact on the HRA.

Members discussed the report and commented that the previous requirement to reduce Council tenants' rent by 1% per annum had had a negative impact on the HRA. This had created financial difficulties for the authority and Members noted that a similar requirement had not been placed on Housing Associations.

### **RECOMMENDED that**

**the actual average rent increase for 2020/21 be set as September 2019 CPI, 1.7%, plus 1% resulting in an increase of 2.7%**

## 77. HOUSING / HOUSING REVENUE ACCOUNT STRATEGIC IMPROVEMENT PLAN PROGRESS REPORT

The Deputy Chief Executive presented the Housing / Housing Revenue Account Strategic Improvement Plan Progress Report for the Committee's consideration and in doing so noted that this was the third update that had been reported to Members on this subject. A number of key issues detailed in the report were highlighted for Members' consideration:

- The Cultural Change Programme referred to in the report was being implemented across the whole of the local authority and not just in the Housing Department.
- The management structure within Housing had been reviewed and a number of appointments had been made.
- There remained one Housing manager vacancy which would be reviewed early in the New Year.
- Housing compliance remained a key area to address and Officers were providing regular updates on this subject to the Portfolio Holders.
- Over the following 12 months a number of service reviews would be taking place in the Housing Department, including reviews of the Repairs and Maintenance, Gas Safety and Locality teams.

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- The Council had procured external advice to ensure that the authority was complying with best practice requirements in respect of Repairs and Maintenance.
- The stock condition survey was progressing and Officers were anticipating that it would be completed early in the New Year.
- The Council had procured a new Housing Management IT system which would be introduced on an incremental basis up to December 2021.

Members thanked Officers for their hard work on the strategic improvement plan for housing. It was noted that a number of Council Houses had been purchased to replace stock that had been sold, building on the buy back scheme and mortgage rescue scheme of previous years, and the Council was building new Council houses. Reference was also made to the difficulties that had been experienced in the Housing Department in recent years and the work that had needed to be undertaken to address these problems. The introduction of the new housing IT system was a big project for the Council to undertake but in the long-term it was envisaged that this would enable the authority to obtain greater control over the Council's housing stock. Further work was still required on compliance and the security of Council Houses.

During consideration of this item Members noted that the report had been pre-scrutinised at a meeting of the Overview and Scrutiny Committee held on 16<sup>th</sup> December 2019. However, no recommendations had been proposed by the Committee on this subject.

### **RESOLVED that**

**progress with each of the items detailed in the Housing / Housing Revenue Account Strategic Improvement Plan be noted.**

### **78. MEDIUM TERM FINANCIAL PLAN 2020/21 TO 2023/24 - UPDATE REPORT**

The Executive Director of Finance and Corporate Resources presented a report updating Members on the Medium Term Financial Plan 2020/21 to 2023/24. The Council was subject to a Section 24 Notice and the recommendations made by the external auditors in that notice needed to be addressed if the notice was to be lifted. In addition, Members were asked to note that there was significant uncertainty with regard to the funding that local government would receive from central government moving forward. One concern for local government was that the revaluation of business rates might be brought forward and this could impact on income for local authorities. However, it was hoped that the Council

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would benefit financially, as a member of the West Midlands Combined Authority (WMCA), from the expansion of the devolution bill.

The budget gap in the general fund in 2020/21 was £1.1 million rising to £1.5 million in 2023/24. Officers had been reviewing additional pressures and potential income. Further detail in respect of this matter would be available for Members' consideration early in the New Year. Officers were anticipating that the budget for 2020/21 would balance. However, the Council did not have the level of balances needed to balance the budget in the subsequent three years of the plan. Therefore, difficult decisions still needed to be taken by Members if the Council's Medium Term Financial Plan was to balance.

The potential funding that the Council would receive from central government was briefly discussed. Officers advised that the Council had not anticipated the New Homes Bonus funding that the government had awarded to the authority for 2020/21. The government had clarified that this funding would be for one year only and there would be no legacy payments. Therefore, Officers had not incorporated any further New Homes Bonus funding into the Medium Term Financial Plan for 2021/22 to 2023/24. The government had also announced that district Councils could only increase Council Tax by a maximum of 2% in 2020/21, though officers were anticipating that Council Tax could be increased by 2.99% in subsequent years.

There was general consensus amongst Members that district Councils were struggling financially and tended to receive less in financial settlements than County Councils and unitary authorities. It was suggested that a review of local authority funding was needed together with some clear direction from the government about the future of local government moving forward.

## **RESOLVED that**

**the current medium term financial plan gap be noted and officers continue to review the position to enable a balanced budget to be presented to Council on the 24th February 2020.**

## **79. OVERVIEW AND SCRUTINY COMMITTEE**

The Committee considered the minutes of the Overview and Scrutiny Committee meeting held on Thursday 7<sup>th</sup> November 2019. During consideration of the minutes Members noted that there was a recommendation that had been made by the Committee in respect of the Council's Concessionary Rents Policy which had not yet been considered by the Executive Committee. The Chair

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observed that the Overview and Scrutiny Committee had stipulated that this recommendation should be presented for the consideration of the Executive Committee alongside a report on the Concessionary Rents Policy. However, as there would no longer be a report focusing only on the Concessionary Rents Policy in the New Year, Members were invited to discuss the recommendation at this meeting.

During consideration of this item Councillor Greg Chance proposed that the recommendation from the Overview and Scrutiny Committee, which called for the Council to abolish the idea of removing concessionary rent relief and to instead identify alternative methods of funding for Voluntary and Community Sector (VCS) groups, should be accepted. This proposal was seconded by Councillor Bill Hartnett. In proposing the recommendation Councillor Chance suggested that many VCS groups were worried about their finances in the future. Approval of this recommendation would therefore provide reassurance to local VCS groups.

Members discussed the recommendation and in so doing noted that the Overview and Scrutiny Committee had discussed the subject of the Concessionary Rents Policy without reference to a report. A report focusing on the support that the Council could provide to the VCS in general was due to be considered by the Executive Committee in January 2020 and Members expressed concerns that any decisions at this stage relating to funding for VCS groups would pre-empt the outcomes of the debate around that report.

On being put to the vote the recommendation was lost.

At the end of the debate about this item Members noted that there were no further recommendations in the minutes requiring a decision as they had previously been considered at earlier meetings of the Executive Committee.

### **RESOLVED that**

**the minutes of the meeting of the Overview and Scrutiny Committee held on 7<sup>th</sup> November 2019 be noted.**

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

Members were advised that during a meeting of the Budget Scrutiny Working Group held on 2<sup>nd</sup> December 2019 Members had received a presentation from Professor Peter Latchford OBE, from Black Radley, in respect of commercialism. The group had thought that the presentation was very interesting and that all Members would find the information provided helpful. For this reason the

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group had recommended that there should be a briefing for all Members on the subject of commercialism. This recommendation had received the support of the Overview and Scrutiny Committee at a meeting on 5<sup>th</sup> December 2019.

There was general consensus that the action proposed in the recommendation was positive. However, concerns were raised about low levels of Councillors' attendance at recent training sessions. Members suggested that this low attendance level was unacceptable, particularly given that officers and external trainers were giving their time to provide the training. The Committee was also asked to note that the Council would be charged for a training session delivered by representatives of Black Radley. In this context Members concurred that the briefing should only go ahead if sufficient numbers of Members confirmed in advance that they would be attending the briefing. It was suggested that a confirmed attendance of fifty percent would be appropriate.

During consideration of this matter it was noted that the Member Support Steering Group was responsible for co-ordinating Member training. It was suggested that the group could investigate further the reasons why Members did not attend training and any action that could be taken to address the issue.

### **RESOLVED that**

**there should be an all Member briefing from Black Radley in respect of commercialism in January 2020, subject to a sufficient number of Members confirming attendance, in advance of the session.**

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

The following updates were provided in respect of the work of the Executive Advisory Panels:

- a) Climate Change Cross Party Working Group – Chair, Councillor Brandon Clayton

Councillor Clayton explained that a meeting of the group was due to take place in January 2020.

- b) Constitutional Review Working Party – Chair, Councillor Matthew Dormer

Councillor Dormer advised Members that a meeting of the Constitutional Review Working Party was due to take place on 13<sup>th</sup> January 2020.

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c) Corporate Parenting Board – Council Representative,  
Councillor Julian Grubb

Councillor Grubb noted that he had attended a Corporate Parenting Fair in the autumn. The event had been interesting and Councillor Grubb had requested further information, particularly with regard to the roles and responsibilities of District Councillors as Corporate Parents.

Unfortunately Councillor Grubb had not been able to attend the latest meeting of the board as this had clashed with a meeting of the West Mercia Police and Crime Panel. However, Councillor Grubb would be attending the following meeting of the board which was due to take place on 8<sup>th</sup> February 2020.

Councillor Grubb had received the Corporate Parenting Annual Report 2018-19. The report had highlighted that a number of areas were working well. However, there were also some challenges highlighted in the report including:

- Keep in touch events, which provided an opportunity for direct experience of working with looked after children, were not well attended by Members.
- Provision of accommodation to care leavers was still considered to be inadequate.
- Performance against health assessments, Pathway Plans and PEPs, though getting better, needed to improve further.
- Having a clear understanding of children and young people in care, care leavers and the role of corporate parents.

The board had identified the following key priorities for 2020/21:

- Housing for care leavers.
- Promoting the health and wellbeing of looked after children and care leavers.
- The quality and timeliness of care and pathway planning for looked after children and care leavers.
- Looked after children and care leavers not in employment, education or training (NEETs).
- Bringing Corporate Parenting Priorities to District Councils
- The voice of the child.

Members discussed the points raised in the Corporate Parenting Annual Report for 2018-19. There was general

## Executive Committee

Thursday, 19 December 2019

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consensus that the subject of corporate parenting, looked after children and care leavers was very important. However, Members questioned whether they had received invitations to attend the keep in touch events referred to in the report. It was suggested that if officers from Worcestershire County Council sent calendar invitations to district Councillors many would attend these events. In addition, Members suggested that some of the low turnout figures might be attributable to the timing and location of the events. Members commented that these events tended to take place in Worcester during the day which meant that it was difficult for some Councillors reliant on public transport or those with work commitments to attend. As an alternative, Members suggested that short events could take place in the evenings in the north of the county and these sessions might then be better attended by elected Members from Redditch Borough and Bromsgrove District.

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

Councillor Dormer informed the Committee that the following meeting of the Member Support Steering Group would take place on 4<sup>th</sup> February 2020.

e) Planning Advisory Panel – Chair, Councillor Matthew Dormer

Councillor Dormer explained that the Planning Advisory Panel had no meetings scheduled.

The Meeting commenced at 6.30 pm  
and closed at 7.50 pm

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**Executive**

**19<sup>th</sup> December 2019**

**COUNCIL PLAN**

Relevant Portfolio Holder	Cllr David Thain
Portfolio Holder Consulted	Yes
Relevant Head of Service	Deb Poole, Head of Business Transformation
Ward(s) Affected	All
Ward Councillor(s) Consulted	
Key Decision	

**1. SUMMARY OF PROPOSALS**

- 1.1 To agree the structure and content of the Council Plan, including actions relating to the Council's strategic purposes

**2. RECOMMENDATIONS**

- 2.1 **Executive is asked to RECOMMEND to the Council**

**that the Council Plan attached at Appendix 1 be approved.**

**3. KEY ISSUES**

**Financial Implications**

- 3.1 Finances are already aligned with the current strategic purposes, but following approval of this plan, will reflect the amended strategic purposes and the priorities for 2020-2024, allowing the Council to be more responsive to our customers' needs.

**Legal Implications**

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

**Service / Operational Implications**

- 3.5 The Council Plan and the strategic purposes contained within it will help to set the direction for the Council and how it works with its partners. Service areas will be working towards these purposes and the community and organisational priorities, supported by operational purposes and measures, where appropriate, to ensure that everything we do relates to the needs of our customers.

**Executive**

**19<sup>th</sup> December 2019**

**Customer / Equalities and Diversity Implications**

- 3.7 The strategic purposes set out in the Council Plan are all designed to be from our customers perspective, in order for their needs to be the driver for all that we do. The corporate principles also highlight the importance of understanding and listening to our customers, whilst providing excellent customer care at all times. When approved, the Council Plan will be published on the Council's website and the ORB.
- 3.8 There are no equality and diversity implications arising directly from this report; however, the customer focus referred to above is designed to understand the individual needs of our customers and as such empower officers to meet those needs, which would include specific issues relating to equality and diversity.

**4. RISK MANAGEMENT**

- 4.1 By publishing a Council Plan the strategic direction of the Council will be clear to employees and Members and as such will support the management of risks identified around the delivery of the strategic purposes, robust decision making and the accuracy/effectiveness of performance data.

**5. APPENDICES**

Appendix 1 - Council Plan

**AUTHOR OF REPORT**

Name: Rebecca Green, Policy Manager  
email: [r.green@bromsgroveandredditch.gov.uk](mailto:r.green@bromsgroveandredditch.gov.uk)  
Tel.: 01527 881616

2020 - 2024

# Redditch Borough Council Plan



**REDDITCH** BOROUGH COUNCIL

*making  
a  
difference*

[www.redditchbc.gov.uk](http://www.redditchbc.gov.uk)



This Council Plan sets out Redditch Borough Council's priorities and actions for the next four years, guided by our five strategic purposes. It will help us to focus on the issues that are most important for the Borough and our communities.

Like many Councils, we have had financial challenges to face and going forward we will tackle these challenges head on. We are not afraid to make the difficult decisions required to provide residents with the services they need whilst focusing on robust financial planning for the future.

There is also a 'green thread' throughout this Council Plan; we are committed to addressing our environmental and climate impact and making sustainability central to how we work as a Council.

Our vision for Redditch Borough Council is to enrich the lives and aspirations of all our residents, businesses and visitors through the provision of efficiently run and high quality services, ensuring that all in need receive appropriate help, support and opportunities. We take great pride in our Borough and the communities that make it what it is. We are determined to deliver on the vision, providing services that have a positive impact for our residents and long-term benefits for the Borough.

**Cllr Matt Dormer,**  
**Leader of Redditch Borough Council**



Our vision is to enrich the lives and aspirations of our residents, businesses and visitors through the provision of efficiently run and high quality services, ensuring that all in need receive appropriate help, support and opportunities.

## Strategic Purposes

Run & grow  
a successful  
business

Finding  
somewhere  
to live

Aspiration,  
work &  
financial  
independence

Living  
independent,  
active &  
healthy lives

Communities  
which are  
safe, well  
maintained  
& **green**

A **green thread** runs throughout our purposes & priorities

## Community Priorities

### Economic Development & Regeneration

- Supporting businesses to start and grow within the Borough
- Regenerating our Town and District Centres

### Housing Growth

- Supporting the delivery of appropriate housing for the Borough

### Skills

- Supporting young people to gain the skills they need
- Working with businesses to develop skills for the future

### Improved Health & Wellbeing

- Working with partners, including Rubicon Leisure, to increase activity levels in the Borough

### Community Safety & Anti-Social Behaviour

- Working with partners to reduce crime and target the causes of anti-social behaviour across the Borough

## Organisational Priorities

### Financial Stability

- Produce & deliver sustainable financial plans
- Improved commerciality; maximising every opportunity to generate income, including review of fees & charges
- Undertake effective contract management
- Manage our assets to get the best outcomes for our residents
- Make financially viable strategic acquisitions & investments

### Sustainability

- Review alternative delivery models
- Exploit digital technologies, enabling more automation of services
- Review services to understand how we can adapt to climate change

### High Quality Services

- Enable greater digital access to our services; allowing customers to do things online when they want to, 24/7
- Conduct regular engagement with our communities
- Ensure that all in need get the appropriate help and support

# How will we deliver this plan?

## Our Purposes & Priorities

Redditch Borough Council is committed to providing residents with effective and efficient services that understand and meet their needs. Through considering what really matters to our residents we have developed six strategic purposes, underpinned by five community priorities for the next four years. Working to these purposes will help us to understand the needs of the Borough and how, together with our partners, we can improve the lives of our residents and the prospects for Redditch Borough as a whole.

## Our community priorities:

- Economic development & regeneration
- Skills
- Housing growth
- Improved health & wellbeing
- Community safety & anti-social behaviour

## Our Principles



People are the reason our organisation exists and so are at the centre of everything we do. \*People\* refers to our residents, staff, council members and partners, all of whom have importance in shaping the direction and values of our organisation.

To deliver this plan effectively we need to:

- Utilise and develop the skills of our staff
- Maintain and develop partnership working
- Understand and respond to our performance with a focus on continuous improvement

To ensure we focus on the right things for the organisation, we also have **3 organisational priorities**:

- Financial stability
- Sustainability
- High quality services

## Our Finances

The actions in this plan will inform the annual budget setting agreed by full council, ensuring that available resources (both financial and staffing) are used to deliver the council's strategic purposes and priorities. Progress reports on finance and performance will be provided quarterly to Executive.

A financial summary can be found at the end of this Council Plan.

## Our Challenges

- The financial challenge – we need to make £1.2m of savings in the next year –this will mean making some difficult decisions
- Potential further reduction in government funding
- Responding to national issues, such as the implications of Universal Credit or Brexit
- Continuing to safeguard those who are most vulnerable, and manage the increasing costs
- Managing risks
- The affordability of the local housing market
- Supporting businesses to develop and grow in the Borough
- Understanding the different community needs across the Borough
- The need for enhanced digital and physical connectivity



## Community Priority: Economic Development & Regeneration

### • Supporting businesses to start and grow within the Borough

#### We will:

- Consult businesses to understand current needs and growth plans, working with partners to support business growth

#### How we will measure it:

- Number of businesses engaged through consultation
- Number of existing businesses supported to grow and develop

### • Regenerating our Town Centre

#### We will:

- Continue with the regeneration of the Town Centre, including the train station

#### How we will measure it:

- Progression of key town centre development sites

We will	How we will measure progress?
Develop an economic development strategy	<ul style="list-style-type: none"> <li>• Number of VAT/PAYE registered businesses within the Borough</li> <li>• Number of new business start-ups</li> <li>• Total number of enquiries from inward investors / expanding SMEs</li> <li>• <b>Number of businesses supported to understand &amp; improve upon their environmental impact</b></li> </ul>
Undertake a comprehensive review of all Council owned assets and assess all opportunities for investment privately in land and premises within the Borough with a particular focus on business centre and industrial estates	<ul style="list-style-type: none"> <li>• % occupancy at business centres</li> <li>• Number of vacancies on existing employment sites and length of vacancy/turn around (by location/size)</li> </ul>
Support development at the Redditch Eastern Gateway	<ul style="list-style-type: none"> <li>• Map the progress of development</li> <li>• Number of businesses located on site (2021/22 onwards)</li> <li>• Number of jobs created (snapshot)</li> </ul>
Strengthen the vibrancy & viability of our town & district centres	<ul style="list-style-type: none"> <li>• Progression of district centres development sites</li> <li>• Increased engagement with arts &amp; cultural opportunities in our town &amp; district centres, including creative digital activities</li> </ul>



## Community Priority: Housing Growth

- Supporting the delivery of appropriate housing in the Borough

### We will:

- Deliver a Housing Strategy for the Borough to address the housing needs now and in the future
- Use the Local Plan to drive development
- Use the Council's Housing Growth Programme to increase affordable housing

### How we will measure it:

- Affordability ratio of cost of houses in the Borough compared to income
- Number of house commitments & completions
- Progression of strategic housing sites
- Number of affordable homes (commitments & completions)
- Number of new Council homes (commitments & completions)

We will	How we will measure progress?
Deliver the three year Housing Strategic Improvement Plan	<ul style="list-style-type: none"> <li>• Quarterly exception reporting on the actions/ measures in the improvement plan</li> </ul>
Support people to help prevent homelessness	<ul style="list-style-type: none"> <li>• Number of households accepted under the prevention duty</li> <li>• Number of households prevented from homeless through accessing the private rented sector</li> <li>• Number of households accepted under the relief duty</li> <li>• Number of homeless households accepted under the full housing duty</li> <li>• Number of households living in temporary accommodation</li> </ul>
Work with tenants across sectors to understand their needs	<ul style="list-style-type: none"> <li>• Number of people assisted by the Private Sector Housing Team</li> <li>• Number of cases assisted through formal enforcement action</li> <li>• Number of tenant involvement activities, including engagement around the tenant's handbook &amp; the recharge policy</li> </ul>
Work with developers to deliver more homes utilising renewable technologies	<ul style="list-style-type: none"> <li>• Improved energy efficiency</li> </ul>

# Aspiration, work & financial independence



## Community Priority: Skills

- Supporting young people to gain the skills they need

### We will:

- Support schools & HOW College to link students to local employers

### How we will measure it:

- Number of people who live & work in the Borough
- Wages for those who live & work in the Borough

- Working with businesses to develop skills for the future

### We will:

- Undertake a skills audit with partners & work together with them to address any gaps
- Develop a Redditch Business Leaders Group to focus on skills development

### How we will measure it:

- Number of businesses engaged through the skills audit

### We will

Work with businesses to utilise the apprenticeship levy & increase the number of apprenticeships

### How we will measure progress?

- Number of apprenticeships started in the Borough
- Number of apprenticeships completed in the Borough
- Number of apprentices undertaking courses in the Borough

Support residents to manage their finances, including working with schools on money management

- Number of people supported by Financial Independence Team
- Feedback on support from Financial Independence Team
- Feedback from students in relation to money management
- Reduction in Essential Living Fund payments
- **Number of people in fuel poverty supported by the Energy Advice Service**
- **Number of Redditch Energy Efficiency grants accessed**

Ensure people get the benefits they need

- Number of benefits claims processed & accuracy
- Number of people helped to access the right benefits by the Financial Independence Team
- Reduction in the emergency Essential Living Fund payments
- Reduction in the emergency Discretionary Housing payments

# Living independent, active & healthy lives



## Community Priority: Improved health & wellbeing

- Working with partners, including Rubicon Leisure, to increase activity levels in the Borough

### We will:

- Support targeted activities for healthy lifestyles

### How we will measure it:

- Number of people who access targeted activities
- % of physically active adults
- Number of children & young people accessing sports development sessions

We will	How we will measure progress?
Work with partners to enable targeted activities & initiatives to support mental wellbeing	<ul style="list-style-type: none"> <li>• Number of social prescriptions for mental wellbeing support</li> <li>• Number of staff engaging with 'Time to Talk' events</li> <li>• Depression: recorded prevalence</li> </ul>
Support improved access to services that reduce social isolation (including Lifeline)	<ul style="list-style-type: none"> <li>• Number of Lifeline users</li> <li>• Number of Disabled Facilities Grants (DFGs) approved</li> <li>• Number of Dementia Dwelling Grants approved</li> <li>• <b>Number of people using Dial A Ride</b></li> </ul>
Work with partners to address smoking & substance misuse levels in the Borough	<ul style="list-style-type: none"> <li>• % of smokers in the Borough</li> <li>• Number of alcohol related hospital admissions</li> </ul>
Develop a parks & open spaces strategy (Including increased physical activity & cycling)	<ul style="list-style-type: none"> <li>• Number of activities using parks as a venue</li> <li>• Feedback from events held in parks &amp; open spaces</li> </ul>

# Communities which are safe, well maintained & green



## Community Priority: Community Safety & Anti-Social Behaviour

- Working with partners to reduce crime and target the causes of anti-social behaviour across the Borough

### We will:

- Ensure the Community Safety Partnership action plan is delivered
- Support targeted initiatives to reduce anti-social behaviour

### How we will measure it:

- Crime rate per 1000 population
- Number of anti-social behaviour reports

### We will

Work with partners to address our communities' crime and disorder concerns, ASB issues and the fear of crime

### How we will measure progress?

- Number of people assisted by the Community Safety Team
- Number of young people engaging in community safety sessions
- Monitor use of ASB tools and powers
- Monitor use of CCTV in the detection and prevention of crime

Understand the needs of our local areas in order to keep them clean & tidy

- Level of demand for environmental services in each area
- Level of community participation in environmental activities (e.g. adopt an area; litter picks)

Explore the options to **reduce residual waste, increase recycling** & maximise the efficiency of waste collection services

- Total residual waste
- **Total amount recycled**
- Number of bulky waste collections

	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000
Departmental Base Budget	9,116	9,173	9,387	9,388
Incremental progression/Inflation on Utilities	132	206	281	483
Unavoidable Pressures	373	287	227	255
Revenue Bids/Revenue Impact of Capital Bids	193	173	165	165
Savings and Additional Income	- 1,127	- 841	- 846	- 816
Reserve Release	- 262	0	0	0
Efficiency Savings Rolled Forwards	1,117	1,271	1,282	1,282
<b>Net Revenue Budget Requirement</b>	<b>9,543</b>	<b>10,269</b>	<b>10,496</b>	<b>10,757</b>
<b>FINANCING</b>				
Contribution to Worcestershire County Business Rate Pool	- 2,855	- 2,899	- 2,941	- 2,986
Council Tax	- 6,241	- 6,524	- 6,857	- 7,178
New Homes Bonus	- 754	- 430	- 231	- 209
Collection Fund Surplus (Council Tax)	- 14	0	0	0
Parish Precept	8	8	8	8
Parish Precept Income	- 8	- 8	- 8	- 8
Bad Debt Provision	50	50	50	50
Investment Income	- 661	- 952	- 1,349	- 1,673
MRP (Principal)	1,004	1,159	1,249	1,610
Interest Payable	158	584	1,002	1,237
Recharge to Capital Programme	- 38	- 38	- 38	- 38
Discount on Advanced Pension Payment	- 193	- 50	- 50	- 50
<b>Funding Total</b>	<b>- 9,543</b>	<b>- 9,099</b>	<b>- 9,164</b>	<b>- 9,237</b>
<b>Current gap</b>	<b>0</b>	<b>1,170</b>	<b>1,332</b>	<b>1,521</b>

## Accessibility statement

If you need this information in another language or format, please contact us to discuss how we can best meet your needs.

**Email: [equalities@bromsgroveandredditch.gov.uk](mailto:equalities@bromsgroveandredditch.gov.uk)**  
**or phone: 01527 548284**

**EXECUTIVE COMMITTEE**

**16 December 2019**

**ONE STOP SHOP REVIEW**

Relevant Portfolio Holder	Cllr David Thain
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering, Executive Director Finance and Resources
Ward(s) Affected	Batchley & Brockhill, Winyates, Greenlands,
Ward Councillor(s) Consulted	Not at this stage
This report contains exempt information as defined in Paragraph(s) of Part I of Schedule 12A to the Local Government Act 1972, as amended	

**1. SUMMARY OF PROPOSALS**

This report contains a proposal to close One Stop Shops at Batchley, Winyates and Woodrow in April 2020, This is due to continued falling visitor numbers and improvements made to enable the customer to use alternative opportunities to pay for services. In addition there is a high cost of maintaining the service and the Council currently has financial pressures it has to mitigate.

**2. RECOMMENDATIONS**

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

**Closure of the One Stop Shops at Batchley, Winyates and Woodrow from April 2020 be approved and officers work with the public to enable a smooth transition in relation to payments and other contact requirements.**

**3. KEY ISSUES**

**3.1 Financial Implications**

The preferred option to close the One Stop Shops at Batchley, Winyates and Woodrow will deliver £65k pa savings. in addition a potential rental income of approximately £5k in the first year and £7-£7.5k in subsequent years.

**3.2 Legal Implications**

There are no specific legal implications.

**EXECUTIVE COMMITTEE****16 December 2019****3.3 Service / Operational Implications**

- 3.3.1 The Council has a walk in Customer Service Centre at the Town Hall, and 3 satellite offices at Batchley, Winyates and Woodrow, formerly referred to as One Stop Shops.
- 3.3.2 Several years ago, due to falling customer demand the opening times of the 3 satellite offices reduced to either 9am-12.30pm or 1.30pm-5pm Monday to Friday.
- 3.3.3 For the size of the population and size of the borough, there are a high number of Customer Service Centres compared with other councils.
- 3.3.4 The Customer Service Centres now mainly provide a cashiering service for residents. A recent survey has shown that 82% of visits are to pay their council bills.
- 3.3.5 Housing (50%) and Council Tax (40%) account for the highest service payments from customers.
- 3.3.6 In a significant recent development, the council has partnered with Allpay – an organisation where customers can pay their rent and council tax at any Paypoint or Post Office outlet.
- 3.3.7 There are Paypoint and/or Post Office locations in Batchley, Winyates and Woodrow Shopping Centres, as well as many others around Redditch Borough.
- 3.3.8 Paypoint and Post Office locations are more readily available and accessible, including weekends and evenings compared to 3.5 hours per day, Monday to Friday at One Stop Shops at Batchley, Winyates and Woodrow.
- 3.3.9 Officers across a range of services have been involved in the consideration/review and housing services have options to accommodate customer interviews at the localities or the Town Hall where appropriate (Appendix 3).
- 3.3.10 Every customer who presents at the One Stop Shop will have the opportunity to discuss alternative payment and contact options. Any problems that occur during this period can be resolved before closure.

**3.4 Staffing Implications**

Closure of the 3 One Stop Shops will see a reduction in staffing requirements of 2 FTE. This will be met from a combination of deleting vacant posts and

**EXECUTIVE COMMITTEE**

**16 December 2019**

reviewing all fixed term contract posts. Any associated costs will be met from other savings within the Customer Access & Financial Support service.

**3.5 Customer / Equalities and Diversity Implications**

Customers will benefit from an improved access to payment services within their localities, whilst still providing alternate methods to meet customer needs.

An Equality Impact Assessment has been completed on this proposal. The changes recommended will make the main services (to pay bills) more accessible to more of the community in their localities. Other methods of interaction with the council are still available to those who might be more vulnerable or have additional needs subject to service need.

**4. RISK MANAGEMENT**

There may be a perception that closure of the One Stop Shops will be seen as a reduction in service however the changes recommended will make the main services (to pay bills) more accessible to more of the community in their localities.

There is also a risk of a short term reduction in income for rent and council tax however this will be mitigated by communication with customers on a face to face basis, as well as wider communications to the residents of Redditch.

**5. APPENDICES**

Appendix 1 - One Stop Shop Business Case  
Appendix 2 – OSS Survey Summary  
Appendix 3 – Housing Opinion  
Appendix 4 – Equality Impact Assessment  
Appendix 5 – Communications Plan  
Appendix 6 – Staffing – confidential appendix

**6. BACKGROUND PAPERS**

n/a

**AUTHOR OF REPORT**

Name: Paul Stephenson  
Email: [paul.stephenson@bromsgroveandredditch.gov.uk](mailto:paul.stephenson@bromsgroveandredditch.gov.uk)  
Tel.: 01527 64252

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**EXECUTIVE COMMITTEE**

**19<sup>th</sup> December 2019**

**Finance Monitoring Quarter 2 2019/20**

<b>Relevant Portfolio Holder</b>	Councillor David Thain, Portfolio Holder for Corporate Management
<b>Relevant Head of Service</b>	Jayne Pickering, Executive Director Finance and Corporate Resources
<b>Non Key Decision</b>	

**1. Purpose and summary**

To report to Executive on the Council's financial position for Revenue and Capital for the General Fund and HRA for the financial period April 2019 – September 2019.

**2. Recommendations**

**The Executive Committee is asked to resolve**

- 2.1 The current financial position in relation to Revenue and Capital for the General Fund and HRA for the financial period April 2019 – September 2019.

**That Executive recommend to Council**

- 2.2 Approval of the re-profiling of the capital programme due to officers completing a full review of the Capital budget for 2019/20 – 2022/23. (Appendix 4)

**3. Revenue budgets**

- 3.1 This report provides details of the financial performance of the Council. The purpose of this report is to ensure officers and members have relevant information to consider the overall financial position of the Council. The report reflects the finances across all of the Strategic Purposes to enable Members to be aware of the level of funding attributed to each area and how this compares to budget. The summary at 3.4 shows the financial position for revenue funding for the period April 2019 – September 2019.
- 3.2 Financial reports are sent to budget holders on a monthly basis. As part of this process a detailed review is undertaken with support from the finance team to ensure that all issues are considered and significant savings or cost pressures are addressed. This report explains the key variances to budget for 2019/20.

**EXECUTIVE COMMITTEE**

**19<sup>th</sup> December 2019**

- 3.3 The £9.804m original General Fund budget as included in the table below is made up of the budget approved in February 2019 of £9.543m, which is then adjusted to reflect the approved transfers from reserves of £262k held in Corporate Financing.

In addition the Latest Budget 2019/20 of £10.346m includes transfers from reserves of £393k which is shown in appendix 2 along with savings virements of £150k.

3.4

**Revenue Budget Summary – Overall Council  
 Financial Year 2019/20**

Please note figures have been rounded

Strategic Purpose	Original Budget 2019/20 £'000	Revised budget 2019/20 £'000	Budget to date 2019/20 £'000	Actuals to date 2019/20 £'000	Variance to date 2019/20 £'000	Projected Outturn 2019/20 £'000	Projected Variance 2019/20 £'000
Keep my place safe and looking good	4,044	4,243	2,425	2,307	-118	4,019	-224
Help me run a successful business	560	592	231	245	14	579	-12
Help me be financially independent	406	437	910	905	-5	435	-2
Help me to live my life independently	134	129	64	58	-7	126	-3
Help me find somewhere to live in my locality	859	839	323	289	-34	834	-5
Provide Good things for me to see, do and visit	576	627	337	331	-6	655	28
Enable others to work/do what they need to do (to meet their purpose)	3,224	3,429	2,942	2,890	-52	3,316	-164
<b>Totals</b>	<b>9,804</b>	<b>10,346</b>	<b>7,232</b>	<b>7,025</b>	<b>-207</b>	<b>9,963</b>	<b>-383</b>
Corporate Financing	-9,804	-10,346	-8,322	-8,441	-119	-10,535	-189
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>-1,090</b>	<b>-1,416</b>	<b>-326</b>	<b>-571</b>	<b>-571</b>

**Financial Commentary:**

There are a number of variances across the strategic purposes. The summary above shows the overall 2019/20 revenue position for the Council and the main variations are as a result of:

**EXECUTIVE COMMITTEE**

**19<sup>th</sup> December 2019**

**Keep my place safe and looking good (£224k saving)**

These budgets include those relating mainly to Environmental Services, Planning, CCTV and other activities to deliver against the purpose to ensuring an area is a safe and attractive place for the community.

The variances to report are :

- It is projected that Bereavement services will receive less income than expected from burial fees in 2019/20, therefore showing a year end variance for the service of **£109k**.
- There is a saving within Community safety budgets due to salary vacancies which are being addressed in a service review. The underspend, however, will be offset against the overhead recharge to the HRA (shown in enabling services) due to the service being 100% attributable to the HRA of **£100k**.
- Development Management has received some large applications in the first half the financial year. However, the income trend is not expected to continue at the same rate for the second half of the year and therefore forecast against budget is **£73k** shortfall.
- There is variance within planning policy due to some additional grant being received towards a Town Centre study and underspends in the second quarter on general supplies and services **£48k**.
- There are some salary savings due to vacancies of **£274k** within Core Waste, Environmental Management, Place teams and Trees & woodland management mainly due to a pending services delivery review.

**Help me run a successful business (£12k underspend)**

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 significant individual variances in quarter 2 to report.

**Help me be financially independent (£2k underspend)**

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

- There are no significant individual variances in quarter 2 to report

**Help me to live my life independently (£3k underspend)**

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

- There are no significant individual variances in quarter 2 to report

**Help me find somewhere to live in my locality (£5k underspend)**

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

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- The variance shown in this strategic purpose is due to some salary savings from reduced hours and also increased income from Houses in Multiple occupation following changes in regulations **£5k**.

**Provide Good things for me to see, do and visit (£28k overspend)**

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

- There is a variance within Business development – Cultural services due to a saving on the Christmas lights budget, some additional income on the civic suite and staff vacancies **£4k**.
- There are further savings within Park & Events to do with temporary salary savings due to the change of service delivery and new staff structure implementation - these posts have now been filled going into 2019/20 **£29k**.
- These savings have been offset against an overspend within Rubicon Client Cultural Events due to delayed property maintenance costs being received **£63k**.

**Enable others to work/do what they need to do (to meet their purpose) (£164k underspent)**

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

- The underspend variance within Asset & Property Management is mainly due to vacant posts – a service review is taking place **£36k**.
- There is a small overspend within central post opening due to increased postage costs which is currently being addressed **£20k**.
- Equalities and Policy have some savings on general supplies and services **£22k**.
- There are further salary savings in Corporate Management Team (CMT), Customer service support and Human Resources due to vacant posts. Some of these are expected to be filled going into the second half of 2019/20 **£160k**.

**Corporate Financing (£189k saving)**

- There is a variance in corporate financing due to borrowing costs not being as much as expected mainly due to the spending profile of the capital programme **£123k**. There has also been a slight improvement on the business rates income **£50k**

**4. Savings Monitoring**

- 4.1 The medium term financial plan included £1,127k of savings identified to be delivered during 2019/20 the breakdown of these savings is attached at appendix 3. £206k of these identified savings is in relation to a vacancy factor and £181k saving is in relation to transformational redesign.

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To quarter 2 £579k of the £1,127k identified savings have been realised against the budgeted April to September savings of £563k

In addition to the above officers have been required to find further savings throughout the financial year 2019/20. At quarter 2 additional savings (above those identified) have been realised of £339k.

**5. Cash Management**

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

<b>Date</b>	<b>£m</b>	<b>Position</b>
As at 31 <sup>st</sup> March 2019 (Actual)	6.0	Borrowing
As at 30 <sup>th</sup> Sept 2019	nil	Borrowing

**5.2 Borrowing**

As at the 30<sup>th</sup> Sept 2019 there are no short term borrowings and £103.929m in long term borrowing with associated costs in the quarter of £888k. All long term borrowing costs relate to the HRA.

An interest payable budget has been set of £158k for 2019/20 due to expenditure relating to current capital projects.

**5.3 Investments**

At 30<sup>th</sup> Sept 2019 there were £8m investments held.

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**6. Capital Budgets**

**Capital Budget Summary – Overall Council  
 Financial Year 2019/20**

Please note figures have been rounded

Strategic Purpose	Original Budget 2019/20 £'000	Revised budget 2019/20 £'000	Budget to date 2019/20 £'000	Actuals to date 2019/20 £'000	Variance to date 2019/20 £'000	Projected Outturn 2019/20 £'000	Projected Variance 2019/20 £'000
Keep my place safe and looking good	1,962	3,832	1,916	853	-1,063	1,738	-2,094
Help me run a successful business	0	80	80	0	-80	0	-80
Help me to live my life independently	850	1,623	812	593	-218	1,471	-152
Provide Good things for me to see, do and visit	1,057	1,143	581	33	-548	33	-1,110
Enable others to work/do what they need to do (to meet their purpose)	0	455	227	138	-90	300	-155
<b>Totals</b>	<b>3,879</b>	<b>7,133</b>	<b>3,576</b>	<b>1,617</b>	<b>-1,959</b>	<b>3,542</b>	<b>-3,591</b>

**Financial Commentary:**

**Keep my place safe and looking good**

The main variances for this strategic purpose relate to the following projects;

- The Vehicle replacement programme, Improved parking scheme, upgrade of fuel equipment along with the Locality capital projects have had a full review by officers and it has been requested that the budgets are re-profiled into future years along with budget release as no longer required. See appendix 4
- The capital budget for the removal of 5 weirs through Arrow Valley Park has also been delayed and it is therefore expected this will not commence until the early part of 2020/21.

**Help me run a successful business**

- The project is currently under review and it is expected not to be spent within 2019/20. It will therefore be requested to move the budget into 2020/22.

**Help me to live my life independently**

- The disabled facilities grant scheme has an underspend to the second quarter but it is projected this will be fully spent by the end of the financial year.

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- There is also an underspend on the Energy & Efficiency Installation project and is projected this will be an ongoing project over the next three years.

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

- Majority of the projects have all been reviewed in this second quarter and it is expected due to seasonal factors and consultations with stakeholders/contractors that the schemes are now likely to commence in early 2020.

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

- The variance for this strategic purpose relates to the New Finance Enterprise System in Financial services which has now commenced. The project is expected to be completed by September 2020 and a request will be made to re-profile some of the budget into the first quarter of 2020/21.

**7. Housing Revenue Account**

Appendix 1 details the financial position for the Housing Revenue Account (HRA) for the period April 2019 – September 2019.

**8. Earmarked Reserves**

The position as at 30th September 2019/20 is shown in Appendix 2.

**9. General Fund Balances**

The General Fund Balance as at the 31st March 2019 is £1.223m. A balanced budget was approved in February 2019 to include identified savings which have been built into individual budget allocations. This also included a planned use of balances for 2019/20 of £211k. The current level of balances will therefore reduce to £1.012m with recommended level of balances of £750k with the aim to increase to £1.5m over the medium term

**10. Legal Implications**

No Legal implications have been identified.

**11. 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.

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

No direct implications as a result of this report.

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**13. Risk Management**

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

**APPENDICES**

Appendix 1 – HRA Monitoring April – September 2019/20

Appendix 2 – Earmarked Reserves 2019/20

Appendix 3 – Savings Monitoring 2019/20

Appendix 4 – Capital Re-profiling 2019/20

**AUTHOR OF REPORT**

Name: Kate Goldey – Senior Business Support Accountancy Technician  
E-mail: [k.goldey@bromsgroveandredditch.gov.uk](mailto:k.goldey@bromsgroveandredditch.gov.uk)  
Tel: (01527) 881208

**HOUSING REVENUE ACCOUNT (HRA)****REVENUE 2019/20 Quarter 2**

	2019/20 Full Year Budget £'000	2019/20 Budget to Date Apr - Sep £'000	2019/20 Actuals Apr - Sep £'000	2019/20 Variance Apr - Sep £'000	2019/20 Projected Outturn £'000	2019/20 Projected Variance £'000
<b>INCOME</b>						
Dwelling Rents	22,857	11,662	11,745	-83	22,900	-43
Non-Dwelling Rents	523	440	450	-10	523	0
Tenants' Charges for Services & Facilities	649	347	290	57	649	0
Contributions towards Expenditure	43	9	12	-3	81	-38
<b>Total Income</b>	<b>24,072</b>	<b>12,458</b>	<b>12,497</b>	<b>-39</b>	<b>24,153</b>	<b>-81</b>
<b>EXPENDITURE</b>						
Repairs & Maintenance	5,523	2,761	2,836	75	5,975	452
Supervision & Management	8,660	1,746	1,377	-369	8,388	-272
Rent, Rates, Taxes & Other Charges	144	72	51	-21	147	3
Provision for Bad Debts	273	0	0	0	200	-73
Depreciation & Impairment of Fixed Assets	5,729	0	0	0	5,729	0
Interest Payable & Debt Management Costs	4,179	0	0	0	4,179	0
<b>Total Expenditure</b>	<b>24,508</b>	<b>4,579</b>	<b>4,264</b>	<b>-315</b>	<b>24,618</b>	<b>110</b>
<b>Net cost of Services</b>	<b>436</b>	<b>-7,879</b>	<b>-8,233</b>	<b>-354</b>	<b>465</b>	<b>29</b>
<b>Net Operating Expenditure</b>	<b>436</b>	<b>-7,879</b>	<b>-8,233</b>	<b>-354</b>	<b>465</b>	<b>29</b>
Interest Receivable	-36	0	0	0	-100	-64
Revenue Contribution to Capital Outlay	0	0	0	0	0	0
Use of Balances	-400	0	0	-400	-365	35
Transfer to Earmarked Reserves	0	0	0	0	0	0
<b>(Surplus)/Deficit on Services</b>	<b>0</b>	<b>-7,879</b>	<b>-8,233</b>	<b>-754</b>	<b>0</b>	<b>0</b>

**Financial Commentary:**

Appendix 1 details the financial position for the Housing Revenue Account (HRA) for the period April - September 2019

**The major variances are due to the following:****- Repairs & Maintenance:**

Repairs and Maintenance is over budget by £75k at quarter two and is forecast to increase to £452k over budget by the year end. Most of the variance relates to the number and value of roofing jobs and the cost of agency staff. Roofing is £123k overspent at quarter two and forecast to increase to £175k at the year end. The reason for this is due to the number of leaking roofs, it should also be noted that scaffolding costs are a large part of this spend as even minor jobs require scaffolding. Agency staff (net of savings from employee budgets) is £108k overspent at quarter two and forecast to increase to £131k overspent at the year end. The agency staff have been covering sickness, vacancies and providing capacity but since November all agency staff have been required to cover vacant posts. This level of overspend cannot be afforded and there is a need for £365k savings to avoid using balances and going below the minimum recommended level. The matter is receiving urgent attention with some planned work scheduled in 2019/20 (e.g. electrical testing) is now being scheduled into 2020/21 and limiting the spend for the rest of the financial year on responsive repairs and roofing. There is a need to bring down repairs and maintenance expenditure in future years mainly through increased productivity of the in house team and improved control of contract spend.

**- Supervision & Management:**

Supervision and Management is £206k under budget at quarter two and is forecast to increase to £272k under budget by the year end. At quarter two £126k of the under spend relates to employee savings by holding vacant posts pending the ongoing review of the housing function and the employee savings are forecast to increase (broadly double) to £254k under budget by the year end. Other savings as at quarter two for electricity (£16k), gas (£15k) and cleaning supplies (£23k) are predicted to be on budget by the year end meaning the majority of the year end savings in supervision and management relate to employee budgets.

Please note: For items where budgets to date show as zero this is due to these costs being allocated as part of the year end accounting processes

**HRA CAPITAL 2019/20 Quarter 2****Strategic Purpose****Help Me to Find Somewhere to Live in my Locality**

	2019/20 Full Year Budget £'000	2019/20 Budget to Date Apr - Sep £'000	2019/20 Actuals Apr - Sep £'000	2019/20 Variance YTD £'000
1-4-1 Housing Replacement	4,277	2,139	1,329	-810
Catch Up Rep-Bath Replacements	100	50	36	-14
Catch Up Rep-Kitchen Upgrades	100	50	50	0
Asbestos General	1,000	500	110	-390
Structural Repairs	60	30	28	-2
General Roofing	50	25	0	-25
Electrical Upgrades	400	200	197	-3
Upgrade Of Central Heating Systems	400	200	136	-64
Window Replacements	100	50	4	-46
Equipment & Adaptations	696	348	244	-104
External Cladding & Wall Hanging	0	0	4	4
Drainage	0	0	5	5
Water Supply	50	25	1	-24
Environmental Enhancements	375	188	7	-181
Kitchen voids	0	0	2	2
FRA Works	500	250	283	33
Stock Condition Survey	150	75	179	104
Fencing Renewals	90	45	0	-45
Housing System	537	269	70	-199
Design & Supervision	350	175	0	-175
	<b>9,235</b>	<b>4,618</b>	<b>2,685</b>	<b>-1,933</b>

**Financial Commentary:**

The projects form the basis of an interim capital improvement plan pending the outcome of a comprehensive stock condition survey. The survey will be used to inform the budgets required for the 30 year business plan.

Works are also currently being undertaken on a needs only basis pending the survey outcome

1-4-1 Housing Replacement: properties built or purchased using 1-4-1 capital receipts generated from Right to Buy sales

Description	Balance b/fwd 1/4/2019	Budgeted Release 2019/20	Revised Balance b/fwd 1/4/2019	Transfers in existing reserve 2019/20	Transfers out existing reserve 2019/20	New Reserve 2019/20	C/fwd 31/3/2020	Comment
<b>GF Earmarked Reserves</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Business Rates Grants	(7)	7	0	0	0	0	0	Small Business Rate Relief - Ringfenced grant
Commercialism	(29)	0	(29)	0	15	0	(13)	To help fund costs in relation to commercialism projects
Community Development	(4)	2	(2)	0	0	0	(2)	To support the costs associated with community projects
Community Safety	(225)	0	(225)	0	225	0	0	External grant funding to be released over a number of years on Community Safety Projects ongoing
Corporate Services	(150)	150	0	0	0	0	0	Funding for Locality Enhancements
Customer Services	(12)	12	0	0	0	0	0	Contribution to WCC for an open portal
Electoral Services	(41)	19	(22)	(14)	0	0	(35)	To support the delivery of individual electoral registration and to set aside a reserve for potential refunds to government
Equalities	(11)	11	0	0	0	0	0	To fund licence fees
Equipment Replacement	(73)	0	(73)	0	0	0	(73)	ICT equipment reserve
Financial Services	(72)	0	(72)	0	0	0	(72)	Brexit reserve and also funds to support the new enterprise system
Corporate Financing	(3,246)	0	(3,246)	0	0	0	(3,246)	The reserve has been created to offset the loss on Business rates collection and appeals in 2019/20.
Housing Benefits Implementation	(199)	0	(199)	0	0	0	(199)	Specific welfare reform grant received
Housing Support	(725)	50	(675)	0	47	0	(628)	Government Specific Grant - annual funding
Land charges	(9)	0	(9)	0	0	0	(9)	To fund potential litigation in relation to Land Charges
Land Drainage	(141)	0	(141)	0	0	0	(141)	To support costs associated with health and safety issues within the environment
Parks and Open spaces	(23)	10	(13)	0	13	0	0	To fund a review of the local allotments.
Planning	(30)	0	(30)	0	0	0	(30)	Custom build grant to provide support to the council towards expenditure lawfully incurred in relation to the provision and maintenance of a self-build register.
Public Donations	(6)	0	(6)	0	0	0	(6)	Accumulated donations for designated projects.
Sports Development	(63)	0	(63)	0	63	0	0	Ringfenced grants for a number of sports development activities to improve Health and Wellbeing in the Borough
Town Centre	(45)	0	(45)	0	43	0	(2)	To support improvements in the Town Centre High Street
Warmer Homes	(12)	0	(12)	0	0	0	(12)	To support the costs associated with community projects (repair)
<b>Totals</b>	<b>(5,125)</b>	<b>262</b>	<b>(4,863)</b>	<b>(14)</b>	<b>407</b>	<b>0</b>	<b>(4,470)</b>	
<b>HRA Capital Reserve</b>								
Capital Reserve-HRA	(18,236)	0	(18,236)	0	0	0	(18,236)	Reserve to enable the debt repayment on HRA, and future repairs and maintenance along with support for the Housing Growth Programme.
<b>Totals</b>	<b>(18,236)</b>	<b>0</b>	<b>(18,236)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(18,236)</b>	

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Department	Strategic Purpose	Description of saving	2019-20 £'000	April - Sept 19/20	Quarter 2			
					On target Y/N	Additional (add to to in yr savings) £'000	below target Y/N	Pressure £'000
Community Services	Help me live my life independently	Lifeline - Additional Income from Cannock Chase contract	-90	-45	Y			
Community Services	Help me live my life independently	Lifeline - Additional Income from Cannock Chase contract - SLA	-30	-15	Y			
Community Services	Help me live my life independently	Reduction in budget following changes to the Grants to Voluntary Bodies scheme	-20	-10	Y			
Corporate Services	Enabling	Print contract	-54	-27	Y	-10		
Corporate Services	Enabling	Savings realised on supplies and services	-2	-1	Y			
Corporate Services	Enabling	Savings realised on supplies and services	-1	-1	Y			
Corporate Services	Enabling	Savings realised on supplies and services	-1	-1	Y			
Corporate Services	Enabling	10 year pension liability from 2008 restructure	-84	-42	Y			
Corporate Services	Enabling	Vacancy management	-206	-103	Y			
Corporate Services	Enabling	Transformational service redesign	-181	-91	Y			
Customer Access & Financial Support	Enabling	NNDR budget	-13	-7	Y			
Customer Access & Financial Support	Help me be financially independent	Benefits - HRA Recharge for service	-40	-20	Y			
Customer Access & Financial Support	Help me run a successful business	Property - Additional rental income	-58	-29	Y			
Customer Access & Financial Support	Help me be financially independent	Audit budgets	-4	-2	Y			
Customer Access & Financial Support	Help me be financially independent	Audit budgets	-3	-2	Y			
Customer Access & Financial Support	Help me be financially independent	Audit budgets	-14	-7	Y			
Environmental Services	Keep my place safe and looking good	Additional Income from increased cremation fees	-32	-16	N		Y	10
Environmental Services	Keep my place safe and looking good	Budgets not required	-10	-5	Y			
Legal and Democratic	Help me find somewhere to live in my locality	Land charges	-1	-1	Y			
Legal and Democratic	Enabling	Additional Income	-5	-3	Y			
Leisure and Cultural Services	enabling	Reduction in forecast for ongoing systems implementation	-38	-19	Y			
Regulatory Client	Help me run a successful business	Additional Income	-3	-2	Y			
Regulatory Client	Help me run a successful business	Additional Income	-10	-5	Y			
Parenting & Family Support	help me live my life independently (incl health & activity)	Additional Income	-16	-8	Y	-16		
Housing General Fund	Help me to find somewhere to live in my locality	Accumulation of minor reductions in various budget lines	-5	-3	Y			
Housing General Fund	Help me to find somewhere to live in my locality	Reduction in crash pad costs	-11	-6	Y			
Housing General Fund	Help me to find somewhere to live in my locality	Flexible Homelessness Support Grant awarded for 2019/20	-193	-97	Y			
Housing General Fund	Help me to find somewhere to live in my locality	Public liability insurance budget removed as not applicable	-2	-1	Y			
			-1,127	-563		-26		10

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**RBC Capital Programme 2019/20 - 2022/23**

appendix 4

Description	Department	Strategic purpose	Funding	Re-profiling from 19/20 programme	2019/20 Total	Re-profiling from 19/20 programme	2020/21 Total	Re-profiling from 19/20 programme	2021/22 Total	Re-profiling from 19/20 programme	2022/23 Total
				£	£	£	£	£	£	£	£
Vehicle replacement	Environmental Services	Keep my place safe and looking good	borrowing/capital receipts	-1,125,058	190,500	331,600	743,600	-1,611,500	315,500	671,000	2,258,000
Wheelie Bin purchase	Environmental Services	Keep my place safe and looking good	borrowing/capital receipts	-36,000	115,073		85,000		85,000		85,000
Improved Parking Scheme (includes locality funding)	Environmental Services	Keep my place safe and looking good	borrowing/capital receipts	-240,000	0	-352,000	0		400,000		400,000
Improved Parking Scheme - Coupass Cottages - Feckenham	Environmental Services	Keep my place safe and looking good	borrowing/capital receipts	25,000	25,000		0		0		0
Improved Parking Scheme - Lingen and Mordiford Close, Winyates	Environmental Services	Keep my place safe and looking good	borrowing/capital receipts	40,000	40,000		0		0		0
Improved Parking Scheme - Ashton Close, Headless Close	Environmental Services	Keep my place safe and looking good	borrowing/capital receipts	100,000	100,000		0		0		0
Improved Parking Scheme - Patch Lane, Oakenshaw	Environmental Services	Keep my place safe and looking good	borrowing/capital receipts	75,000	75,000		0		0		0
Locality Capital Projects	Environmental Services	Keep my place safe and looking good	borrowing/capital receipts	-325,000	0		0		0		0
Locality Capital Projects - Batchley Infrastructure Improvements	Environmental Services	Keep my place safe and looking good	borrowing/capital receipts	200,000	200,000		0		0		0
Locality Capital Projects - Woodrow Footpath Work	Environmental Services	Keep my place safe and looking good	borrowing/capital receipts	75,000	75,000		0		0		0
Locality Capital Projects - Capital Landscape Improvement	Environmental Services	Keep my place safe and looking good	borrowing/capital receipts	50,000	50,000	25,000	25,000		0		0
Replacing 3 fuel pumps and upgrading tank monitoring equipment	Environmental Services	Keep my place safe and looking good	borrowing/capital receipts	-25,000	0	25,000	25,000		0		0
<b>Total current Capital programme</b>				<b>-1,186,058</b>	<b>5,561,410</b>	<b>429,600</b>	<b>1,774,850</b>	<b>-1,611,500</b>	<b>1,206,002</b>	<b>671,000</b>	<b>3,148,502</b>

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**REDDITCH BOROUGH COUNCIL****EXECUTIVE  
COMMITTEE**

19th December 2020

**HOUSING REVENUE ACCOUNT RENT SETTING 2020/21**

Relevant Portfolio Holder	Councillor Craig Warhurst, Portfolio Holder for Housing
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering, Director Finance & Resources Judith Willis, Head of Community Services
Wards Affected	All Wards
Ward Councillor Consulted	N/A
Key Decision	

**1. SUMMARY OF PROPOSALS**

To present Members with the proposed dwelling rent increase for 2020/21.

**2. RECOMMENDATIONS**

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

**the actual average rent increase for 2020/21 be set as September 2019 CPI, 1.7%, plus 1% resulting in an increase of 2.7%**

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

- 3.1 The rent increase above is in line with Government guidance on rent increases. It is set as September 2019 CPI, 1.7%, plus 1% resulting in an increase of 2.7%.
- 3.2 As members are aware the system of housing revenue account subsidy ceased on the 31st March 2012 and was replaced with a devolved system of council housing finance called self-financing. The proposal in the form of a financial settlement meant a redistribution of the 'national' housing debt. This resulted in the Council borrowing £98.9 million from the Public Works Loan Board.
- 3.3 Self-financing placed a limit (Debt Cap) on borrowing for housing purposes at the closing position for 2011/12 at £122.2 million, however it has been announced that this debt cap has now been removed.

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19th December 2020

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- 3.4 The Welfare Reform and Work Act 2016 set out that rents within the social housing sector were to decrease by 1% each year for 4 years commencing on 1st April 2016. This has now come to an end, and the Council is able to increase rents again.

### 2020/21

- 3.5 For 2020/21, based on the legislative changes, the actual average rent increase will be 2.7%. The average rent on a 52 week basis will be £79.28 for 52 weeks or £85.89 on a 48 week basis. This compares to the average for 2019/20 on a 52 week basis of £77.02 and £83.44 on a 48 week basis.

### Legal Implications

- 3.6 Section 21 of the Welfare and Reform Act 2016 required 'In relation to each relevant year, registered providers of social housing must secure that the amount of rent payable in respect of that relevant year by a tenant of their social housing in England is at least 1% less than the amount of rent that was payable by the tenant in respect of the preceding 12 months.' This has now come to an end, and on 4 October 2017, DCLG announced that "increases to social housing rents will be limited to CPI plus 1% for 5 years from 2020."
- 3.7 Consultation on a new rent direction took place between September and November 2018. The response to the consultation was published on 26 February 2019 with the Government confirming the October 2017 announcement.

### Service/Operational Implications

- 3.8 The Council needs to approve the rents in a timely manner in order to allow officer time to notify the tenants of the annual rent. Tenants must have 28 calendar days' notice of any change to their rent charge.

### Customer/Equalities and Diversity Implications

- 3.9 The rent increase will be applied by the same percentage regardless of property size. The equality and diversity implications of the changes will be evaluated and considered as part of the decision making process.

## 4. RISK MANAGEMENT

**EXECUTIVE  
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- 4.1 There is a risk to that rents are not approved in sufficient time to allow for notification of tenants of the increase. This will be monitored throughout the process.

**5. APPENDICES**

None

**6. BACKGROUND PAPERS**

None.

**AUTHOR OF REPORT**

Name: Chris Forrester  
Email: [chris.forrester@bromsgroveandredditch.gov.uk](mailto:chris.forrester@bromsgroveandredditch.gov.uk)  
Tel: 01527 64252

Name: Jayne Pickering  
E Mail: [j.pickering@bromsgroveandredditch.gov.uk](mailto:j.pickering@bromsgroveandredditch.gov.uk)  
Tel: 01527 64252

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**REDDITCH BOROUGH COUNCIL****EXECUTIVE  
COMMITTEE**14<sup>th</sup> January 2019**SUPPORT TO THE VOLUNTARY AND COMMUNITY SECTOR 2020 / 21**

Relevant Portfolio Holder	Councillor Mike Rouse, Portfolio Holder for Leisure and Councillor David Thain, Portfolio Holder for Corporate Management
Portfolio Holder Consulted	Yes
Relevant Head of Service	Judith Willis, Head of Community and Housing Services
Wards Affected	All
Ward Councillor Consulted	N/A
Key Decision	

**1. SUMMARY OF PROPOSALS**

- 1.1 This report details options to change some of the support which the Council provides to the Voluntary and Community Sector (VCS). Both the Concessionary Rents Scheme and the VCS Grants Pot (including the Councillor Community Grants Scheme) have been reviewed and details of options for future delivery of these schemes and financial changes are included in this report.

**2. RECOMMENDATIONS**

**The Executive Committee is requested to RECOMMEND:**

- 1) which option set out in Appendix 1 it recommends for the next 3 years to financially support the VCS and to advise Officers of resulting savings to build in to the medium term financial plan 20/21;

**And to RESOLVE:**

- 2) that an officer panel to be established to deal with applications for any grant awarding activity to include allocation of Institute of Cemetery and Crematorium Management (ICCM) funding, the Financial Advice and Problem Solving grant and general VCS Grant funding; and
- 3) that delegated authority be given to the Head of Community and Housing Services following consultation with the Portfolio Holder for Leisure, to agree a new VCS Grants Policy in accordance with the preferred option.

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

- 3.1 A table of six options can be found in Appendix 1 of this report. The opportunities and risks of each are set out along with the financial implications/savings for each option.

**Background**

- 3.2 The VCS Grants Programme is reviewed each year with a view to setting the budget for the programme and to detail the means of distributing funding to the VCS. For 2019/20 the programme budget was set at £220k. This included £75k for the Financial Advice and Problem Solving contract and £145k for the VCS Grants pot generally.
- 3.3 It was agreed that for 2019-20, a new way of distributing the VCS Grants Pot would be utilised. The Council moved away from requiring VCS groups to apply using an application form and decisions made using a Members Grants Panel. Instead the Council introduced the Councillor Community Grant Scheme (CCGS) where each of the 29 Councillors was allocated £5k to fund VCS groups in their local ward area or borough wide. The Executive Committee resolved to undertake a review of the scheme during the first year of its implementation.
- 3.4 In 2017, the Council decided to change the decision making process for allocating funding for a financial advice and problem solving service from a grant to a contract. Citizens Advice Bromsgrove and Redditch were successful in the competitive tender process and were awarded the contract to deliver this service from April 2017 to March 2020. The contract is currently worth £75k per annum.
- 3.5 Further support provided by the Council to the VCS goes in helping to identify which VCS groups receive funding through the Institute of Cemetery and Crematorium Management (ICCM) Recycling of Metal Recovered from Cremation Scheme. The national scheme provides that this funding is ring fenced to local bereavement charities. Local Authorities are able to send (with permission of the families) metal parts recovered after cremation for recycling for money which is then gifted back to the Local Authority to be redistributed to the local VCS. It was agreed last year that the Grants Panel should be making any decisions about this funding. The average annual funding is approximately £21k.
- 3.6 In addition to this support, the Council also provides a Concessionary Rent scheme which enables any VCS group renting a Council owned

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commercial property to receive a discount on their rent. Most groups that take advantage of this scheme receive 70% discount on their rent. Historically, VCS groups have had to apply for the discount using an application form. This has been considered by the Grants Panel and a recommendation made for whether a discount could be applied and at what level (25%, 45% or 70%).

- 3.7 Currently, there are 9 organisations that receive a discount across 13 council properties. Some of these groups do sub-let to other VCS groups which could also be affected by any changes made to the scheme.
- 3.8 The Council has historically set aside a budget for the Concessionary Rent scheme of £63k per annum. The total cost of the scheme is £117k (this includes the full market rent of all the 13 properties affected). VCS organisations in the scheme all currently pay only 30% of the full market rent (which for all properties totals approximately £35k) with the Council having to budget for the remaining £82k). This therefore means that the Council are over budget by £19k.
- 3.9 In July 2019, the Council was issued by its auditors with a Section 24 notice which set out serious concerns about the Council's ability to balance its budget. As a consequence of this, the Council was required to review all of its budgets to see what significant savings could be made. It was felt necessary that an ongoing review of funding for the Concessionary Rent scheme be brought forward as a priority and alongside the annual review of the VCS Grants Programme. The two schemes provide support to VCS organisations totalling approximately £300k (£283 budgeted), as set out below:

Concessionary Rents	£63k (actual spend £82,000)
Community Councillor Grants Scheme	£145,000
Financial Advice and Problem Solving Contact	£75,000

**Legal Implications**

- 3.10 The Council needs to continue to ensure that it has a transparent and fair grants scheme, ensuring that we comply with the 2015 Local Government Transparency Code
- 3.11 Whilst grant funding and concessions to the VCS are not statutory function, under Section 137 of the Local Government Act 1972, the Council has the power to incur expenditure which in its opinion is in the interest of and will bring direct benefit to its area or any part of it or all or some of its inhabitants. The direct benefit accruing must also be

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commensurate with the expenditure to be incurred.

- 3.12 There is a further power to make grants to voluntary organisations providing recreational facilities under Section 19 of the Local Government (Miscellaneous Provisions) Act 1976. Depending on the option within this report that is approved, a new VCS Grants Policy will be required.
- 3.13 Local Authorities must comply with the 2015 Local Government Transparency Code and Best Value duties.

**Service / Operational Implications**

- 3.14 Consultation has been undertaken as part of this review with both those VCS organisations that receive a concessionary rent and those organisations that can and have benefitted from the VCS Grants Programme in the past and present. The consultation was undertaken to seek the view, options and ideas of the VCS on how any reduced Council funding could best be allocated equitably and transparently to organisations. A consultation event was held on 26<sup>th</sup> November for all groups to attend, a meeting was held with VCS organisations receiving a concessionary rent on 10<sup>th</sup> December and a survey replicating the questions at the event on 26<sup>th</sup> November was circulated to the VCS through the Bromsgrove and Redditch Network (BARN) distribution lists.
- 3.15 The consultation was on the short term provision of support to the VCS, with a view to establishing a longer term process in the future and as detailed in paragraph 3.23 of this report.
- 3.16 Appendix 2 details the responses to the consultation from the event, the survey and the meeting with the concessionary rent holders. Approximately 35 people attended the event representing around 30 organisations. There were only 4 individual responses to the questionnaire. Some of the key points made include:
- some of the VCS stated that the consultation was not a proper consultation - the sector was not being consulted on the amount of funding available to them and the cut being made;
  - VCS groups felt that Councillors did not understand what they do, there was a feeling that the social value and capital provided by VCS organisations was not been taken into consideration in the decision making process;
  - some VCS groups felt that the Council was not taking into account the added value and additional funding the sector brings into the town. They quoted the Charity Commission who state that for every £1 Invested in the VCS will bring in a further £10 in social value;

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- groups would prefer funding made available by the Council to be for core costs including rent, it was felt that rent is very difficult to find other sources of funding for;
  - there was a view put forward by some that maintaining the concessionary rent scheme was the most important support the Council could provide to the VCS;
  - the majority of participants felt that the larger amount of any funding should be available for core costs with a smaller amount available for small grants;
  - the majority of participants agreed that a cap on how much groups could apply for should be in place and that it should be £5k;
  - there was a request by some for flexibility in allocating funding rather than strict set pots of funding to bid into;
  - the sector expressed a clear preference for an application process as opposed to the current Community Councillor Grant Scheme;
  - there was a request that any application process should be straightforward with a simple form to complete;
  - funding should be generally allocated in time for the start of the financial year;
  - there was consensus that the Council's Strategic Purposes provided the framework for organisations to bid into;
  - some participants felt that funding should be allocated to helping other less established VCS groups to sustain themselves and general sector capacity building;
  - it was also suggested that the funding might help to bring the sector together and co-ordinate consortium bids;
  - there was a suggestion that funding should be utilised to help the sector demonstrate need for the activities and services they provide; and
  - that most participants were supportive of the role of the VCS Grants Coordinator and felt that the role could help to build capacity in the sector.
- 3.17 Additionally, there was a meeting held on 10<sup>th</sup> December between officers and representatives of organisations who currently receive a concessionary rent for the Council owned buildings they rented. Key points made by the Group included:
- if the Council removed the concessionary rent scheme some organisations would not be able to pay for their rent and would therefore close;
  - the Council were cutting from the VCS twice (both concessionary rent scheme and the main VCS Grants pot);
  - the costs to the Council of dealing with empty units would be far greater than if the Council continued to subsidise the current groups renting them;

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- the Council was at risk of being financially worse off if the VCS withdrew from the units and they were then to remain vacant;
  - the Council needed to be clear about the level of rent that could be charged for these units given that many of them were and still are in poor condition;
  - the Council sets the value at market rate but it was felt the commercial value of the units is likely to be less than that;
  - it was questioned if the market value of units in Matchborough and Winyates could be made when they were potentially going to be knocked down as part of the District Centre redevelopment plans;
  - groups had invested a lot of money in maintaining and improving the units, one organisation quoted £18,000;
  - each unit and VCS organisation should be considered individually taking into consideration all factors about the unit they rent and the services they provide and impact on the community; and
  - the Council could develop a concessionary rents scheme which looks at what units were lettable and put these VCS organisations inhabiting those units onto a meanwhile lease.
- 3.18 Written representation from the concessionary rent holders themselves has also been made which reflects the points made in the meeting with them on 10<sup>th</sup> December 2019 as set out above.
- 3.19 Property Services Officers would advise that many of these comments at 3.17 relate to the Council's property functions, as part of its overall ownership and management of its commercial property portfolio. Whilst the comments made as to how the Council might fulfil these functions are noted, they cannot determine how the Council will manage its property portfolio. Details of potential void costs are set out in section 4.2 and reference to property related risks are contained within Appendix 1.
- 3.20 If the wider VCS pot was to be maintained in some form, the consultation exercise strongly showed that VCS Groups were less supportive for the Councillor Community Grants Scheme (CCGS) model to be utilised. Groups had experienced difficulties in securing funding through this approach, some saying the fact that it was often difficult to know how long it would take to get their funding once they had approached their Councillor and also that communication could be difficult at times. The one element that the VCS did like about the CCGS scheme was the simplicity of the application form which they would like to keep in any scheme going forward. From an Officer perspective, the CCGS scheme did require a large amount of administration and a large percentage of the VCS Grants Co-ordinator's time was taken up by co-ordinating communication about

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applications between VCS groups and the Councillors and keeping records of what funding had been allocated.

- 3.21 In line with the consultation, Officers are minded to establish any new process and policy for the distribution of funding made available through a wider VCS Grants Pot, one which invites applications for funding from the VCS which align with the Council's Strategic Purposes. This will be very similar to methods used in previous years as part of the VCS Grants Programme and is likely to be the least disruptive way of implementing any VCS Grant Pot programme for the next 3 years.
- 3.22 As a general cut is being applied to the wider VCS Grants pot, it is also recommended that the budget for the Financial and Problem Solving Advice service is also subject to a reduction in funding. The recommendation is to save £25k from this pot and reduce the funding to £50k per annum. Officers have made available to Members the monitoring reports submitted over the lifetime of the contract which sets out the outcomes achieved to this point. It is also recommended in this report that in line with the recommendation of support to be guaranteed to the VCS generally for three years, that funding be given to whichever organisation is successful in delivering the Financial and Problem Solving Advice service in the future for 3 years also.
- 3.23 This report proposes options for a 3 year short term proposal to support the VCS at the end of which it migrates to a longer term sustainable scheme. Such a scheme would be developed in consultation with and engagement with the VCS, private businesses and wider public services. One possibility could be the establishment of a Redditch Community Foundation.

**Customer / Equalities and Diversity Implications**

- 3.24 A general Equalities Impact Assessment has been conducted for the proposed changes and cuts to grant funding which sets out any implications for Equality Groups from these proposals. This is attached at Appendix 3. The Assessment will be continuously reviewed once the preferred option has been determined and an action plan developed accordingly.

**4. RISK MANAGEMENT**

- 4.1 Risks for each of the options are set out in Appendix 1. In terms of the Concessionary Rent Scheme the current level is not commensurate with the budget which has been set for the scheme.

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- 4.2 A number of the options propose either the removal of the scheme altogether or removal of the scheme over a transition period. These proposals do pose the risk to groups that currently hold a concessionary rent not being able to afford an increase in the rent and folding altogether or moving out of the premises. It is therefore prudent for the Council to examine the risk of these properties becoming void as a result of these proposals. There clearly would be additional costs such as utility charges, void inspections costs, and business rates that the Council would need to find if properties were left empty. The main void costs to the Council if all 13 units were empty per annum are as follows:

Total Full Market Value of the Units - £117,160

Business Rates Payable (after 3 months of the properties being vacant) - £57,523

Utility Standing Charges Payable - £3120

Void Inspections Costs Payable (estimated) - £2925

**Total - £180,728 per annum**

There may be other costs not included in this calculation such as insurance and maintenance costs.

- 4.3 With the proposed reduction of funding available for the Financial Advice and Problem Solving service there is a risk that any organisation in a position to apply for the funding to deliver the service may not be able to deliver what is required with the funding available. This could result in no applications submitted for this funding or a service being provided which does not have the breadth and scope to meet demand.
- 4.4 By reducing the amount available through the wider VCS Grants pot, the Council will not be able to fund the breadth and diversity of projects it currently funds. However, Members have decided to retain the VCS Grants Co-ordinator post as a means of helping to build capacity in the sector and to support more inexperienced groups in finding and applying for other sources of funding.

**5. APPENDICES**

Appendix 1 – Options Table

Appendix 2 – Write up of consultation with VCS groups on 26<sup>th</sup> Nov, questionnaire results and consultation with Concessionary Rents Holders on 10<sup>th</sup> Dec.

Appendix 3 – Equalities Impact Assessment

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**6. BACKGROUND PAPERS**

- Local Government Transparency Code 2014
- Voluntary Sector Task Group Report 2014
- Reference Executive Committee report 2010
- Policy for Leases of Council Land & Property at a Concessionary Rent – Executive Report – 18th December 2012
- Concessionary Rents – pre-decision scrutiny, short, sharp review – final report to Executive Committee from O&S Committee - 18th December 2012
- Review of Policy for Leases of Council Land & Property at a Concessionary Rent – 9th July 2013
- Concessionary Rents Consultation Report - VCS Concessionary Rents Holders – 4<sup>th</sup> December 2019
- Financial Advice and Problem Solving Contract Quarterly Monitoring Reports submitted by Bromsgrove and District Citizens Advice 2017 – 2019.

**AUTHOR OF REPORT**

Name: Helen Broughton  
E Mail: [helen.broughton@bromsgroveandredditch.gov.uk](mailto:helen.broughton@bromsgroveandredditch.gov.uk)  
Tel: 01527 64252 Ext. 3237

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## Appendix 1 – Options Table

OPTIONS	DETAILS	OPPORTUNITIES	RISKS	FINANCIAL IMPLICATIONS
<b>Option 1 - Cease all funding to the VCS, i.e. Concessionary Rents Scheme and VCS Grants Pot which includes a Financial Advice and Problem Solving grant</b>	<ul style="list-style-type: none"> <li>No funding to be provided to the VCS through the concessionary rents scheme or through the VCS Grants programme.</li> </ul>	<ul style="list-style-type: none"> <li>The VCS Grants Co-ordinator would focus on helping to build capacity in the sector and support groups in applying for alternative funding.</li> </ul>	<ul style="list-style-type: none"> <li>VCS organisations folding owing to the withdrawal of funding from the Council.</li> <li>Potential risks around rising demand for Council services especially with the loss of the Financial Advice and Problem Solving contract.</li> <li>Effect of VCS organisations folding that support vulnerable people in Redditch's communities and the negative impacts of this.</li> <li>Any units which become vacant as a result of organisations closing will incur additional void costs to the Council.</li> </ul>	<ul style="list-style-type: none"> <li>The Council will save £283k per annum.</li> <li>If VCS organisations do choose to vacate there would be a short-term loss of income until alternative tenants or actions occurred. If all units were to become void it would cost the Council £180k per year but it is unlikely that all units would remain unoccupied for a year.</li> </ul>
<b>Option 2 – End the Concessionary Rents Scheme, reduce the VCS Grants Pot to £175k of which £50k is allocated to a Financial Advice and Problem Solving grant</b>	<ul style="list-style-type: none"> <li>All VCS groups to have their concessionary rent terminated in 2020.</li> <li>Make available a £125k wider grants pot for all VCS organisations to bid into for their core costs.</li> <li>Maximum bids up to £5k.</li> <li>Groups receiving concessionary rents will have to bid into this VCS Grants pot to cover their rent.</li> <li>Make available £50k for a Financial Advice and Problem Solving grant.</li> </ul>	<ul style="list-style-type: none"> <li>If some of the concessionary rents holders are unable to retain their units, the Council would seek to let some of the units at the market value.</li> <li>If units became vacant there could be opportunities to look at utilising the assets in a different way e.g. developing the sites for other uses, selling any potential land etc.</li> <li>The VCS Grants Co-ordinator would focus on helping to build capacity in the sector.</li> </ul>	<ul style="list-style-type: none"> <li>Organisations receiving concessionary rents may not be successful in bidding for funds from the VCS grant pot for their rent. This would mean their rent would increase in 2020 to full market rent.</li> <li>It is likely that the organisations would be reluctant to commit to longer term leases as they would not have a guaranteed income to ensure they could afford the rent in the long term.</li> <li>If this occurred, there is a</li> </ul>	<ul style="list-style-type: none"> <li>If VCS organisations do choose to vacate there would be a short-term loss of income until alternative tenants or actions occurred. If all units were to become void it would cost the Council £180k per year but it is unlikely that all units would remain unoccupied for a year.</li> <li>The Council saves £108k from the VCS grants budget including the £63k from concessionary rents scheme.</li> </ul>

OPTIONS	DETAILS	OPPORTUNITIES	RISKS	FINANCIAL IMPLICATIONS
			<p>chance that a number of VCS organisations receiving concessionary rent would have to move or cease to exist altogether.</p> <ul style="list-style-type: none"> <li>• This would impact negatively on the communities receiving support through these organisations.</li> <li>• Costs would still exist to the Council if these buildings were left void – void costs and business rates costs would need to be considered.</li> </ul>	
<p><b>Option 3 – Maintain the concessionary rents scheme but withdraw the wider VCS Grants scheme completely, with the exception of the Financial Advice and Problem Solving grant</b></p>	<ul style="list-style-type: none"> <li>• All VCS organisations continue to receive the 70% concessionary rent.</li> <li>• Current and future arrears would need to be addressed through the scheme.</li> <li>• Those groups deemed to be in properties which could be let to commercial tenants be placed on a meanwhile type lease and under notice that if a commercial tenant was interested in their property they would be asked to relocate.</li> <li>• No wider VCS Grants scheme will exist.</li> <li>• Make available £50k for a Financial Advice and Problem Solving grant.</li> </ul>	<ul style="list-style-type: none"> <li>• The VCS organisations receiving concessionary rents will be able to sustain their business and continue to deliver their activities as before. The Council does not have to find new tenants to replace the VCS groups or find associated costs with having these units as void.</li> <li>• The groups affected would be able to sign a longer term lease knowing they have the guarantee of continued income for the rent.</li> <li>• The VCS Grants Co-ordinator total focus could be on helping to build capacity in the sector.</li> </ul>	<ul style="list-style-type: none"> <li>• There will be no general funding available for any other VCS organisations. This may affect the ability of the sector to deliver the diversity and range of services sustained at the moment.</li> <li>• With regards to the potential changeover in tenancies within the concessionary rents scheme, there would be a delay if occupier was unwilling to leave and recovery action was required.</li> </ul>	<ul style="list-style-type: none"> <li>• The Council will save £170k, however an ongoing pressure will still need to be made in the concessionary rents budget for the lost income from the concessionary rents scheme of £19k approximately (on top the existing budget of £63k).</li> <li>• The identified saving may potentially decrease if the ongoing pressure increases owing to any new organisations joining the concessionary rents scheme in the future.</li> </ul>

OPTIONS	DETAILS	OPPORTUNITIES	RISKS	FINANCIAL IMPLICATIONS
<p><b>Option 4 - Close the Concessionary Rents scheme to new applications but maintain the scheme for existing organisations only with a reduction of support for the wider VCS Grants Pot, including a the Financial Advice and Problem Solving grant</b></p> <p><b>Note: As and when existing VCS organisations vacant premises they are re-let on a commercial basis.</b></p>	<ul style="list-style-type: none"> <li>Each of the groups receiving a concessionary rent continues to pay their 30% of their current rent which totals £35k approx. of income to the Council.</li> <li>Allocate £125k for the wider VCS Grants pot which would be used to supplement the £82,314 that remains outstanding (the other 70%).</li> <li>This would leave £42686 in the pot for other VCS grants.</li> <li>These organisations would not be able to bid into the wider VCS grants pot at all.</li> <li>This could continue year on year if Members were minded to keep the concessionary rent scheme in place.</li> <li>No new organisations can join the scheme</li> <li>Any arrears would need to be addressed through the life of the scheme.</li> <li>Those groups deemed to be in properties which could be let to commercial tenants be placed on a meanwhile type lease and under notice that if a commercial tenant was interested in their property they would be asked to relocate.</li> <li>Make available £50k for a Financial Advice and</li> </ul>	<ul style="list-style-type: none"> <li>The groups affected would be able to sign a longer term lease knowing they have the guarantee of continued income for the rent.</li> <li>The Council does not have to find new tenants to replace the VCS groups or find associated costs with having these units as void.</li> <li>The VCS Grants Co-ordinator would focus on helping to build capacity in the sector.</li> </ul>	<ul style="list-style-type: none"> <li>The overall support from the Council to the VCS will shrink as there is a £45k reduction to the general VCS Grants pot.</li> <li>This option benefits the existing VCS organisations with a concessionary rent rather than the wider sector as limited funding is left to distribute to other groups who do not have a concessionary rent.</li> </ul>	<ul style="list-style-type: none"> <li>The Council will save £45k from the wider VCS Grants budget.</li> <li>There will no longer be the need to allocate any budget for the Concessionary Rents scheme so a saving of £63k will be made. This will make a total saving of £108k.</li> </ul>

OPTIONS	DETAILS	OPPORTUNITIES	RISKS	FINANCIAL IMPLICATIONS
<p><b>Option 5 - End the Concessionary Rents Scheme but provide a stepped down transition over a 3 year period paid for out of reduced VCS grants pot of £175k of which £50k will be allocated to a Financial Advice and Problem Solving grant.</b></p>	<p>Problem Solving grant.</p> <ul style="list-style-type: none"> <li>Option 4 as above would operate for year 1 but then for the following year the received concession percentage would be stepped down.</li> <li>In year 2, groups would be expected to pay 50% of their rent with a 50% concessionary rate which would be approximately £59k to pay.</li> <li>This £59k would be deducted from the pot which would leave £66k for other VCS Grant giving.</li> <li>In year 3 the rate the VCS groups would be expected to pay would rise to 80% with only a 20% concessionary rent.</li> <li>This £23,600 would be deducted from the pot and would leave £101,400 other VCS grant giving.</li> <li>In year 4, the scheme would be withdrawn with all VCS groups paying full market rent. The whole £125k would be available for the VCS Grants Pot.</li> <li>When step down decreases do occur, the VCS groups affected can then bid into the main VCS Grants pot. Applications for rent would</li> </ul>	<ul style="list-style-type: none"> <li>The groups would be able to sign for a 3 year lease on the understanding that they then have 3 years to make a decision about their future in those units and plan for when the rent rises to full market rent.</li> <li>The Council could utilise this time (3 years) to assess the stock and formulate a plan for potential loss of funding if groups do relinquish their units i.e. market assessment of who might let them, how much to demolish and sell land for building etc.</li> <li>More funding would be available for the wider grants pot than in previous options.</li> <li>The VCS Grants Co-ordinator would focus on helping to build capacity in the sector.</li> </ul>	<ul style="list-style-type: none"> <li>There is still less money available for the wider VCS in the main grants pot although this will increase over the 3 years as the level of concession paid by concessionary rent holders rises.</li> <li>The VCS feels that funding is being cut twice from them – once from the concessionary rent pot and then again from the wider VCS grant pot.</li> <li>It is still possible that groups could close after the transition period is over if they are not able to cover their rent from other sources.</li> </ul>	<ul style="list-style-type: none"> <li>The Council will save £45k from the wider VCS Grants budget.</li> <li>There will no longer be the need to allocate any budget for the Concessionary Rents scheme so a saving of £63k will be made. This will make a total saving of £108k.</li> </ul>

OPTIONS	DETAILS	OPPORTUNITIES	RISKS	FINANCIAL IMPLICATIONS
	<p>be accepted as they are losing the support for rent over the three years so the wider fund could be used to top this up.</p> <ul style="list-style-type: none"> <li>Any current or future arrears in the scheme will need to be addressed within the 3 year transition period.</li> <li>Those groups deemed to be in properties which could be let to commercial tenants be placed on a meanwhile type lease and under notice that if a commercial tenant was interested in their property they would be asked to relocate.</li> <li>Make available £50k for a Financial Advice and Problem Solving grant.</li> </ul>			
<p><b>Option 6 - End the Concessionary Rents Scheme but provide a transition over a 3 year period. Maintain the current Council budget in order to do this. Reduce the VCS Grant pot to £175k of which £50k is allocated to a Financial</b></p>	<ul style="list-style-type: none"> <li>End the scheme over a period of 3 years but continue to subsidise the scheme as per the current arrangement.</li> <li>As with option 4 and 5, wind down the scheme by using a series of stepped decreases each year.</li> <li>Those organisations that receive the transitional concessionary rent can only bid into the £125k for rent after year 1 once their rent concession decreases and</li> </ul>	<ul style="list-style-type: none"> <li>This option supports the VCS the most and maintains almost the same level of funding except a reduction in £45k for the wider VCS grants pot.</li> <li>There are no reductions in the wider VCS grants pot to subsidise the concessionary rent holders unlike in some of the other options.</li> <li>This will enable current concessionary rent holders to plan for the end of the scheme in 3 years' time.</li> </ul>	<ul style="list-style-type: none"> <li>This is the most costly option to the Council as there would be the need to maintain the pressure for the Concessionary Rents scheme and also find the £175k for the VCS Grants Scheme and the Financial Advice and Problem Solving Grant.</li> </ul>	<ul style="list-style-type: none"> <li>The Council will save £45k from the wider VCS Grants budget.</li> <li>A continuing budget and pressure would still need to be made for the wind down of the Concessionary Rents scheme over the 3 year period of the transition.</li> <li>The savings for the Council in each year of the step down would be as follows: Year 1- no savings from the concessionary rent budget but a £19K pressure required, Year 2 – saving of £4k from the</li> </ul>

OPTIONS	DETAILS	OPPORTUNITIES	RISKS	FINANCIAL IMPLICATIONS
<b>Advice and Problem Solving grant</b>	<p>they have to pay more.</p> <ul style="list-style-type: none"> <li>Any arrears will need to be addressed within the transition period.</li> <li>Those groups deemed to be in properties which could be let to commercial tenants be placed on a meanwhile type lease and under notice that if a commercial tenant was interested in their property they would be asked to relocate.</li> <li>Make available £50k for a Financial Advice and Problem Solving grant.</li> </ul>	<ul style="list-style-type: none"> <li>The £125k can fully be utilised to support the wider VCS in Redditch.</li> <li>The VCS Grants Co-ordinator would focus on helping to build capacity in the sector.</li> </ul>		<p>concessionary rents budget, Year 3 - £40k from the concessionary rents budget.</p>

Notes:

- Any VCS Grant Pot would be capped at £5k as the maximum grant to be awarded to any one organisation, with the exception of the Financial Advice and Problem Solving grant.
- No organisation will be able to apply for a concession or grant to cover above 70% of their rent costs.
- When referencing the £82k concessionary rents funding, this currently comprises of a budget of £63k already set for the scheme with an additional pressure required of £19k to ensure the full cost of the scheme to the Council is covered.



## Council Support to the Redditch Voluntary and Community Sector - Consultation Questionnaire

### **Q1. If the Council has £100k available to fund the VCS in Redditch, thinking about what barriers you face what would you most like the funding for?**

**Table 1** - The group felt that the ability to attain core funding was crucial – this could include overheads, wages, staffing, rent, administrative costs, insurance etc. They felt that it was important to have as little restrictions and funding conditions as possible so would welcome a very open flexible pot. If VCS groups were receiving a good level of funding from one funder it often helped them to bring in match funding from other funders. The Council pot was a good starting point to get core funding in which could act as a gateway to receiving other funding from elsewhere.

One aspect they felt strongly about was developing the sector. Some suggestions were made that the funding should be available for training for groups. Development of VCS groups was seen as being extremely important – some participants thought that the funding should be put into more infrastructure support and ways to help smaller, less developed groups become sustainable. Issues such as the bigger groups being able to pay bid writers and have the capacity to pull in larger amounts of money meant that smaller groups without this would struggle. The idea of more infrastructure support would go some way to address these issues.

Participants discussed the fact that demonstrating outcomes and impact of projects and an organisations work was difficult but becoming more crucial to do in order to show what difference is made by their work especially to funders. It was suggested that some of the funding could be utilised to help the sector demonstrate need for VCS organisations and projects.

#### **Table 2 –**

- Rent
- Core costs (Rent, salaries, overheads/running costs). It's easier to find funding for new projects and equipment.

The group initially felt that the consultation event was 'pointless' as the decisions had already been made e.g. Cllrs steer that the VCS pot would be £100k. They also felt that the questions were 'contrived'. The group only wanted to discuss concessionary rents as they felt this was more important than any other VCS grant funding.

#### **Table 3 - Concessionary Rent Scheme (CRS):**

- The group felt that continuing the CRS is more important than any other funding.
- If CRS is scrapped, 'Community House' would need to pass the rent increase on to groups, organisations. Some groups would fold which would impact on other organisations, public services and especially service users. Community House has approx. 2,500 using this place per week and this does not include outreach work delivered from there.
- 'Redditch Hale and Hearties Group' is a part of Community House and feel the group will fold if concessionary rents are removed. Huge impact on the NHS and Accident & Emergency services!

- Groups cannot get their rent covered from anywhere else. Grants can be sourced for projects etc. but not rents.
- Need CRS as this is the 'stable foundation' for many VCS groups
- The group felt they could argue this was just a 'balance sheet' issue as it's not a grant saving.
- Concessionary Rents should be considered building by building e.g.
  - 'real' commercial value
  - Cost of bringing them back in use – making the building fit for purpose so someone/businesses would be interested in renting it. VCS have all the 'dregs' buildings
  - Location
- If VCS group leave/fold and then units can't be rented out it will cost more – holding rates, loss of any rent, repairs, vandalism, particularly in the neighbourhood centres. Redditch Boxing Academy and REACH CIC did joint costings of impact to the Council - £23k in the 1st year; £47k in year two.
- 'Disadvantage' will escalate if groups go due to the CRS being removed.
- £100k to be used to employ staff to raise funds for groups e.g. bid writers/community development. Some group members disagreed – they want RBC to write bids and bring in funds to then distribute to groups. Bring in more funding, ring-fence for the VCS
- £100k to be used for rent concessions.
- Social Impact Assessment by RBC to see true worth of VCS and what they do.
- £100k to be used to facilitate the bringing together of VCS, sharing joint bid applications - 'grant funding consortiums'. Reinforce VCS infrastructure and strengthen groups — both £100k and the officer post.

#### **Other respondents –**

Core funding in order to assist in maintaining existing service to the children and families of the community remains the essential requirement – given that Touchstones needs around \$35k each and every year – and all service is free to everyone that asks for it – and so we are utterly dependent upon grants, and individual and local group fundraising and free-will donations/ fundraising

I think a ratio of 80% to core costs and 20 % to projects would be a balanced approach although either way will not meet every one's needs. A contribution to core costs is most appropriate as our main tasks are not project based.

We currently do not have premises to pay for so running costs too physically support the most vulnerable by means of practical assistance would be essential for us.

Ensuring the sustainability of core essential services and activities (and funding the core costs of these services) is a key priority for us. Although we do not currently receive any 'direct funding' for the core costs associated with key services, such as our Information & Advice service, the preferential business rates applied to our Redditch Retail Shops (which are our main source of income) and the reduced rental charges for the hire of community facilities (such as Community House) do have a positive impact on our operating costs. Removal of these 'concessions' would necessitate a re-evaluation of our support, services and activities for older people in Redditch and may result in the cessation of services due to rising core costs

As charity, a key barrier to piloting/ progressing new initiatives/ new ways of working is the fact that we do not have the available 'start-up-funds' to initiate new projects. We are currently benefiting from such funding being available to pilot initiatives such as its 'Pop Up I&A

Surgeries', which we hope will enable us to develop an approach which will help increase our support and reach across the district

**Q2. If it is felt there should be a mixture of uses what proportion of the funding should be allocated for each use (e.g. 80% for core costs, 20% project funding).**

**Table 1** - The group felt that the criteria should be so relaxed that the bids for funding should be open for anything with no parameters around how many bids could be made for projects and how many for core costs. Again it was felt that a proportion of the money should be ring-fenced for infrastructure support which could be given to BARN.

**Table 2 –**

- Case by case per organisation and their needs.

**Table 3** – Nothing specific suggested.

**Other respondents -**

From our perspective and for the reasons explained above we would advocate for the largest possible proportion / allocation to core / ongoing operations funding

I agree the example figures quoted as being a reasonable split – with some discretion to the awarding panel, perhaps a 10% margin.

Personally, I think as each group has a specific reason for doing what they do it varies on an individual basis so perhaps a little flexibility.

We support the suggestion that a key proportion of the funding should be allocated for core costs, but that a percentage should also be available to support project funding.

**Q3. What should be the maximum and minimum level of funding available to apply for?**

**Table 1** - The group again were quite flexible about this. There should be no minimum or maximum amount but groups should be able to bid for what they needed. If there was a maximum amount stipulated then it should be made clear to groups that they did not have to always bid for the maximum. The group felt that perhaps to make it fair, there should be a cap for large core cost bids at £5k and then the spread would go further. This had been raised in previous consultation about the old Grants scheme by members of BARN and the group agreed this would be sensible.

**Table 2 -**

- £500 – ring-fenced e.g. New Road Parents on income of less than £25k. Have £10k - £15k in this pot. Minimal form, bank account and signatories.
- £25k plus organisations – locally delivered and funded organisations (see Awards4All Form). £500+ to £5,000. Produce final accounts and link to RBC strategic purposes.

**Table 3** – Nothing specific suggested.

**Other respondents –**

We've previously relied on grants of £1000, per year but if the pot is being constrained to £100k, then I guess you will have to impose some logic for maximum allocations, based on likely number of applications and community impact.

We would say that there are many 'local' organisations that are large, and have well established fundraising capabilities, that can end up 'sucking' resources from all sorts of sources. We would argue that your funding should be for smaller, organisations, that are more critically dependant of just a few possible funding routes, and because like us they work with some of the most vulnerable and deprived parts of our community – can't and don't get any significant funding from service users / beneficiaries.

There will never be enough available; perhaps a cap of 5K per proposal, done in two rounds each year, with the 2nd round prioritising new applicants.

This should be determined on achievable impact to community and the amount of people benefitting.

Having key levels of 'available funding' is helpful (and to help ensure a parity in allocation of funding across the VCS in Redditch) however other key determining factors, such as 'need' and 'benefit', should be taken into consideration (hence if a service/ project exceeds a 'maximum' but has a significant long-term impact, it should still be considered)

#### **Q4. Any other thoughts about the £100k 'general pot' model?**

**Table 1** - It was obviously felt that the proposed level of funding was not enough and that consultation on the amount on offer would have been welcomed.

The amount of money being brought into the town by the VCS was not recognised by the Council. Not only did VCS bring in money from other funders into the town but also the money they did bring in was made to go much further from the added value VCS organisations could bring to delivery e.g. volunteers, more flexible ways of working etc. It was questioned how best to evidence this. In real terms the Council may fund the sector to the level of £100k but in reality this was actually worth more.

The group felt that joint working was important between the Council and the VCS and were positive about future arrangements where VCS could co-design projects and services and have a role to play in the implementation of this. However, this would need to be resourced – capacity is an issue for the VCS sector engaging in this type of work and would not be possible on top of their main delivery.

The group touched on the need for the sector to work together to help each other and to share models of sustainability.

There was a question about any future role which might be focussed on enabling and helping the VCS to undertake some of the long term aspirational work – should this person come from the VCS rather than a Council background?

The group discussed the need to have a steady income stream – not all groups were looking to the Council to provide this and they were very able to go elsewhere to find funding. However this cut was seen as deep and it was generally felt that some groups would fold as a result of this. There was concern about who would pick up the most needy and vulnerable if groups did fold.

#### **Table 2 -**

- Needs to be a 'proper' assessment of 'NEED' across the VCS Organisations and their service users. Assessment of 'social impact' especially when VCS cannot be sustained or fails.

**Table 3** – Nothing specific suggested.

**Other respondents –**

Given the limited amounts available the process needs to be simple to allocate and transparent in its outcomes.

Perhaps the council taking the decision annually on where to allocate its funds. It may be more practical and be divided up between all the groups and not just some. This would reduce paperwork and administration too.

It would be interesting to understand how the Council plans to evaluate and monitor the impact of a £100k 'General Pot'

**Q5. What process should be used to allocate the £100k? E.g. Application forms? The time of year? Different rounds throughout the year? Around the Councils Strategic Purposes?**

**Table 1** - Participants liked the form currently used for the CCGS, however they generally disliked the new way of approaching their councillors for funding. They felt it was time consuming and the timeframe of the process of negotiating with councillors to then receiving the money could take a long time. Conversations with Councillors could be difficult as there could be conflicts of interest.

It was felt that the money should be allocated in time for the beginning of the new financial year so that groups could plan properly for that year ahead. The question was raised about how the RBC pot of funding aligned with other funding from the stator sector e.g. public health funding. Was there a way of better utilising the RBC pot alongside other funding pots? The example of Positive Activities was used – could some of the RBC pot be used to match fund the WCC /PH pot? Would this be a better use of public funding and create a bigger pot to achieve more?

**Table 2 –**

Whatever process was put in place it needed to be fair and equitable with all groups enabled to bid into the pot.

- See points listed in response to question 3.
- Not online.
- First round decision by 31st March for £25k+ organisations. £500 pot throughout the year until spent.
- Not only online - applications need to be paper copies as well.

**Table 3** – Nothing specific suggested.

**Other respondents –**

Application form, centralised decision making, - aligned to strategic purposes and community need / inability to self-provide

Two rounds a year. Any links to the "Strategic Purposes" need to be explicit and broadly interpreted. An on-line application form with a paper edition available for community-based organisations if needed. Monitoring reports should be simple and not too onerous; both financial and descriptive information linked to the grant application objectives to be collected.

Annually ready for funds to be received for the new tax year, then groups would know what amount they had and not have to wait for decisions which is difficult to budget.

The council's strategic purposes should be the priority and grants perhaps decided by the council as opposed to groups applying themselves.

An initial application form is probably the most effective means of the VCS submitting their requests but perhaps for Applications Requests over a specified amount, VCS representatives have the opportunity to discuss their application with a 'review panel'

Restricting funding applications to once a year does present a 'barrier', however, if members of the VCS are seeking support for core costs then they will want to know whether or not funding has been secured ASAP at the beginning of the Financial Year. Perhaps a proportion of the 'Pot' (20%?) could be held for a second round of funding applications (in September?)

In terms of the Council's Strategic Purposes, then we would expect there to be a link between the 'Purposes' and this funding in order to support the return on investment.

#### **Q6. How can the Grants Officer (18 hour post) best support the VCS?**

**Table 1** - It was felt that the officer should not be duplicating any work which would be undertaken by BARN. The officer could help with how to access government funding. It was also felt that in the future they would have a role to play in any co-commissioning work.

One participant felt that the officer could be utilised to look at the impact of the roll out of social prescribing on the local VCS.

It was suggested that some of the £100k might be better spent in funding a full time post to support the VCS. Possibly could work with BARN more closely.

#### **Table 2 -**

- Help and guidance for non-successful applications
- Case by case basis.

#### **Table 3 -**

- More of a support role to guide, advise and help when applying for money.
- Bring organisations together and to look at joint funding bids. Co-ordinate though not just turning up to a meeting.
- Bring in large pots of funding / national level.
- Use other RBC officer hours e.g. accountants / solicitors / Grants officer etc. to support groups set up, run or develop.
- RBC to work in partnership with groups to lever in more funding e.g. Redditch Boxing Academy are looking at a piece of land and possibly £150k+ application to build a new community hub building. RBC officer to support/project manage.

#### **Other respondents -**

As now – advice, processing and monitoring grant applications / grants - understanding the detail conditions that under-pin . justify why funds should be directed to certain organisations above others.

The postholder perhaps can help smaller organisations to source other funding opportunities to bring the amount of support available from outside of the Borough eg Lottery, to add to and compliment the Borough Council's financial contribution. Corporate objectives could be enhanced with a closer partnership working with the VCS.

Obviously listening to what's important to keep them all functioning but knowing about all the existing groups and then the new groups incorporated each year to try and assist the new ones too.

Support with the funding application process (to ensure that proposals meet the criteria prior to submission, as very few of the VCS organisations supporting people in Redditch have dedicated Fundraisers/ Bid Writers)

Identification of any similar requests/ opportunities across the VCS to see if there might be opportunities for a joint funding request

Support with identify other sources of funding that might be available (e.g. County Funding)

#### **Q7. Any other comments not captured above?**

**Table 1** - It was noted that a lot of the groups felt that some of the language and statements made by politicians during the handling of the concessionary rent report was patronising and rude. They felt it belied the fact that many councillors did not know the VCS in Redditch well at all and what it did. They felt that they were not respected.

#### **Table 2 -**

Issues:

- Rent and CAB
- Wouldn't pay full rent for properties for the current state they are in.
- Members don't seem to be clear about what they can fund and more importantly what the VCS do.
- Section 24 letter clearly states that member decisions about council tax and members allowance have an impact of approx. 0.5millions over the next 5 years.
- Charity Commission states that for every £1 in the VCS equates to £10 in social value.
- Cost to RBC of administration to the scheme.
- Redditch Partnership needs to be involved in all medium and long-term collaborative and co-design.

#### **Table 3 -**

- Can we use section 106 monies? Working in partnership (groups and RBC to lead) to bring in new funding to build new (1-3) community hubs.
- Can it be introduced that all new developments/building projects need to contribute to the VCS and the VCS infrastructure?
- Councillors needed to be here – PURDAH excuse is nonsense.

- Regular consultation is needed. More dialogue between VCS and the Council, working together to achieve what we all want to achieve.
- Social Capital – BSG / Community house / Homestart etc. – If measured, Volunteers time etc. would show that VCS providing services for people in Redditch saves Council services and other statutory services.
- The group didn't feel the Council was interested in 'social capital just hard cash!
- Homestart have successfully used evidence / previous RBC funding as leverage to bring in large amount of other grant funding in the past. Helps groups to be 'credible', help with 'credibility'. This would struggle if VCS grants were to go or be reduced.
- Community , people joining together will be lost.
- The VCS deliver against RBC strategic purposes, Worcestershire's response to tackling loneliness, health and wellbeing agenda.
- VCS services are 'prevention' – will spiral out of control and spill over to public services
- Local Ward Councillors need to take a deeper interest in what's happening
- Long-term value of the VCS is huge – this is short-term decision making which will impact longer term. Very costly and once VCS groups have gone you won't get them back.

#### **Other respondents**

In our 8 years serving over 1000 bereaved children and young people in the local communities of Redditch we have been blown away by RBC's investment to organisations that work to transform the lives of people in the most needing parts of the local community. We have been and continue to be so, so grateful for the immense support we have received from RBC – support without which we couldn't and won't be able to come alongside and then transform the lives of some of the town's most traumatised and vulnerable children, young people and their families – thank you, and in all the changes, long may it be able to continue.

I'm pleased that RBC is retaining its Grant Scheme and appreciates the 1+1=3 contribution to the Borough by the VCS.

As a new CIC it is like taking a gamble that your group is going to be able to sustain itself or get any funding at all. Perhaps a little more individual support at all levels would be good.

Whilst we understand the drivers for the recent changes to the 'Councillor Community Grants Scheme' it does impact organisations such as ourselves that are providing support and services across the District and who want to ensure a parity of support and services for residents throughout the Borough.

## **Notes from Meeting with VCS Concessionary Rent Holders – 10<sup>th</sup> December 2019**

### **In attendance:**

Officers – Judith Willis, Helen Broughton and Jeremy Williams

VCS Representatives – Lynn Hancock – Bromsgrove and District Citizens Advice, Sarah Lee – Redditch Boxing Club, Gary Roskell – Bromsgrove and Redditch Network, Robin Baker – Oasis Christian Centre, Liz Williams – REACH CIC, John Witherspoon – Batchley Support Group, Mark Baron – Batchley Support Group, Lee MacKenzie – Sandycroft Centre, Jordan Cooke – Your Ideas.

Judith opened the meeting by welcoming everyone. She started by explaining that the purpose of the meeting was to discuss with VCS organisations that currently were part of the VCS Concessionary Rents scheme their views about the possible removal of the scheme and also how any future funding may be utilised to support them. Judith confirmed that the level of funding available to cover any future concessionary rent scheme and wider VCS Grants pot was £175k. There would be £50k available for the Financial Advice and Problem Solving service.

Points raised by VCS representatives at the meeting included:

- the fact that the £82k quoted as the Council's budget for the remaining 70% rent they do not receive from the VCS tenants was not an actual loss for the Council, it was just income not collected;
- if the Council removed the concessionary rent scheme some organisations would not be able to pay for their rent and would therefore close. Groups explained that it was very difficult to find funders who would fund core costs like rent. Rent could be put into funding bids as part of full cost recovery but this would not be enough to help maintain paying the rent. One organisation representative said they were due to make a decision about the future of their units in the New Year with a view to closing by the new financial year if the Council were to stop the scheme;
- the Council were cutting from the VCS twice (both concessionary rent scheme and the main VCS Grants pot). Representatives felt that Councillors did not understand what they did and what the impact would be if VCS organisations had to close because of the proposed changes;
- the costs to the Council of dealing with empty units would be far greater than if the Council continued to subsidise the current groups renting them;
- the Council was at risk of being financially worse off if the VCS withdrew from the units and they were then to remain vacant. A report had been written by the tenants affected which pointed out that along with the loss of income from rent, there would be a large amount of money to pay in business rates on the units which would actually cost the Council more than subsidising the current tenants and keeping the scheme;
- in some units, the Council paid to rent space on a sessional basis for various health and leisure activities – the rise in costs for the VCS organisations would mean a rise in cost for the Council to rent space for these activities;

- the Council needed to be clear about the level of rent that could be charged for these units given that many of them were and still are in poor condition and were unlettable. They questioned whether there really was any commercial organisations wishing to let the units;
- the Council sets the value of the units at market rate but it was felt the commercial value of the units is likely to be less than that;
- it was questioned if the market value of units in Matchborough and Winyates could be made when they were potentially going to be knocked down as part of the District Centre redevelopment plans;
- groups had invested a lot of money in maintaining and improving the units, one organisation quoted that they had spent £18000 on refurbishment costs. It was questioned how groups who had spent money on refurbishment would get this back if they were forced to close or move;
- it was felt by the concessionary rent holders that each unit and VCS organisation should be considered individually taking into consideration all factors about the unit they rent and the services they provide and impact on the community. It was felt that if organisations did make a profit then they could be expected to pay more towards their rent; and
- it was suggested that the Council could continue the Concessionary Rents scheme but for those units which were lettable, put the VCS organisations which were inhabiting those units onto a meanwhile lease. If commercial organisations were then interested in letting these units, the VCS organisations in them would be given notice to leave.

Groups were asked if they thought that the funding available should be prioritised for the concessionary rent holders. There were mixed view on this, some groups were not as direct about confirming this but it was generally felt that available funding should be diverted to support the Concessionary Rents scheme with the remaining left for the general VCS grants pot.

# Equality Assessment - Guidance and Recording Form

## 1. Introduction

Redditch Borough Council is committed to providing equality of access and recognises that discrimination does not need to be intentional for unfair treatment or adverse impact to occur. Our approach to equality recognises that the range of different groups in our society may have different needs and we seek to ensure that our services are fairly and equitably provided to all sections of the community.

We are **legally required** (The Equality Duty, The Equality Act 2010) to demonstrate that we have given 'due regard' to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity between people who share a protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.

This means that equality considerations need to be evidenced in our decision-making processes and policies. This template will support you to evidence how the Duty has been taken into account. The Equality duty is to meet 'needs', rather than any desires or preferences for a particular treatment or service. Complying with the General Duty may involve treating some people better than others, as far as this is allowed by discrimination law. For example, it may involve making use of an exception or the positive actions provisions in order to provide a service in a way which is appropriate for a particular group. The General Duty also explicitly recognises that disabled people's needs are different from those of non-disabled people. In considering the requirements to meet the needs of disabled people, public bodies should therefore take account of disabled people's disabilities. This might mean making reasonable adjustments for them or treating them better than other people.

## 2. When is Equality Assessment required?

Any potential impact on equality should be considered **before any key decisions are made** and should be integrated into day-to-day policy-making, business planning and other decision-making arrangements. This is particularly relevant when making difficult financial decisions; if we are proposing to **stop, reduce or change a service** then we must have relevant equalities evidence to justify this.

**Due regard** means consciously thinking about the three aims of the General Duty as a part of the process of decision-making. This means that consideration of equality issues must influence the decisions we make, when:

- Developing, evaluating and reviewing policy
- Designing, delivering and changing services
- Commissioning and procuring from others

**You must consider what evidence is available and whether any more information is needed. You cannot assume that a policy will benefit all service users without evidence to support that conclusion.** It is not necessary in every instance, to have hard statistical data. We can also use more qualitative sources such as service user feedback or external sources, for example, information available from the Equality and Human Rights Commission, local or national representative groups etc. Local, regional or national statistical information and research may also be used if relevant.

### 3. How is the Equality Assessment to be carried out?

To assess a service or policy, consider and use any or all of the following options:

- Walk through the processes as a customer would, or as a member of staff and test it from their point of view - this can be done by the service manager or jointly with the team. Record this experience and make a record of any actions required as a result.
- Set up a customer test with volunteers from community or staff groups. Get them to access the service from start to finish, assess their experience and feedback. Make a record of what was discovered, who the group members were and any actions required as a result.
- Conduct statistical analysis from any service usage information available or customer satisfaction surveys looking for patterns of usage by defined equality groups and obvious gaps in usage.

If further evidence comes to light after the initial completion of this assessment, if possible, go back to the original assessment and update it. Equality Assessment should be seen as a living, on-going process rather than a one off exercise.

### 4. Who carries out the assessment?

The manager of the service is responsible for ensuring that the assessment is carried out and recorded on this form.

A list of every completed Equality Assessment will be published on the relevant Council's website. Any Elected Member or member of the public can ask for copies of the assessment and any information that has been used in the completion of the assessment.

#### For further information or assistance please contact:

Policy Team on 01527 548284 or 01527 881616 or [equalities@bromsgroveandredditch.gov.uk](mailto:equalities@bromsgroveandredditch.gov.uk)

#### Useful documents:

[Redditch](#) Equality Strategy

Quick start guidance to the Equality Duty can be found [here](#)

#### Equality Assessment Record

**Please ensure the following:**

- That the document is understandable to a reader who has not read any other documents, and explains (on its own) how the Public Sector Equality Duty is met. This does not need to be lengthy, but must be complete.
- That available support information and data is identified and where it can be found. Also be clear about highlighting gaps in existing data or evidence that you hold, and how you have sought to address these knowledge gaps.
- That the equality impacts are capable of aggregation with those of other EIAs to identify the cumulative impact of all service changes made by the council on different groups of people.

Title of service/policy/procedure/spending review being proposed		<b>Support to the voluntary and community sector 2020/21</b>	
Name of service area		<b>Community Services</b>	
Name of Officer completing this assessment		<b>Helen Broughton/Rebecca Green</b>	
Date assessment completed		<b>December 2019</b>	
Name of decision maker (in relation to the change)		<b>HOS- Judith Willis, Head of Community and Housing Services Executive Committee</b>	
Date decision made		<b>14<sup>th</sup> January 2020</b>	
<b>Sign off on completion</b>	<b>Name</b>	<b>Signature</b>	<b>Date</b>
Lead officer completing assessment	<b>Helen Broughton</b>		
Equalities Officer	<b>Rebecca Green</b>		

**Overview – Set the context**

Provide a clear overview of the aims of the service/policy/procedure and the proposed changes being made. Will current service users' needs continue to be met? Why is the change being proposed? What needs or duties is it designed to meet?

The Council has been required by auditors to make significant financial savings in order to balance the budget; as a result, it must consider options to change some of the support which the Council provides to the Voluntary and Community Sector (VCS). Both the Concessionary Rents Scheme and the VCS Grants Pot (including the Councillor Community Grants Scheme) have been reviewed and details of options for future delivery of these schemes and financial changes considered:

- Option 1 - Cease all funding to the VCS including concessionary rents, VCS Grants Pot and Financial Advice and Problem Solving grant
- Option 2 – End the concessionary rents scheme and reduce the VCS Grants Pot to £175k
- Option 3 – Maintain the concessionary rents scheme but withdraw the wider VCS Grants scheme completely
- Option 4 - Close the Concessionary Rents scheme but maintain the scheme for existing organisations only with a reduction of support for the wider VCS Grants Pot (Note: As and when existing VCS organisations vacant premises they are re-let on a commercial basis).
- Option 5 - End the concessionary rents scheme but provide a stepped down transition over a 2 or 3 year period paid for out of the £125K.
- Option 6 - End the concessionary rents scheme but provide a transition over a 2 or 3 year period. Maintain the current Council budget in order to do this. Fund the £125k on top of this.

Redditch Borough Council does not fund any organisation in their entirety; concessionary rents and grants are a contribution to these organisations, all of whom do access other funding streams. The grants are also reviewed every year and no organisation is guaranteed to receive them.

9 organisations currently receive concessionary rents at 30% of market value; however, there are other VCS organisations that sublet from them.

Who is the proposal likely to affect?	Yes	No
All residents	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Specific group(s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
All Council employees	<input type="checkbox"/>	<input type="checkbox"/>
Specific group(s) of employees	<input type="checkbox"/>	<input type="checkbox"/>
Other (identify)	<input type="checkbox"/>	<input type="checkbox"/>

**Detail-** Outline who could be affected, and how they could be affected by the proposal/service change. Include current service users and those who could benefit from but do not currently access the service.

The changes could impact those members of the community who access services and support provided by the voluntary and community sector organisations that are in receipt of concessionary rent or receive a grant from the Council. This impact varies depending on the option selected; it could be that services are reduced, amended or even cease if the organisations are not able to find alternative funding streams.

This impact could particularly affect disadvantaged members of our community who access support.

Potential users of the VCS could also be affected by any reduction in provision and future support.

#### **Evidence and data used to inform your equality impact assessment**

What **data, research, or trend analysis** have you used? Describe how you have got your information and what it tells you.

As there are multiple options and the organisations support a wide spectrum of the community (and the grants process could support any diverse VCS organisation that decides to apply and is successful) it is very difficult to gather specific data and information attributable to protected characteristics. Another issue is that the impact of the resulting change could be mitigated entirely by the VCS groups accessing alternative sources of funding. However, funding streams have diminished over recent years, particularly for core costs, which could present a challenge to the groups.

The value of the VCS needs to be considered; the social value of money invested is often difficult to quantify. Recent research by the Charity Commission (September 2019) identified the following:

“The charity sector is seen as an increasingly important part of society and in the delivery of services which have traditionally been provided by the public sector (e.g. in areas like safeguarding, cancer research, homelessness and loneliness). According to NCVO, areas of activity with the greatest involvement of voluntary organisations are social services provision, culture and recreation and religious services”.

“The impact of the charity sector needs to consider the social value created. This includes the value placed on charity by its direct recipients, but also the (indirect) value to others in the community, donors and the benefits to the millions of volunteers who deliver charity services... very little of the value created by the volunteer sector is easily visible to statisticians, to policymakers, to politicians, to companies, indeed to the volunteers themselves”.

### Engagement and Consultation

What engagement and consultation have you undertaken about the proposal with current service users, potential users and other stakeholders? What is important to them regarding the current service? How does (or could) the service meet their needs? How will they be affected by the proposal? What potential impacts did they identify because of their protected characteristic(s)? Did they identify any potential barriers they may face in accessing services/other opportunities that meet their needs?

Consultation with the VCS included an open meeting and a meeting with the concessionary rent holders.

Key points raised included:

- the fact that the £82k quoted as the Council's budget for the remaining 70% rent they do not receive from the VCS tenants was not an actual loss for the Council, it was just income not collected;
- if the Council removed the concessionary rent scheme some organisations would not be able to pay for their rent and would therefore close. Groups explained that it was very difficult to find funders who would fund core costs like rent. Rent could be put into funding bids as part of full cost recovery but this would not be enough to help maintain paying the rent. One organisation representative said they were due to make a decision about the future of their units in the New Year with a view to closing by the new financial year if the Council were to stop the scheme;
- the Council were cutting from the VCS twice (both concessionary rent scheme and the main VCS Grants pot). Representatives felt that Councillors did not understand what they did and what the impact would be if VCS organisations had to close because of the proposed changes;
- the costs to the Council of dealing with empty units would be far greater than if the Council continued to subsidise the current groups renting them;
- the Council was at risk of being financially worse off if the VCS withdrew from the units and they were then to remain vacant. A report had been written by the tenants affected which pointed out that along with the loss of income from rent, there would be a large amount of money to pay in business rates on the units which would actually cost the Council more than subsidising the current tenants and keeping the scheme;
- in some units, the Council paid to rent space on a sessional basis for various health and leisure activities – the rise in costs for the VCS organisations would mean a rise in cost for the Council to rent space for these activities;
- the Council needed to be clear about the level of rent that could be charged for these units given that many of them were and still are in poor condition and were unlettable. They questioned whether there really was any commercial

organisations wishing to let the units;

- the Council sets the value of the units at market rate but it was felt the commercial value of the units is likely to be less than that;
- it was questioned if the market value of units in Matchborough and Winyates could be made when they were potentially going to be knocked down as part of the District Centre redevelopment plans;
- groups had invested a lot of money in maintaining and improving the units, one organisation quoted that they had spent £18000 on refurbishment costs. It was questioned how groups who had spent money on refurbishment would get this back if they were forced to close or move;
- it was felt by the concessionary rent holders that each unit and VCS organisation should be considered individually taking into consideration all factors about the unit they rent and the services they provide and impact on the community. It was felt that if organisations did make a profit then they could be expected to pay more towards their rent; and
- it was suggested that the Council could continue the Concessionary Rents scheme but for those units which were lettable, put the VCS organisations which were inhabiting those units onto a meanwhile lease. If commercial organisations were then interested in letting these units, the VCS organisations in them would be given notice to leave.

### Public Sector Equality Duty

Due regard must be given to the three aims of the Equality Duty. This means that you must consciously think about the three aims as part of the process of decision-making. Consider the current service and any proposed changes, thinking about what issues may arise.

Equality Duty aims	Evidence
<b>Eliminate unlawful discrimination, harassment and victimisation</b> How does the proposal/service ensure that there is no barrier or disproportionate impact for anyone with a particular protected	<b>The VCS support many members of the community and add social value; there could be an impact for community members, who could have particular protected characteristics (the Council holds no specific data, however individual VCS organisations may hold this data). Once the chosen option has been selected an action plan for delivery will be developed to reduce any impact.</b>

characteristic	
<b>Advance equality of opportunity between different groups</b> How does the proposal/service ensure that its intended outcomes promote equality of opportunity for users? Identify inequalities faced by those with specific protected characteristic(s).	<b>The VCS support many members of the community; there could be an impact for community members, who could have particular protected characteristics (the Council holds no specific data, however individual VCS organisations may hold this). Once the chosen option has been selected an action plan for delivery will be developed to ensure equality of opportunity</b>
<b>Foster good relations between different groups</b> Does the service contribute to good relations or to broader community cohesion objectives? How does it achieve this aim?	<b>The VCS supports community relations and cohesion; once the chosen option has been selected an action plan for delivery will be developed to promote good relations.</b>

**Is there evidence of actual or potential unfairness for the following equality groups?**

- Does the proposal target or exclude a specific equality group or community?
  - Does it affect some equality groups or communities differently and can this be justified?
  - Is the proposal likely to be equally accessed by all equality groups and communities? If not, can this be justified?
- (It may be useful to consider other groups, not included in the Equality Act, especially if the proposal is specifically for them e.g. lone parents, refugees, unemployed people, carers)

**Impact of proposal-** Describe the likely impact of the proposal on people because of their protected characteristic and how they may be affected. How likely is it that people with this protected characteristic will be negatively affected? What are the barriers that might make access difficult or stop different groups or communities accessing the proposal? How great will that impact be on their well-being? Could the proposal promote equality and good relations between different groups? How?

**If you have identified any area of actual or potential unfairness that cannot be justified, can you eliminate or minimise this?**

What mitigating actions can be taken to reduce or remove this impact? (Include these in the action plan at the end of the assessment) Equal treatment does not always produce equal outcomes; sometimes you will have to take specific steps for particular groups to address an existing disadvantage or to meet differing needs.

Protected Group	Impact of proposal	Justification for any actual or potential unfairness identified	If you have identified any area of actual or potential unfairness that cannot be justified, can you eliminate or minimise this?
Age	Possible to Likely	Required savings	Although the savings are required, there are mitigating actions that can be considered, dependent on the option that is selected. These include: <ul style="list-style-type: none"> <li>• Targeted support from the Grants Officer</li> <li>• Accessing alternative funding streams</li> <li>• More joint working</li> <li>• Phased approach to any funding reduction</li> </ul>
Disability	Possible to Likely	Required savings	
Transgender	Unknown		
Marriage and Civil Partnership	n/a		
Pregnancy and Maternity	n/a		
Race	Possible to Likely	Required savings	
Religion or Belief	Unknown		
Sex (Male/ Female)	Possible to Likely	Required savings	
Sexual Orientation	Unknown		

**How will you monitor any changes identified?**

- Once the option has been selected an action plan will be developed which will be monitored by officers and Portfolio Holders

The actions required to address these findings are set out below.

Action Required	By Whom	By When	Completion Date
Develop action plan based on selected option	Helen Broughton	March 2020	Ongoing

**When you have completed this assessment, retain a copy and send an electronic copy to the Policy Team (Equalities) attaching any supporting evidence used to carry out the assessment.**

### **Glossary**

#### **Direct discrimination**

- Treating someone less favourably than someone else in the same circumstances, e.g.:
  - In employment, racist or sexist banter, derogatory comments and innuendo
  - Failure to treat grievances seriously or to investigate effectively
  - Unfairly denying access to employment, training or facilities and services

#### **Indirect discrimination**

- Where a provision, criterion or practice is applied equally to all but has the effect excluding or reducing the access for a particular group and is not a proportionate means of achieving a legitimate aim. Even if this effect is unintentional, it can still be unlawful, e.g.:
  - Unnecessary height restrictions for access to employment opportunities
  - Refusing training for promotion to people who work part-time
  - Requiring fluency in a language where this is not necessary
  - Relying on word of mouth to recruit to employment or training opportunities
  - Qualification requirements that are not justified for the level of the job.

#### **Policy, Practices and Services**

- Refers to any activity the council does, be that a service we provide, an initiative we run, a policy we write or a procedure we observe.
- It may refer to the way we do things which are customary
- It may refer to activities we undertake such as meetings, focus groups or publications we produce.

#### **Protected Characteristics**

**Age** - consider all age groups although legal protection only applies to people aged 18 or over

**Disability** - consider all types of impairment, physical and mental, sensory, visible and hidden

- |  |   |
|--|---|
| • Learning disability                      | • Mental health needs/ disorders and psychological conditions |
| • Families and carers of disabled children | • HIV/ Aids   |
| • Mobility impairments                     | • Sensory impairments such as sight and hearing               |
| • Wheelchair users                         | • Cancer and long term progressive conditions such as MS      |

**Gender** – refers to the physiological fact of being male or female

- consider whether something has a different impact on men or women - particularly if it's more of an impact on women, consider the impact if they have caring responsibilities whether its childcare or other types of care

**Gender re-assignment** - Transgender (Gender Dysphoria )- or the preferred term, Gender Confirmation

- Consider all stages of re-assignment, before, during and after re-assignment treatment or gender confirmation surgery

**Marriage and Civil Partnerships** –

- It *only* covers those who are married or in a civil partnership (NB single status is not protected in the Equality Act)

**Pregnancy and maternity**

- Physical state of pregnancy
- On maternity leave or planning maternity leave or returned from maternity leave
- Includes breast feeding

**Race – this includes race, colour, nationality, national or ethnic origin and caste (caste through case law, not explicitly referenced)**

- Race is a generic overall term
- Colour refers to the colour of a person's skin
- Nationality applies to internationally recognised nationalities
- National Origin applies where you have changed your nationality in your life time or there is something about you that indicates that your parents or grandparents' origins were in another part of the world – e.g. name, religion
- Ethnic Origin applies where identifiable groups have established a unique and different ethnicity to the rest of the population – this currently applies to Jews, Gypsies, Sikhs Irish and Scottish Travellers
- Caste is the traditional organisation of South Asian, particularly Hindu, society into a hierarchy of hereditary groups.

**Religion or Belief** – all established religions and beliefs (and non-belief) including but not limited to the following:

- |                |                           |                  |
|----------------|---------------------------|------------------|
| • Christianity | • Baha'i                  | • Rastafarianism |
| • Hinduism     | • Buddhism                | • Atheism        |
| • Islam        | • Jainism                 | • Agnosticism    |
| • Judaism      | • Paganism                | • Humanism       |
| • Sikhism      | • Parsi or Zoroastrianism |                  |

**Sexual orientation**

- Gay – usually refers to men with sexual orientation towards other men although sometime refers to women with sexual orientation towards other women

- Lesbian – refers to women with sexual orientation towards other women
- Bisexual – refers to men and women with sexual orientation to either or both their own gender or the opposite gender
- Heterosexual refers to men and women with sexual orientation towards the opposite gender

**REDDITCH BOROUGH COUNCIL****EXECUTIVE COMMITTEE****14<sup>th</sup> January 2020****ESSENTIAL LIVING FUND POLICY**

Relevant Portfolio Holder	Cllr David Thain
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering – Executive Director of Finance and Resources
Wards Affected	All Wards

**1. SUMMARY OF PROPOSALS**

The report and appendices provide a revised Essential Living Fund (ELF) policy to replace the existing guidance. The new guidance will be introduced from 1<sup>st</sup> April 2020 and will provide greater clarity on the operation of the ELF scheme.

**2. RECOMMENDATIONS****2.1 The Executive Committee is asked to RECOMMEND to Council that:**

- 1) The Essential Living Fund (ELF) policy is approved.
- 2) The policy is implemented from the 1<sup>st</sup> April 2020.

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

- 3.1 The costs for the provision of ELF are met locally by Redditch Borough Council. The existing budget for the ELF scheme is £30k. Failure to provide clear procedures for the allocation of funds under the scheme may result in budget being overspent and insufficient funds being available for high need cases.

**Legal Implications**

- 3.2 There are no specific legal implications.

**Service/Operational Implications**

- 3.3 The Welfare Reform Act 2012 introduced major changes to welfare benefits. The changes included the introduction of Universal Credit, the implementation of the under occupancy charge for claimants in social sector housing, and changes to the existing Social Fund scheme.

**REDDITCH BOROUGH COUNCIL****EXECUTIVE COMMITTEE****14<sup>th</sup> January 2020**

3.4 The Social Fund scheme previously consisted of 3 elements:

- Budgeting Loans to meet intermittent needs.
- Crisis loans for emergency situations.
- Community care grants to help vulnerable people live independently rather than enter care institutions.

The changes to the Social Fund abolished crisis loans and community care grants and funding was made available to local authorities to provide local assistance to people needing additional support.

3.5 In response to the changes Redditch Borough Council introduced the Essential Living Fund (ELF) the purpose of the fund is to provide assistance similar to that which was previously available from crisis loans and community care grants.

3.6 For the period from 1<sup>st</sup> April 2013 to 31<sup>st</sup> March 2015 funding for the operation of ELF was provided by Worcester County Council. Funding was withdrawn from 1<sup>st</sup> April 2015 and the cost for this provision has been met by the local authority.

3.7 The existing ELF guidance has become out-dated and does not provide consistency in the operation of the scheme. There is a need to revise the guidance to; provide greater clarity for council officers for making determinations of entitlement to support; increased clarity for customers when making applications for support; and better oversight of the operation of the scheme and the allocation of funds.

3.8 The current guidance is limited to providing short term support in the form of food bank referrals and/or utility vouchers. This short-term support helps to alleviate urgent financial pressures however it is not helping to enable long term support and a move towards financial stability which can be strengthened through referring to appropriate outside agencies for more specialist support.

3.9 The revised policy enables decision makers to provide targeted support to those that most require it as well as ensuring that this support is appropriate and provides the assistance that can help customers work towards long term financial stability.

**Customer / Equalities and Diversity Implications**

3.10 The ELF policy identifies those groups that would be most impacted should an award not be made.

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- 3.11 Having a framework which identifies that flexibility is required, both in the claiming process and the administration of the scheme will assist in ensuring that the scheme objectives are fairly administered and do not place unreasonable restrictions on either staff or the people looking to access the scheme

**4. RISK MANAGEMENT**

- 4.1 Failure to manage the Essential Living Fund could result in a budgetary Overspend. The risk of overspend will be mitigated by the introduction of measures monitoring the overall costs of the ELF scheme on a month to month basis.
- 4.2 The failure to adopt a robust policy may lead to a risk of not offering a consistent service to some of our most vulnerable residents. Measures relating to application for ELF support and both approvals and refusals of support will be monitored to ensure that decisions are being made in line with the policy and support is targeted to the residents most in need.

**5. APPENDICES**

Appendix 1 – Essential Living Fund Policy

Appendix 2 – Summary of allocation of awards from 2015 to 2018

**6. BACKGROUND PAPERS**

None

**AUTHOR OF REPORT**

Name: Lisa Devey

E Mail: [lisa.devey@bromsgroveandredditch.gov.uk](mailto:lisa.devey@bromsgroveandredditch.gov.uk)

Tel: 01527 534162

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## **Redditch Borough Council**

### **Essential Living Fund (ELF)**

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3 - Decision Makers

4 - Purpose of the Fund

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6 - Eligibility

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8 - Needs which are covered by ELF

9 - Needs which are NOT Covered by ELF

10 - Applications

11 - Evidence

12 - Reviewing a Decision

Appendix A - Other Funds / Schemes

### **Essential Living Fund**

#### **Mission Statement**

**The Essential Living Fund scheme is designed to help members of the community remain in their home and to assist residents in times of financial hardship whilst aiming to secure financial independence.**

**The Essential Living Fund team will endeavour to be:**

- **Efficient**
- **Understanding of the needs of the people claiming**
- **Fair and unbiased**
- **Easily accessible**

**We will undertake the above whilst putting people at the heart of everything we do, and supporting our local communities.**

### **1. Purpose of the Scheme**

The Essential Living Fund (ELF) is primarily intended to help vulnerable people live as independent a life as possible in the community.

Its prime objectives are to:

- Ease exceptional pressures on people or their families
- Help people who are unable to meet their immediate short term needs either in an emergency in relation to some expenses or as consequence of an unforeseen event.
- Help people establish in the community following a stay in an institution, care home, Local Authority care, hostel, prison or similar and also to support people to remain in the community.
- Helping our residents maximise their benefit entitlement and also exploring other income opportunities and signposting where appropriate.

For more on each of these see the explanations under 'Eligibility'.

### **2. Start Date of the Scheme**

This version of the ELF scheme is effective from the 1st April 2020.

### **3. Decision Makers**

An award under the ELF scheme will be made by a Decision Maker (DM). This is an employee of Redditch Borough Council who is acting within the principles of the ELF schemes policy to make a discretionary decision as to the eligibility of the applicant.

The DM will also liaise with other council departments and fully engage in partnership working to get the best outcome for the customer.

### **4. Purpose of the Fund**

Careful consideration will be given to all the circumstances of an application before deciding whether or not to make a Essential Living Fund award.

Each case will be decided based on the details as presented and verified.

The flexibility of the scheme and wide variety of individual circumstances covered mean that a decision in one case does not constitute a precedent for others.

Regard must be given, in particular to:

- The nature, extent and urgency of the need.
- The existence of other resources from which the need may be met.
- The possibility that some other person or body may wholly or partly meet that need. In providing this help care must be taken to ensure the Essential Living Fund does not duplicate support provided by other agencies.

See **Appendix A** for a list of other schemes and funds to be considered and also the section 'Needs which are not covered by ELF'.

- The Councils Essential Living Fund budget – The ELF's budgetary position will vary throughout the financial year. Decision makers must control and manage the ELF budget so that priority needs are met first throughout the whole of the year and the allocation is not exhausted before year end.

In making a decision the decision maker should:

- Clearly and fully document the reason for their decision.
- Always use discretion.
- Use discretion sensitively and with imagination to ensure that the objective of the scheme is promoted.
- Avoid rigid interpretation of the guidance.
- Remember that the absence of guidance applying to a particular circumstance, item or service does not mean help should be refused.
- Consider all the circumstances of a case when they determine an application.
- Consider the consequences of refusing an award.

The decision maker should ensure the reasons for their decision is fully supported by evidence and recorded in their decision.

The way in which we will provide this help could be:

- Referral to sources for recycled goods/furniture.
- Provision of fuel vouchers.

- Food Parcels – by the issuing of a food bank referral.
- Signposting or providing advice and information.

This list is not exhaustive.

The groups of people most likely to require help from an ELF are:

- Frail elderly people.
- People with learning difficulties.
- People with mental health problems.
- People with a physical impairment, including those with sensory impairment.
- Chronically sick people/Terminally ill people.
- People who have (or still do), misuse alcohol, drugs or other substances.
- People released from prison or youth offending institute.
- Young people leaving Local Authority care or special residential schools.
- Families with complex needs or living in difficult circumstances.

This list is not exhaustive.

## **5. How Much to Award**

An ELF award may be for a single item or expense or a number of items and expenses added together.

Decision makers should bear in mind that the scheme is cash limited. Paying more than the applicants needs would mean there is less funding for other applications. The ELF budgetary position may vary throughout the financial year. Decision makers must control and manage the ELF budget so that priority needs are met first throughout the whole of the year and the allocation is not exhausted before year end.

Therefore irrelevant of what the applicant requests the decision maker is advised to:

- Use, as appropriate, the agreed suppliers for the provision of certain items.
- If not using the prescribed suppliers, use national high street chain retailers and/or national catalogue outlets that are available locally to determine the amount to be awarded when awarding for furniture and household equipment, clothing and footwear.
- Make the best use of the ELF funding by awarding the lowest prices where that will still meet the applicants needs.
- Consider the use of Discretionary Housing payments (DHP) where appropriate.

## 6. Eligibility

To claim an ELF the applicant must be aged 16 or over and a 'resident' in Redditch Borough Council area and on a low income or with little or no resources. For the purpose of this scheme 'resident' means someone who lives in a property in the Redditch Borough Council area or are accessing services such as the Job Centre as if a resident of the area.

When assessing an applicant's entitlement to an ELF the amount of resources the applicant has available to them should be taken into account.

Resources include

- Capital assets.
- Earnings.
- Any other income.
- Cash in hand.
- Funds in banks, building societies, post office or credit union accounts.
- Any sources of credit such as cash cards, store cards, credit cards, overdraft facilities or loan schemes (unless they are receiving Income Based Jobseekers Allowance, Income related Employment and Support Allowance, Income Support or Pension Credit)
- Help which might be available from any other source to meet or partly meet the need if there is a realistic expectation that help would be available in time such as charities and benevolent funds, friends and family.

The decision maker can disregard certain resources where it would be reasonable to do so, for example, Housing Benefit and Council Tax Reduction could be disregarded as they are intended for use in covering rent and council tax charges.

The following people are ineligible from claiming for an ELF:

- People in care homes or hospital – unless they are due to be released within the next 6 weeks and are applying for an ELF grant to help them set up in the Community. See further guidance below.
- People who are members of and fully maintained by a religious order.
- Prisoners – unless they are due to be released within the next 6 weeks and are applying for an ELF to help them set up in the Community. See further guidance below.
- People in education – except those that receive Income Support, Income Based Jobseekers Allowance or Income Related Employment and Support Allowance or Pension Credit OR those who do not have access to the Student Loans and Grants intended to help with living costs whilst a student.

- People who fail the Habitual Residency Test / Subject to Immigration Control i.e. those that have no recourse to public funds.

**Help people establish in the community following a stay in an institution, care home, Local Authority care, hostel, prison or similar.**

Examples of accommodation this refers to are:

- Hospitals.
- Care homes.
- Hostels for homeless people, alcohol misusers or drug misusers.
- Prisons and Youth Offender Institutions.
- Foster Care.
- Staffed Group Homes.
- Supported Lodgings.
- Staff intensive sheltered housing providing a substantial level of personal care.

This list is not exhaustive.

Each case must be looked at as an individual case; as even residents within the same hostel may receive a different level of support

An ELF may also be awarded if an applicant moves to a larger or more suitable accommodation so that they, or a member of their family can take care of a person discharged from institutional or residential care who will be living in the same household and is unable to live freely in the community without some provision of care under this rule.

This could include people who have been without a settled way of life and have been placed in accommodation as part of a planned resettlement programme.

**Help people remain in the community rather than enter an institution or care home in which they will receive care**

There does not need to be an immediate threat of being taken into care for a payment to be made. The award should however be ensuring the applicants independent life in the community will improve and the risk of admission will lessen.

The ELF award may help to improve an applicant's existing living conditions with the provision of certain goods or enable them to move to accommodation which is more suitable, for example by providing them with furniture if moving from a furnished to an unfurnished property.

An ELF award could also be claimed under this rule for applicants who are moving nearer to relatives/close friends who will provide support OR applicants moving nearer or into the house of a vulnerable person to provide support. The decision maker should try and check that the new care arrangement is meant to be permanent by talking informally the person who will be providing the care. If that is not possible they could seek advice from other interested parties such as the Social Services Department. The decision maker should have particular regard to the nature, extent and urgency of the need.

### **Ease Exceptional Pressures On People And Their Families**

All families, especially those on low incomes, face pressures at various times so that in itself is not a reason to award an ELF payment. However, they may be awarded to ease exceptional pressures on a family, i.e. circumstances which put a family under greater pressure than might normally be associated with low income.

Examples of exceptional pressure could be:

- The breakdown of a relationship (especially where domestic violence is involved) – this is for when a relationship has recently ended. However the decision maker should give consideration to what happened since the relationship broke down; for example if the applicant had spent time in a refuge or other temporary accommodation until permanent accommodation could be found it could still be considered despite the fact the relationship had not recently ended. It will not normally be appropriate to make an ELF award more than once for the breakdown of the same relationship.
- The onset of or deterioration in, a disability of a member of the family. This could include repair or replacement of items damaged by the behavioural problems within the family or where new or better items are needed since the deterioration occurred
- Sudden domestic upheaval imposed by an unforeseen calamity such as a house fire, natural disaster such as flooding

### **Help people who are unable to meet their immediate short term needs either in an emergency in relation to some expenses or as a consequence of a disaster.**

This is referred to as help with 'general living expenses'. Any need that would be expected to last more than 14 days is not 'short term'.

Examples of when this would apply include:

- An unexpected disaster. A disaster is an event of great or sudden misfortune or sudden calamitous event. Examples being flooding, gas explosion, chemical leak or fire.
- Had an emergency which is defined as a situation which caused them to have a pressing need or unforeseen circumstance either of which requires immediate remedy or action, and the expense of that has left them with no funds to live on.

There is no provision within the scheme to assist people:

- In the situation where their money has been lost or stolen. The applicant must accept some personal responsibility for taking care with their monies
- Affected by the Governments Welfare Reform Programme, unless the Decision Maker feels they meet an exception and fit the other eligibility criteria as above
- Affected by delays with the Department for Work and Pensions processing benefit applications, unless a short term benefit advance has been applied for and refused AND they meet the other eligibility criteria as above

The Decision Maker must give consideration to the resources the applicant still has available to them. See the section on 'Eligibility' for more.

## **7. Number of Awards and Repeat Applications**

For help with furniture, furnishings, household equipment, clothing, footwear and other items not covered under the title of 'general living expenses' it will not normally be appropriate to make an award for the same expense if it has been less than 12 months since the last application. Unless the applicant has had a relevant change in circumstances that require them to reapply for the same expense – for example an application is made and agreed for a bed, the bed is destroyed in a house fire and the applicant applies for another bed.

For help with 'general living expenses' an award is at the discretion of the decision maker. If an applicant makes multiple claims under this rule the decision maker should take account of what the applicant will do and has done to resolve the issues that have caused them to claim. Ultimately the maximum number of awards allowed will be no more than 3 in any 12 month rolling period.

An exception to this could be made in extreme circumstances at the discretion of the decision maker. So long as the claim is not in consequence of an act or omission for which the applicant or their partner is responsible, or could have taken reasonable steps to avoid an example of an applicant causing the emergency is having no money because they have gambled or misspent it.

An emergency generally means a situation causing the applicant to have a pressing need or unforeseen circumstance either of which requires immediate remedy or action.

A disaster is an event of great or sudden misfortune or sudden calamitous event.

Examples being flooding, gas explosion, chemical leak or fire.

### **Needs which are covered by the Essential Living Fund**

- Furniture – such as a bed, settee, armchair, wardrobe, table.
- Furnishings – such as curtains, bedding, curtain poles.
- Household Equipment – such as a cooker, fridge, washing machine.
- Clothing and Footwear.
- General Living Expenses – these are day to day living expenses such as groceries, nappies, toiletries, cleaning/hygiene products which will be provided by a food bank referral, vouchers to use in pay as you go fuel meters.

### **Needs which are NOT covered by the Essential Living Fund**

- Maternity Expenses as covered by the Sure Start Maternity Grant which is designed to pay for the immediate needs of a new baby.
- Funeral Expenses as covered by the Funeral Payment regulated element of the Social Fund Scheme.
- Needs and costs which the Local Authority has a statutory duty to meet, for example the Disabled Facilities Grant.
- Repairs and improvements (both the cost of materials and labour) to the dwelling occupied as the home, including any garage, garden and outbuilding.
- A need which occurs outside the UK.
- An educational or training need including clothing and tools, distinctive school uniform or sports clothes for use at school or equipment to be used at school.
- Travelling Expenses.
- Expenses in connection with court (legal proceedings) such as legal fees, court fees, fines, costs, damages, subsistence or travelling expenses.
- Removal or Storage Charges.
- Domestic assistance and respite care.
- A medical, surgical, optical, aural or dental item or service.
- Work related expenses.
- Debts to government departments.
- Investments.
- Costs of purchasing, renting or installing a telephone and of any call charges.

- Council Tax and Rent.
- Items which can be met by the award of a Discretionary Housing Payment.

## **8. Applications**

The date of a written application to the Essential Living Fund is the date it is received by the Councils offices.

Applications can be made:

- On a form approved by the Council in accordance with instructions on the form.
- By letter if sufficient information is included.
- By telephone.

An application that does not meet the requirements as above will be deemed defective.

However, the application could be treated as made on the date it was originally received if the applicant complies with any request made to supply further information as necessary.

The normal time limit allowed to provide any further information requested will be 1 calendar month. This can be extended where it is reasonable to do so.

### **Telephone Applications**

An applicant will be able to make a claim for 'general living expenses' by telephone.

Where a need is to be met, they must agree to the terms and conditions but will not need to do so in writing. They will be informed that if they require immediate support that they will have to attend a designated office/building at a designated time with sufficient proof of identity to confirm their statement.

Where the decision is negative they will be informed by telephone and will also receive by post a full written confirmation of the decision with a right to review.

## **9. Evidence**

It is the applicant's responsibility to provide all the evidence necessary to determine an application.

**By minimum requirement all applications will need supporting evidence of bank statements detailing the last 2 months transactions and balances.**

Where it is necessary to seek further information to clarify an aspect of the application this could be done by either:

- Contacting the applicant.
- Checking departmental records.
- Contacting a third party where appropriate, and either permission is given or the data protection laws would allow.
- Arranging for clarification to be provided at a pre-award visit.

Evidence can be documentary, verbal or physical. It may be derived from such sources as:

- The current application form.
- Supporting documents and correspondence.
- Telephone or interview records.
- A record of observations on visit.
- Previous applications.
- Computer systems.
- Local knowledge.

Evidence may be provided by, for example:

- Applicants and/or their representatives.
- Social workers.
- Probation officers.
- Medical doctors.
- Housing departments.
- Landlords.
- Decision makers.

Exceptionally, it may be appropriate to ask the applicant for any supporting evidence they may have, such as relevant evidence of a medical condition, e.g existing doctors note or a letter from a hospital.

If the evidence provided is inconsistent, improbable or contradictory, the applicant should be given the opportunity to clarify or comment on any aspect of the evidence that is causing doubt.

The decision maker should ask for as much supporting evidence from the applicant for validation as is reasonable and necessary to substantiate the application but should **not**:

- Ask for evidence which would incur any expense to the applicant.
- Insist that the applicant provides supporting evidence, particularly from a third party.

If the applicant does not provide the requested evidence then a decision should be made based on the completed application and any other evidence already held.

### **10. Reviewing A Decision**

Applicants can request a review of ELF decision if they disagree. They must do this in writing within one month of the date they are notified of the decision. The applicant must sign the review request letter.

Late requests will be considered at the discretion of the Decision Maker where he/she considers that there were good reasons for the delay.

If a review is requested regarding the decision this will be looked at by a member of the Benefits Management Team who will then determine the final decision.

## APPENDIX A

### Other Grants/ Funds/ Schemes for consideration in the award of an ELF:

- The Prison Service is responsible for ensuring a discharged prisoner has suitable and adequate clothing (Prison Services Manual V). This is for both convicted prisoners upon release and prisoners held on remand (if their own is not fit to wear). It is therefore recommended that the Decision Maker checks with the prison/probation services if the application is for clothing. The normal rule is the applicant should have a change of clothing and sufficient protective clothing.

The ex-prisoner may also be given a travel warrant to pay for travel back home or anywhere else in the British Isles or Republic of Ireland where they are going to settle down.

Most prisoners are also given a discharge grant to cover living expenses for the first week after they leave prison.

- The Family Fund – This provides discretionary grants for families caring for a severely disabled child or children aged 17 or under. It is an independent Government funded organisation registered as a charity.
- Items for severely disabled children that are the responsibility of a statutory agency such as the health authority, local government, social services, housing or education department. This would include;
  - Medical services such as equipment and continence supplies including nappies, buggies and wheelchairs – responsibility of health trusts or authorities
  - Equipment for daily living such as ramps, hoists and bath aids – responsibility of social services
  - Education equipment – responsibility of Children and Learning Department.
- Benevolent Funds.
- Other sources of help as cited by websites such as **Turn to Us**.
- Maternity Expenses as covered by the Sure Start Maternity Grant which is designed to pay for the immediate needs of a new baby.

- Funeral Expenses as covered by the Funeral Payment regulated element of the Social Fund Scheme.
- Expenses which the Local Authority has a statutory duty to meet, for example the Disabled Facilities Grant.
- DWP Cold Weather or Winter Fuel Payments.
- Expenses that could be covered by the DWP Budgeting Advance if the applicant meets the qualifying conditions.
- The Short Term Benefit Advance. This is an advance of some of a claimants benefit made where they declare a financial need which may result in a serious damage to their health and/or welfare of them or their family, either at the start of a new claim or when a change means their benefit will significantly increase.
- NHS Healthy Start Scheme – provides vouchers to buy cow's milk, fresh or frozen vegetables and instant formula milk and Healthy Start vitamins. It is for people who are pregnant or have a child under 4 if they are in receipt certain means tested benefits.
- NHS Low Income Scheme – If a person has a low income they may be able to get help with the costs of prescriptions, dentists, eye care, healthcare travel, wigs and fabric supports through this scheme. The application form is available from the Job Centre, Hospital and most doctors, dentists and opticians.
- Jobcentre Flexible Support Fund – A discretionary fund where a person can claim up to £120 over the lifetime of their benefit claim with the Jobcentre for:
  - Travel warrants to attend interviews and refunds for travel costs to attend interviews
  - Clothing for interviews
  - The cost of relevant checks to work in certain industries, such as the Construction Skills Certificate Scheme (CSCS) to work on a building site

This list is not exhaustive.

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**APPENDIX 2****AMOUNT OF ELF FUNDING**

Year	Number of Awards	Cost Of Awards
2015/16	1498	£72k
2016/17	931	£20k
2017/18	822	£12k
2018/19	976	£11k

**AWARD BREAKDOWN**

<b>ELF awards</b>	Number of awards	Food vouchers	Utility Connection Charges	Clothing	White goods	Asst items (Detailed Below)
<b>2015</b>						
Crisis	320	52	44	0	154	70
Support	1178	512	474	11	47	134
<b>Total</b>	1498	564	518	11	201	204
<b>2016</b>						
Crisis	76	35	30	0	3	8
Support	855	424	372	1	3	55
<b>Total</b>	931	459	402	1	6	63
<b>2017</b>						
Crisis	58	26	22	0	1	9
Support	764	470	278	2	2	12
<b>Total</b>	822	496	300	2	3	21
<b>2018</b>						
Crisis	36	21	14	0	0	1
Support	940	632	304	0	2	2
<b>Total</b>	976	653	318	0	2	3

NB - Assisted items include: repairs, bedding, internal redecoration, toiletries and prescription charges.

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**WORCESTERSHIRE DISTRICT COUNCILS**

**MEETING OF THE WORCESTERSHIRE REGULATORY SERVICES BOARD**

**THURSDAY, 28TH NOVEMBER 2019, AT 5:00 P.M.**

PRESENT: Councillors J. Grubb (Chairman), A. D. Kent (during Minute No's 19/19 to 23/19), H. J. Jones, J. Gallagher (substituting for Councillor J. Raine), T. Wells (during Minute No's part of 22/19 to 23/19). J. Squires, A. Stafford (substituting for Councillor L. Griffiths), E. Stokes, D. Morris, H. Dyke and P. Dyke

Partner Officers: Mr. P. Merrick, Malvern Hills District Council and Wychavon District Council, Mr. L. Griffiths, Worcester City Council and Mr. M. Parker, Wyre Forest District Council

Officers: Mr. S. Wilkes, Mr. R. Keyte, Mr. C. Forrester, Mr. M. Cox, Mr. D. Mellors and Mrs. P. Ross.

19/19 **APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES**

Apologies for absence were received from Councillors J. Raine, Malvern Hills District Council and L. Griffiths, Worcester City Council, with Councillors J. Gallagher and A. Stafford present as substitute members respectively.

20/19 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

21/19 **MINUTES**

The minutes of the meeting of the Worcestershire Regulatory Services Board held on 26th September 2019, were submitted.

Councillor H. Jones, Bromsgrove District Council commented that she had not received a response to the two queries that she had raised at Minute Number 14/19.

The Head of Regulatory Services responded to both queries.

**RESOLVED** that the minutes of the Worcestershire Regulatory Services Board held on 26th September 2019, be approved as a correct record.

Due to the late commencement of the meeting and having been informed that two Members of the Board had to leave the meeting early, the Chairman altered the running order of the Agenda, in order for the Board to consider Agenda Item 5, Worcestershire Regulatory Services Budgets 2020/21 – 2022/23 and Agenda Item 4, Worcestershire Regulatory Services Revenue Monitoring April – September 2019 first.

22/19

**WORCESTERSHIRE REGULATORY SERVICES BUDGETS - 2020/21 - 2022/23**

The Financial Services Manager, Bromsgrove District Council, introduced the report and in doing so drew Members' attention to the tabled amended Recommendations; and clarified that the vote was by majority and not unanimous, as detailed in the report.

In response to questions from Members:

The Financial Services Manager clarified that, the 1% pay award for 2021/22 and 2022/23, had been included in the budget; and was based on the pay award assumption made by the host authority Bromsgrove District Council (BDC). The Head of Regulatory Services further commented that BDC usually worked to a 1% assumption, however, moving forward he was happy to work with the Financial Services Manager to look at a higher level of pay award for 2021/22 and 2022/23 and the potential impact on WRS; with an information report being presented to a future meeting of the Board.

The Head of Regulatory Services explained that not all partner authorities included the taxi test within their licensing fees, some kept the taxi test fee separate from the licensing fee; hence taxi tests being included in the Supplies and Service section on Appendix 1 to the report.

The Financial Services Manager agreed to amend Appendix 1 to the report, in order to include the 2019/2020 figures. The Democratic Services Officer to be tasked to ensure that the amended appendix, Appendix 1, and the amended Recommendations tabled at the meeting to be provided to each partner authority, in order to be included in their budget setting and decision making process.

**RECOMMENDED** that partner authorities approve the following for 2020/21:

1.1 The base revenue partner contributions for 2020/21-2022/23

Bromsgrove District Council	£439k
Malvern Hills District Council	£386k
Redditch Borough Council	£529k
Worcester City Council	£499k
Wychavon District Council	£701k
Wyre Forest District Council	£463k

<b>Total</b>	<b>£3,017k</b>
--------------	----------------

1.2 The partner percentage allocations for 2020/21 onwards:-

	<b>%</b>
Bromsgrove District Council	14.55
Malvern Hills District Council	12.79
Redditch Borough Council	17.53
Worcester City Council	16.54
Wychavon District Council	23.24
Wyre Forest District Council	15.35

1.3 The additional partner liabilities for 2020/21 in relation to unavoidable salary pressure and increase in WRS pension forward funding rate.

Bromsgrove District Council	£13k
Malvern Hills District Council	£11k
Redditch Borough Council	£16k
Worcester City Council	£15k
Wychavon District Council	£21k
Wyre Forest District Council	£14k
<b>Total</b>	<b>£90k</b>

1.4 The additional partner liabilities for 2020/21 in relation to three additional Technical Officers.

<b>Council</b>	<b>Tech Officer Primary Authority – 3 Months £000</b>	<b>Tech Officer Animal Activity £000</b>	<b>Tech Officer Gull Control £000</b>
Bromsgrove District Council	1	6	

Malvern Hills District Council	1	9	
Redditch Borough Council	1	1	
Worcester City Council	1	4	30
Wychavon District Council	2	9	
Wyre Forest District Council	1	4	
<b>Total</b>	<b>7</b>	<b>33</b>	<b>30</b>

- 1.5 The 2020/21 gross expenditure budget of £3,547k as shown in Appendix 1 to the report; and
- 1.6 The 2020/21 income budget of £530k as shown in Appendix 3 to the report.

23/19

#### **WORCESTERSHIRE REGULATORY SERVICES REVENUE MONITORING APRIL - SEPT 2019**

The Board considered the Worcestershire Regulatory Services (WRS) Revenue Monitoring report, April to September 2019.

The Financial Services Manager, Bromsgrove District Council (BDC), introduced the report and in doing so highlighted that the revenue report as detailed at Appendix 1 to the report, showed a projected outturn 2019/2020 of an £18k deficit. WRS officers would continue to work on income generation and would do their utmost to mitigate this excess as much as possible by the end of the financial year. It was appreciated that this was an estimation to the year end based on the assumptions, as detailed on page 11 of the main agenda report.

The Financial Services Manager, BDC reported that if April to September 2019 spend on pest control continued on the same trend for the rest of the year, that there would be an overspend on this service of £19k. WRS officers would continue to monitor and analysis this spend and advise of any changes in quarter 3.

The actual bereavements costs for April to September 2019 to be funded by partners, were charged on an as and when basis. Due to the nature of the charge it was not possible to project a final outturn figure.

Appendix 2 to the report detailed the income achieved by WRS from April to September 2019.

With regard to questions raised on the additional Animal Activity licensing, the Head of Regulatory Services briefly explained that there had been an additional £23k worth of vet inspections, which was fully recovered.

The licensing of various animal-related establishments, Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 had come into effect on 1st October 2018, with specific procedural documents and guidance documents published by the Department for Environment, Food and Rural Affairs (DEFRA).

As a result of these new regulations a large number of licences already in force under the previous licensing regimes expired in December 2018 and new licence applications were also received. Each application made under the new regulations required an inspection to be undertaken, with some inspections requiring a vet to be in attendance.

The Head of Regulatory Services further responded to a question raised with regard to 'Works in Default'.

The Technical Services Manager, WRS, responded to questions with regard to the Dog Warden and explained that WRS had recently employed 2 new dog wardens who were very active and worked later into the evenings, therefore taking away some of the work previously carried out by 'out of hours' contractors.

**RESOLVED:**

- (a) that the final financial position for the period April – September 2019 be noted;
- (b) that partner councils be informed of their liabilities for 2019-20 in relation to Bereavements, as follows; and

<b>Council</b>	<b>April – Sept 2019 Actual for Bereavements £000</b>
Redditch Borough Council	3
Malvern Hills District Council	2
Worcester City Council	10
Bromsgrove District Council	7
<b>Total</b>	<b>22</b>

- (c) that partner councils be informed of their liabilities for 2019-20 in relation to Pest Control, as follows; and

<b>Council</b>	<b>Estimated Projected Outturn Recharge in relation to Pest Control 2019/20 £000</b>
Redditch Borough Council	11
Wychavon District Council	7
Wyre Forest District Council	1
<b>Total</b>	<b>19</b>

(d) that partner councils be informed of their liabilities for 2019-20 in relation to three additional Technical Officers, as follows:

<b>Council</b>	<b>Estimated Projected Outturn 2019/20 Tech Officer Primary Authority £000</b>	<b>Estimated Projected Outturn 2019/20 Tech Officer Animal Activity £000</b>	<b>Estimated Projected Outturn 2019/20 Tech Officer Gull Control £000</b>
Redditch Borough Council	5	1	
Malvern Hills District Council	4	9	
Worcester City Council	5	3	30
Bromsgrove District Council	4	6	
Wychavon District Council	6	8	
Wyre Forest District Council	4	4	
<b>Total</b>	<b>28</b>	<b>31</b>	<b>30</b>

24/19

### **ACTIVITY AND PERFORMANCE DATA - QUARTER 2**

The Environmental Health & Trading Standards Manager Worcestershire Regulatory Services (WRS), presented the Activity and Performance Data, Quarter 2 report.

The Environmental Health & Trading Standards Manager WRS, reported that the number of food safety interventions had remained on par with previous years. Complaints and enquiries were down over the summer compared with previous years and that there had been a notable dip in August, when officers would normally expect to

see a peak. This had enabled officers to task allergen work into the programme.

Health and Safety enquiries and complaints/service requests remained broadly in line with 2018/2019. The greater proportion of accidents related to injuries to members of the public or injuries to a worker being incapacitated for more than seven consecutive days. Several resource intensive formal investigations were ongoing with the likelihood of legal proceedings.

The number of requests for support from planning colleagues remained significantly up in quarter 2. During the last quarter the team reviewed and provided advice on over 500 potential sites for Strategic Housing and Employment Land Availability Assessment to inform the review of the South Worcestershire Development Plan.

Quarter 2 saw the Director of Public Health, Highways, WRS and County and district Sustainability team representatives attend the first comprehensive air quality action forum for Worcestershire. This was an exciting development and was the first time that all stakeholders had committed to having a role in improving health and air quality.

The Dog Warden Team had had another busy quarter with a total of 418 dogs being reported to WRS as strays. Over 300 were reunited with their owners and a further 67 were successfully rehomed by WRS through reputable charities. Sadly 8 of the dogs were welfare cases, where possible improvement notices were issued to owners. In addition to this a further 9 dogs required veterinary treatment for other ailments.

In general WRS had performed well against the agreed indicators. The percentage of service requests where a resolution was achieved to customer satisfaction was higher than it had been for some time at over 73%. Business satisfaction remained excellent at over 98%. The proportion of people who felt better equipped to deal with issues in the future following WRS interventions was also up on previous quarters at 63%.

The processing measure for taxi licences was over 75% within 5 working days and were all issued before the licences expired. This was slightly higher in the past so officers would look at to why this has slipped. The figure for defective vehicles whilst in service as taxis was similar to the figures at the end of last year (30 compared to 44), so slightly up on the half year figure last year (17). The Licensing Team have spoken with the garages carrying out the tests and have emphasised the need to feed this information back to Licensing officers as it was key intelligence as to how well drivers were maintaining their vehicles.

Sickness figures had increased slightly to 2.9 days per full time equivalent (PFTE), compared to 2.8 (PFTE) last year.

The income figure as a proportion of budget was 5.3% for 2019/2020. As previously highlighted WRS had yet to fill the gap left by the loss of one of the dog related contracts that was worth £60,000 per annum.

**RESOLVED** that the Activity and Performance Data report for Quarter 2, be noted; and that Board Members use the contents of the report to inform each of their partner authorities.

25/19

### **INFORMATION REPORT - AIR QUALITY UPDATE 2019**

The Technical Services Manager, Worcestershire Regulatory Services (WRS), presented the Air Quality Update 2019, information report.

The Local Air Quality Management process (LAQM) was the Local Authority role with air quality that was set out in PART IV of the Environment Act 1995 and subsequent Technical Guidance and Policy documents. There were a number of health based objectives for pollutants but for Worcestershire it was nitrogen dioxide which was the primary pollutant of concern.

The objectives for that pollutant were an annual average of 40 microgrammes per metre cubed for a residential property or school and a one-hour average of 200 microgrammes per metre cubed for a property where someone would realistically spend an hour, such as outdoor seating of a café or a playground. WRS reported annually to the Department for Environment, Food and Rural Affairs (DEFRA) on behalf of all Districts on the current situation.

There were currently 7 AQMAs in Worcestershire. The focus of DEFRA Guidance to Local Authorities had been aimed at District and County Council's together with Public Health colleagues to deliver the measures to improve air quality that were included in their local Action Plans.

The Technical Services Manager, WRS, drew Members' attention to the summarised annual monitoring data for 2018 for each partner authority, as detailed on pages 66 and 67 of the main agenda pack.

The actual monitoring results for each district were reported annually in an 'Annual Status Report' (ASR) submitted to DEFRA. The report was produced between April and June with the previous year's monitoring data, following adjustment for location (to represent relevant exposure), analytical bias and any missing data (to represent a full year's worth of data). The ASR also provided details of all of the current measures in the Action Plan to address poor air quality. DEFRA recommended that 3 years' worth of robust data should be collated.

The Technical Services Manager, WRS, responded to questions from Members with regard to their specific authorities' information as detailed on pages 66 and 67 of the main agenda pack.

The Technical Services Manager, WRS, briefly explained the European emission standards, Euro 4 for petrol driven vehicles and Euro 6 for diesel driven vehicles.

**RESOLVED** that the Air Quality Update 2019, Information Report be noted.

The meeting closed at 5.45 p.m.

Chairman

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**WORCESTERSHIRE DISTRICT COUNCILS**

**MEETING OF THE WORCESTERSHIRE REGULATORY SERVICES BOARD**

THURSDAY 28TH NOVEMBER 2019, AT 4.30 P.M.

PARKSIDE HALL, MARKET STREET, BROMSGROVE,  
WORCESTERSHIRE, B61 8DA

**SUPPLEMENTARY DOCUMENTATION**

The attached papers were tabled at the meeting, detailing the amended Recommendations for Agenda Item 5.

5. Worcestershire Regulatory Services Budgets - 2020/21 - 2022/23 (Pages 1 - 2)

K. DICKS  
Chief Executive

Parkside  
Market Street  
BROMSGROVE  
Worcestershire  
B61 8DA

29th November 2019

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## WRS Board 28th November 2019

### WORCESTERSHIRE REGULATORY SERVICE BUDGETS 2020/21 – 2022/23

It is proposed that the WRS Board **recommend** to partner Councils that they approve the following for 2020/21:

#### 1.1 The base revenue partner contributions for 2020/21-2022/23

Bromsgrove District Council	£439k
Malvern Hills District Council	£386k
Redditch Borough Council	£529k
Worcester City Council	£499k
Wychavon District Council	£701k
Wyre Forest District Council	£463k
<b>Total</b>	<b>£3,017k</b>

#### 1.2 The partner percentage allocations for 2020/21 onwards:-

	%
Bromsgrove District Council	14.55
Malvern Hills District Council	12.79
Redditch Borough Council	17.53
Worcester City Council	16.54
Wychavon District Council	23.24
Wyre Forest District Council	15.35

#### 1.3 The additional partner liabilities for 2020/21 in relation to unavoidable salary pressure and increase in WRS pension forward funding rate.

Bromsgrove District Council	£13k
Malvern Hills District Council	£11k

Redditch Borough Council	£16k
Worcester City Council	£15k
Wychavon District Council	£21k
Wyre Forest District Council	£14k
<b>Total</b>	<b>£90k</b>

1.4 The additional partner liabilities for 2020/21 in relation to three additional Technical Officers.

<b>Council</b>	<b>Tech Officer Primary Authority – 3 Months £000</b>	<b>Tech Officer Animal Activity £000</b>	<b>Tech Officer Gull Control £000</b>
Bromsgrove District Council	1	6	
Malvern Hills District Council	1	9	
Redditch Borough Council	1	1	
Worcester City Council	1	4	30
Wychavon District Council	2	9	
Wyre Forest District Council	1	4	
<b>Total</b>	<b>7</b>	<b>33</b>	<b>30</b>

1.5 The 2020/21 gross expenditure budget of £3,547k as shown in Appendix 1.

1.6 The 2020/21 income budget of £530k as shown in Appendix 1.

Account description	Budget 2019 / 2020 £000's	Budget 2020 / 2021 £000's	Budget 2021 / 2022 £000's	Budget 2022 / 2023 £000's
<b>Employees</b>				
Monthly salaries	2,695	2,749	2,789	2,833
Training for professional qualifications	2	0	0	0
Medical fees (employees')	2	2	2	2
Employers' liability insurance	40	40	40	40
Employees' professional subscriptions	3	2	2	2
<b>Sub-Total - Employees</b>	<b>2,741</b>	<b>2,793</b>	<b>2,833</b>	<b>2,877</b>
<b>Premises</b>				
Rents	52	52	52	52
Room hire	2	2	2	2
Trade Waste	0	0	0	0
<b>Sub-Total - Premises</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>
<b>Transport</b>				
Vehicle repairs/maint'ce	3	3	3	3
Diesel fuel	8	8	8	8
Licences	1	1	1	1
Contract hire of vehicles	4	4	4	4
Vehicle insurances	5	5	5	5
Van Lease	9	9	9	9
Fares & Car Parking	5	5	5	5
Car allowances	75	70	70	70
<b>Sub-Total - Transport</b>	<b>110</b>	<b>105</b>	<b>105</b>	<b>105</b>
<b>Supplies &amp; Service</b>				
Equipment - purchase/maintenance/rental	23	22	22	22
Materials	9	9	9	9
Clothing, uniforms & laundry	2	2	2	2
Training fees	23	23	23	23
General insurances	5	5	5	5
Printing and stationery	18	18	18	18
Books and publications	2	2	2	2
Postage/packaging	11	11	11	11
ICT	40	40	40	40
Telephones	21	21	21	21
Taxi Tests	22	22	22	22
CRB Checks (taxi)	26	26	26	26
Support service recharges	100	100	100	100
Support service recharges - ICT	44	44	44	44
<b>Sub-Total - Supplies &amp; Service</b>	<b>345</b>	<b>344</b>	<b>344</b>	<b>344</b>

	Budget 2019 / 2020 £000's	Budget 2020 / 2021 £000's	Budget 2021 / 2022 £000's	Budget 2022 / 2023 £000's
<b>Contractors</b>				
Consultants / Contractors' fees/charges/SLA's	239	234	234	234
Advertising (general)	5	5	5	5
Grants and subscriptions	11	11	11	11
Marketing/promotion/publicity	2	2	2	2
<b>Sub-Total - Contractors</b>	<b>257</b>	<b>252</b>	<b>252</b>	<b>252</b>
<b>Income</b>				
Grants / Primary Authority / Food Training / Contaminated Land / Stray Dogs / Ad Hoc	-410	-310	-310	-310
<b>Sub-Total - Income</b>	<b>-410</b>	<b>-310</b>	<b>-310</b>	<b>-310</b>
<b>Income</b>				
From partners for Technical Officers	-79	-70	-64	-66
<b>Sub-Total - Income</b>	<b>-79</b>	<b>-70</b>	<b>-64</b>	<b>-66</b>
<b>Additional Income</b>				
Income to be Determined		-60	-60	-60
Income to be found due to unavoidable salary pressures		-90	-136	-178
<b>Sub-Total - Income</b>	<b>0</b>	<b>-150</b>	<b>-196</b>	<b>-238</b>
<b>DISTRICT PARTNERSHIP BUDGET</b>	<b>3,017</b>	<b>3,017</b>	<b>3,017</b>	<b>3,017</b>
<b>20-21 Partner Percentages</b>				
Bromsgrove District Council		14.55%		
Malvern Hills District Council		12.79%		
Redditch Borough Council		17.53%		
Worcester City Council		16.54%		
Wychavon District Council		23.24%		
Wyre Forest District Council		15.35%		
<b>Total</b>		<b>100.00%</b>		

	Budget	Contribution Technical Officers	Partner Contribution
	2019 / 2020 £000's	2019 / 2020 £000's	2019 / 2020 £000's
<b>Budget 2019 / 20</b>			
Bromsgrove District Council	439	10	449
Malvern Hills District Council	386	14	400
Redditch Borough Council	529	7	536
Worcester City Council	499	23	522
Wychavon District Council	701	16	717
Wyre Forest District Council	463	10	473
<b>Total</b>	<b>3,017</b>	<b>80</b>	<b>3,097</b>

	Budget	Contribution Technical Officers	Partner Contribution	Unavoidable Salary Pressure	Total Partner Contribution
	2020 / 2021 £000's	2020 / 2021 £000's	2020 / 2021 £000's	2020 / 2021 £000's	2020 / 2021 £000's
<b>Budget 2020 / 21</b>					
Bromsgrove District Council	439	7	446	13	459
Malvern Hills District Council	386	10	396	11	407
Redditch Borough Council	529	2	531	16	547
Worcester City Council	499	35	534	15	549
Wychavon District Council	701	11	712	21	733
Wyre Forest District Council	463	5	468	14	482
<b>Total</b>	<b>3,017</b>	<b>70</b>	<b>3,087</b>	<b>90</b>	<b>3,177</b>

	Budget	Contribution Technical Officers	Partner Contribution	Unavoidable Salary Pressure	Total Partner Contribution
	2021 / 2022 £000's	2021 / 2022 £000's	2021 / 2022 £000's	2021 / 2022 £000's	2021 / 2022 £000's
<b>Budget 2021 / 22</b>					
Bromsgrove District Council	439	6	445	20	465
Redditch Borough Council	529	1	530	19	549
Wyre Forest District Council	463	5	468	23	491
Wychavon District Council	701	9	710	25	735
Malvern Hills District Council	386	9	395	27	422
Worcester City Council	499	34	533	22	555
<b>Total</b>	<b>3,017</b>	<b>64</b>	<b>3,081</b>	<b>136</b>	<b>3,217</b>

	Budget	Contribution Technical Officers	Partner Contribution	Unavoidable Salary Pressure	Total Partner Contribution
	2022 / 2023 £000's	2022 / 2023 £000's	2022 / 2023 £000's	2022 / 2023 £000's	2022 / 2023 £000's
<b>Budget 2022 / 23</b>					
Bromsgrove District Council	439	6	445	26	471
Redditch Borough Council	529	2	531	26	557
Wyre Forest District Council	463	5	468	30	498
Wychavon District Council	701	9	710	35	745
Malvern Hills District Council	386	10	396	32	428
Worcester City Council	499	34	533	29	562
<b>Total</b>	<b>3,017</b>	<b>66</b>	<b>3,083</b>	<b>178</b>	<b>3,261</b>

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REDDITCH BOROUGH COUNCIL**EXECUTIVE  
COMMITTEE**

14th January 2020

**COUNCIL TAX BASE 2020/21**

Relevant Portfolio Holder	Cllr. David Thain, Corporate Management Portfolio Holder
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering, Director of Finance & Resources
Wards Affected	All Wards
Ward Councillor Consulted	Not Applicable
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

To enable Members to set the Council Tax Base for 2020/21

**2. RECOMMENDATIONS****2.1 The Committee is asked to RECOMMEND that**

- 1) the calculation of the Council's Tax Base for the whole and parts of the area for 2020/21, be approved; and
- 2) in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, the figures calculated by the Redditch Borough Council as its tax base for the whole area for the year 2020/21 be 26,276.50 and for the parts of the area listed below be:

Parish of Feckenham	367.50
Rest of Redditch	<u>25,909.00</u>
Total for Borough	<u>26,276.50</u>

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

- 3.1 With the introduction of the Council Tax Support Scheme, the base has been calculated and adjusted by the estimated amount of Council Tax Support discounts awardable.

**Legal Implications**

- 3.2 The Local Authorities (Calculation of Tax Base) Regulations 1992 require a billing authority to notify its major precepting bodies (and its Parishes, if required) of the Tax Base, for the whole or part of the area

**REDDITCH BOROUGH COUNCIL****EXECUTIVE  
COMMITTEE****14th January 2020**

for the following financial year. The precepting bodies - Worcestershire County Council, West Mercia Police & Crime Commissioner and Hereford & Worcester Fire & Rescue Authority - need this information in order to calculate and notify the Borough Council of their precept requirements for 2020/21. This will enable tax setting resolutions to be finalised and bills to be produced early in March 2020.

- 3.3 The legislation also requires a billing authority to calculate the tax base for any "special areas" within its boundary. There are no such areas in the Redditch Borough.
- 3.4 It is necessary to outline the method by which these calculations have been carried out so that the Council can formally adopt them for the purposes of the 1992 Regulations.

**Service/Operational Implications**

- 3.5 In October 2019, form CTB1 was submitted to the Department for Communities and Local Government. This analyses the draft Valuation List of properties into the various bands and then provides further details of those properties which are subject to the full charge, those entitled to discounts and those which are exempt.
- 3.6 This report is a summary of that return updated to include any known changes since November. It also makes provision for anticipated changes which could arise for a variety of reasons such as appeals, new properties or properties falling off the list. An allowance of 2.00% has been made for non-collection of the tax.
- 3.7 The Council is required to set a Council Tax Base each year, this forms part of the process of setting the following year budget. Failure to do so will result in the Council not being a Well Managed Organisation.

**Customer / Equalities and Diversity Implications**

- 3.8 The Tax Base for 2020/21 has been calculated to be **26,276.50**. Once this has been agreed, the County Council, Police & Crime Commissioner and Fire Authority will be notified and the figures will be used in the setting of the Council Tax to be presented to the Executive Committee and approved by the Council on 24th February 2020.

**4. RISK MANAGEMENT**

There is no identified risk associated with the proposal contained in this report.

**EXECUTIVE  
COMMITTEE****14th January 2020**

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**5. APPENDICES**

None

**6. BACKGROUND PAPERS**

Held within Revenue Services

**AUTHOR OF REPORT**

Name: Zoe Martin  
E Mail: z.martin@bromsgroveandredditch.gov.uk  
Tel: (01527) 881643

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REDDITCH BOROUGH COUNCIL**Executive  
Committee****19<sup>th</sup> December 2019****FEES AND CHARGES**

Relevant Portfolio Holder	Councillor David Thain, Portfolio Holder for Corporate Management
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering , Director of Finance and Resources
Wards Affected	All
Ward Councillor Consulted	No
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

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

**2. RECOMMENDATIONS**

- 2.1 It is recommended that Executive consider the fees and charges as included at Appendix 1 and;
- 2.1.1 **recommend to Council** the approval of all fees and charges that are included in Appendix 1
- 2.1.2 **approve** discretion on Leisure services and Bereavement Services fees and charges throughout the financial year 2020/21. The discretion is requested to be up to 20% (either increase or decrease) for Leisure services and 25% (either increase or decrease) for Bereavement services against the charges as detailed in the report. However, the fees and charges should still remain within the industry and regional norms for the activities provided.
- 2.1.3 **approve** of all fees and charges that are included in Appendix 1 are charged commencing 1<sup>st</sup> April 2020.

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

- 3.1 The Medium Term Financial Plan has been prepared on the basis that additional income will be generated from fees and charges. A process

## Executive Committee

19<sup>th</sup> December 2019

was followed for the review of income to be realised from 1<sup>st</sup> February 2019/20. This included an assessment of each fee to identify how it met the Council's strategic purposes and the level of increase that was proposed. Therefore the levels of increase have been based on a robust estimate of the impact of cost increases and demand within the services. CPI 1.7% has been used where a general inflationary increase is proposed.

- 3.2 Fees were to be considered using the following criteria:
- Service to be subsidised by the Council
  - Service to break even
  - Service to make a surplus to offset other overhead costs
- 3.3 Appendix 1 details all of the fees and charges for each area with a commentary against each block.
- 3.4 Due to Leisure Services and Bereavement Services being a customer facing service that operates in a competitive environment alongside private sector operators, and is reliant on suppliers whose costs are not in our control, it would be beneficial if there was a wider discretion allowed for fees and charges. This would allow managers to increase prices in response to an increase in supplier increases or respond directly to competitor price promotions or increases. The flexibility should include an ability to increase or decrease fees and charges throughout the year rather than just the annual review / increase for the new financial year. The discretion is requested to be up to 20% (either increase or decrease) for Leisure services and 25% (either increase or decrease) for Bereavement services but the fees and charges should still remain within the industry and regional norms for the activities provided.

### Legal Implications

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

### Service / Operational Implications

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

**Executive  
Committee****19<sup>th</sup> December 2019****Customer / Equalities and Diversity Implications**

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

**4. RISK MANAGEMENT**

- 4.1 There is a risk that if fees and charges are not increased that income levels will not be achieved and the cost of services will increase. This is mitigated by managers reviewing their fees and charges annually.

**5. APPENDICES**

Appendix 1 – Fees and Charges

**6. BACKGROUND PAPERS**

None.

**7. KEY**

None

**AUTHOR OF REPORT**

Name: Kate Goldey – Senior Business Support Accountant  
E Mail: k.goldey@bromsgroveandredditch.gov.uk  
Tel: 01527 881208

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REDDITCH BOROUGH COUNCIL

Business Transformation

Rounded to the nearest 10p.

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b><u>New &amp; Existing Properties</u></b>				
Naming a Street	282.00	7.70%	21.70	<b>303.70</b>
Additional charge for each new premise on a street	61.00	1.70%	1.00	<b>62.00</b>
Naming and numbering of an individual premise	140.00	1.70%	2.40	<b>142.40</b>
Additional charge for each adjoining premise (eg Blocks of flats)	24.00	0.42%	0.10	<b>24.10</b>
Confirmation of address to solicitor/conveyancer/ occupier or owner	27.00	30.74%	8.30	<b>35.30</b>
Additional charge including naming of building	70.00	0.29%	0.20	<b>70.20</b>

**Comments**  
An average price was taken from Redditch, Bromsgrove, Wyre Forest, Eden, Allerdale & Carlisle Councils (£598), and the increase reflected here is to bring our charges in line with that average and include an increase as shown (average for RBC is now £637).  
If any of the individual charges for RBC were above the average we have applied the Septembers CPI rating of 1.7%

# REDDITCH BOROUGH COUNCIL

## Customer Access & Financial Support

Roundings to the nearest 10p.

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease	Proposed charge from 2020 £
<b>Revenues</b>				
<b>Court Costs</b>				
<b>Council Tax</b>				
Summons	53.60	1.68%	0.90	<b>54.50</b>
Liability Order	28.60	1.40%	0.40	<b>29.00</b>
Magistrates Court Fee	0.50	0.00%	0.00	<b>0.50</b>
<b>NNDR</b>				
Summons	53.60	1.68%	0.90	<b>54.50</b>
Liability Order	28.60	1.40%	0.40	<b>29.00</b>
Magistrates Court Fee	0.50	0.00%	0.00	<b>0.50</b>
<b>Property Services (all exclusive of VAT)</b>				
Minor Land Sales Request for Information	50.60	1.70%	0.90	<b>51.50</b>
Minor Land Sales Full Application	370.70	1.70%	6.30	<b>377.00</b>
Advertising - Estimated Fee	629.00	1.70%	10.70	<b>639.70</b>
Surveyors Fees - Estimated Fee	505.50	1.70%	8.60	<b>514.10</b>

### Comments

Property Services - increase in line with September CPI 1.7%

# REDDITCH BOROUGH COUNCIL

## Community Services

Roundings to the nearest 10p.

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease	Proposed charge from 2020 £
<b><u>Private Sector Housing</u></b> House Fitness Inspections Registration of housing in multiple occupation: per occupant Service and Administration of Improvement, Prohibition, Hazard Awareness or Emergency Measures Notices under Housing Act 2004, per hour  Enforcement of Statutory Notices, Supervision of Work in Default etc  <b><u>Lifeline</u></b> Installation Fee - New Charge (Private & HRA) Alarms private user pre April 2004 x 52 weeks* Community Alarm Hire Private/self funder x 52 weeks GSM Alarm Hire GPS Tracker Hire  Key safes types 1 and 2  Replacement Pendant  <b>*This is a lifetime set price and cannot be increased</b>	123.00   104.00 32.00  Actual + officer p/hr + 10% admin  51.00 2.60 4.10 5.90 6.90  Manufacturers cost + 17% admin fee Actual cost + 17% admin fee	1.63%   17.31% 6.25%     2.00% 0.00% 1.22% 0.00% 1.00%      	2.00   18.00 2.00     1.00 0.00 0.10 0.00 0.10      	<b>125.00</b>   <b>122.00</b> <b>34.00</b>  Actual + officer p/hr + 10% admin  <b>52.00</b> <b>2.60</b> <b>4.15</b> <b>5.90</b> <b>7.00</b>  Manufacturers cost + 17% admin fee Actual cost + 17% admin fee
<b><u>Comments</u></b> Private Sector Housing- based on Statutory fee or cost recovery with inflationary increase.  Lifeline - based on cost recovery and benchmarked with service providers across the region and nationally.				
<b><u>Hire Products</u></b> Hire of smoke alarm per week CO2 Detector per week Bogus Caller Panic Button Flood Detector Falls Detector Additional pendant	1.35 1.35 1.35 1.35 1.35 1.35	1.50% 1.50% 1.50% 1.50% 1.50% 1.50%	0.02 0.02 0.02 0.02 0.02 0.02	<b>1.37</b> <b>1.37</b> <b>1.37</b> <b>1.37</b> <b>1.37</b> <b>1.37</b>

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease	Proposed charge from 2020 £
<b><u>Dial a Ride Service</u></b>				
Minibus - single journey	2.60	53.85%	1.40	<b>4.00</b>
Concessionary fare	2.10	42.86%	0.90	<b>3.00</b>
Registration fee - New charge	0.00	0.00%	15.00	<b>15.00</b>
<b><u>Shopmobility</u></b>				
Annual registration fee	10.00	50.00%	5.00	<b>15.00</b>
Daily Charge (Redditch resident)	2.00	75.00%	1.50	<b>3.50</b>
Daily Charge (Non resident)	3.00	66.67%	2.00	<b>5.00</b>
Escort fee (starting Jan 2018)	2.00	25.00%	0.50	<b>2.50</b>
Pay as you go	5.00	30.00%	1.50	<b>6.50</b>
Wheelchair Hire - per day	5.00	0.00%	0.00	<b>5.00</b>
Wheelchair Hire - per week	20.00	0.00%	0.00	<b>20.00</b>
Wheelchair Hire - per month	70.00	0.00%	0.00	<b>70.00</b>
<b><u>Comments</u></b>  Registration fee - a new annual charge for Dial A Ride to cover the administration costs of registering and updating customers. The fees have been increased above inflation in order to generate additional income. Consultation with Dial A Ride customers was undertaken during the summer and fee increases of as proposed were generally accepted.  Wheelchair Hire - There are no proposed increases due to low demand for this service and in order to be comparable with other schemes.				

# REDDITCH BOROUGH COUNCIL

## Corporate

Roundings to the nearest 10p.

Service Category	Charge 1st April 2019	% Change	increase/ decrease	Proposed charge from 2020
	£		£	£
<b><u>Photocopying per copy</u></b>				
A4 (black & white)	0.30	0.00%	0.00	<b>0.30</b>
A4 (colour)	0.40	0.00%	0.00	<b>0.40</b>
A3 (black & white)	0.40	0.00%	0.00	<b>0.40</b>
A4 binding	2.00	0.00%	0.00	<b>2.00</b>
A4 plastic cover	1.30	0.00%	0.00	<b>1.30</b>
A3 (colour)	0.70	0.00%	0.00	<b>0.70</b>
A2 (black and white)	0.60	0.00%	0.00	<b>0.60</b>
A2 (colour)	Variable rate			<b>Variable rate</b>
A1 (black and white)	1.10	0.00%	0.00	<b>1.10</b>
A1 (colour)	Variable rate			<b>Variable rate</b>
A0 (black and white)	2.10	0.00%	0.00	<b>2.10</b>
A0 (colour)	Variable rate			<b>Variable rate</b>
<b><u>Other Corporate Charges</u></b>				
Copy P60	5.90	0.00%	0.00	<b>5.90</b>
Replacement ID badge	5.90	0.00%	0.00	<b>5.90</b>
Attachment of Earnings per deduction	1.10	0.00%	0.00	<b>1.10</b>
<b><u>Venue hire additional services - New charges</u></b>				
Feature on official social media & website				<b>Please contact us £30-</b>
Place your promotional material in reception	0.00	0.00%	10.00	<b>£100</b>
Print your materials				<b>10.00</b>
				<b>Request a quote</b>

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b>Full design &amp; print services:</b> Luxury roll-up banner - Flat rate - any additional Vinyl banner - any additional Posters (10) - any additional Leaflets (500) - any additional  Your bespoke requirements  <b>PLUS</b>  <b>Boost your event with our simple options.</b> • Promotional services o Reach the local community with our official social media o Show up on Google with our special website options o Promote your event in our busy public spaces • Design services o Stand out o Bespoke for you, from our professional design team • Printing services o All your printing needs in one place o Signs, flyers, agendas, welcome banners, and more Packages available from as little as £30. To find out more contact 01527 881296 or <a href="mailto:venues@bromsgrove.gov.uk">venues@bromsgrove.gov.uk</a> . <a href="http://www.bromsgrove.gov.uk/venues">www.bromsgrove.gov.uk/venues</a>  Beautiful wedding stationery to suit your budget The personal touch for all your guests, with bespoke packages from £25 • Choose beautiful invitations • Add table plans, place settings, & more • Photo displays & banners • Signs • Use your own designs, or our designers To find out more just contact 01527 881296 or <a href="mailto:weddings@bromsgrove.gov.uk">weddings@bromsgrove.gov.uk</a> . <a href="http://www.bromsgrove.gov.uk/weddings">www.bromsgrove.gov.uk/weddings</a>	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00%	100.00 50.00 50.00 25.00 25.00 0.00 50.00 0.00	<b>100.00</b> <b>50.00</b> <b>50.00</b> <b>25.00</b> <b>25.00</b> Request a quote <b>50.00</b> Request a quote  Request a quote
<b>Comments</b> New charges - It has been identified by current users who require support with promotions and therefore fees are in line with the demand.				

# REDDITCH BOROUGH COUNCIL

## Environmental

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b><u>Bulky Household Waste</u></b> <b>The Bulky Service operates based on a standard unit price based on size and weight, with collection from the boundary of the property with the public highway. 1 Unit is equivalent to an under unit appliance, and this measure is multiplied up for multiple or larger items and items that cannot be lifted by two people will need to be quoted separately.</b>  Bulky collection - per single unit* <b>*Dependant on size, these items charged for as a multiple of units.</b> Items that are classed by WCC as non domestic waste  Items not on the boundary of the property  Mechanically Sweep Private Road / Car Park - HGV Sweeper per Hour Garden Waste Collection Service - new charge Garden Waste Set up fee - new charge Re-issue of service - new charge	8.50  Quotation  Quotation  0.00 45.00 20.00 40.00	0.00%     0.00% 0.00% 0.00%	0.00    50.00 0.00 0.00 0.00	8.50  Quotation  Quotation  50.00 45.00 20.00 40.00
<b><u>MOT</u></b> Class 4 (car) Class 7 (van) Class 5 vl (minibus)  <b>VOSA have yet to set a revised charge.</b> <b>Council have agreed that the workshop can increase fee in line with VOSA charges (rounded down to the nearest whole £) as VOSA change them.</b>	Set by VOSA Set by VOSA Set by VOSA			Set by VOSA Set by VOSA Set by VOSA
<b><u>Supplies Service</u></b> On cost for cash sales  Logs per cubic metre per bag	0.30  19.10	0.00%  0.00%	0.00  0.00	0.00  0.00

### Comments

Remove the fee for the sale of logs as this service is no longer provided. Cordwood timber sales are carried out - these are not for a set or quantity, they are infrequent and are completed through price

There are no planned increases in bulky waste collection fees for the next financial year as projected income for the current year may not be achieved due to a lack of service take up. It is envisaged that Environmental Services will be creating a Marketing campaign that will allow us to increase awareness of the service we offer and therefore increase potential income

Garden waste fees already set for 2020 increase to £46 for 2021 to reflect increasing costs.

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b><u>Crematorium/Cemetery</u></b>				
<b>Interment</b>				
Full earth interment under 1 year (non resident only)	0.00	0.00%	0.00	0.00
Full earth interment under 1 year (Redditch resident)	No Charge			No Charge
Interment 1 year to 17 (inc) years (non resident only)	0.00	0.00%	0.00	0.00
Interment 1 year to 17 years (inc) (Redditch Resident)	No Charge			No Charge
<b>Interment 18 years and over*</b>				
Single Depth	632.60	2.59%	16.40	649.00
Double Depth	632.60	2.59%	16.40	649.00
Interment of cremated remains *	210.50	2.61%	5.50	216.00
Interment of cremated remains - non resident under 18 years	No Charge			No Charge
Interment of cremated remains (Redditch Resident under 18 years only)	No Charge			No Charge
<b>Scattering cremated remains in grave or in rose/memorial garden (roll back turf)</b>	87.70	2.62%	2.30	90.00
<b><u>Charges for Burials</u></b>				
<b>Exclusive Right of Burial for 75 years</b>				
In adult size grave	1,592.40	2.61%	41.60	1,634.00
In babies grave	273.50	2.74%	7.50	281.00
In child's grave (4 x 2)	291.00	2.75%	8.00	299.00
In ashes grave	608.90	2.64%	16.10	625.00
<b><u>Extending Rights in existing grave for 25 years</u></b>				
In existing full earth grave	454.60	2.51%	11.40	466.00
In child's grave	96.50	2.59%	2.50	99.00
In ashes grave	177.00	2.82%	5.00	182.00
Assignment / Transfer of Exclusive Right	103.20	2.71%	2.80	106.00
Certified copy of entry in Register of Burials	22.50	2.22%	0.50	23.00
Disinterment of Remains - Cremated Remains	553.30	2.66%	14.70	568.00
<b><u>Cemetery Memorials</u></b>				
Memorial application administration fee	103.20	2.71%	2.80	106.00
<b><u>Comments</u></b>	Fees and Charges have been reviewed and increased in line with cost recovery.			
<b><u>Cremation related fees</u></b>				
Direct Cremation 18+ years	423.10	2.58%	10.90	434.00
Cremation 17 years and under	No Fee			No Fee
Cremation 18+ years 09:00am and 09:30am	552.10	4.51%	24.90	577.00
Cremation 18+ years 09:30am 10:15 am	614.00	0.00%	0.00	0.00
Cremation 18+ years 10:15am onwards	717.20	4.02%	28.80	746.00
<b>None Resident Cremation Fees</b>				
Cremation 18+ years 9:00 am ans 09:30am	655.30	3.31%	21.70	677.00
Cremation 18+ years 09:30am 10:15 am	717.20	0.00%	0.00	0.00
Cremation 18+ years 10:30am onwards	820.40	3.12%	25.60	846.00
Scattering of ashes from other Crematoria	61.90	3.39%	2.10	64.00
Certified extract from Register of Cremations	22.70	1.32%	0.30	23.00

Service Category	Charge 1st April 2019	% Change	increase/ decrease	Proposed charge from 2020
	£		£	£
Replacement certificate of cremation	11.90	0.84%	0.10	12.00
Organist's fee	56.80	2.11%	1.20	58.00
Extra Service Time in Chapel	176.50	2.55%	4.50	181.00
Use of chapel for burial service of child 16 or under (not RBC Cemeteries)	244.60	2.62%	6.40	251.00
Use of Chapel for burial service (RBC Cemeteries)	176.50	2.55%	4.50	181.00
Use of Chapel for burial/ memorial service (not RBC Cemetery) 9.00 am and 09:30am	552.10	4.51%	24.90	577.00
Use of Chapel for burial/ memorial service (not RBC Cemetery) 9.30 and 10.15 am - charge to be deleted	614.00	0.00%	0.00	0.00
Use of Chapel for burial/ memorial service (not RBC Cemetery) 10:15am onwards	717.20	4.02%	28.80	746.00
Use of chapel for burial service of child 16 or under (RBC Cemeteries)	81.50	3.07%	2.50	84.00
Late arrival at Crematorium (only if service runs into next time slot)	176.50	2.55%	4.50	181.00
Cremation of a body part where the original cremation was elsewhere -	161.00	4.35%	7.00	168.00
<b><u>Caskets</u></b>				
Wooden cremated remains casket	115.60	2.94%	3.40	119.00
<b><u>Wesley music additional options</u></b>				
CD of chapel service (tbc) - charge to be deleted	59.90	0.00%	0.00	0.00
DVD of Chapel service (tbc) - charge to be deleted	72.20	0.00%	0.00	0.00
Webcast of Chapel service (tbc) - charge to be deleted	85.70	0.00%	0.00	0.00
Administration for first visual tribute in a service	0.00	0.00%	24.00	24.00
Administration for additional visual tributes in same service	0.00	0.00%	12.00	12.00
Visual tribute cost per photograph	0.00	0.00%	3.00	3.00
Visual tribute cost per minute of video	0.00	0.00%	6.00	6.00
Visual tribute(s) only provided on USB	0.00	0.00%	30.00	30.00
CD of Chapel Service	0.00	0.00%	61.00	61.00
Additional copies of CD of chapel service	0.00	0.00%	38.00	38.00
DVD of Chapel Service	0.00	0.00%	74.00	74.00
Additional copies of DVD of chapel service	0.00	0.00%	44.00	44.00
Visual tribute(s) added to DVD / USB recording of service	0.00	0.00%	24.00	24.00
Webcast of Chapel Service	0.00	0.00%	88.00	88.00
<b><u>Memorials</u></b>				
Book of Remembrance - Name + 1 line	92.00	2.17%	2.00	94.00
Each additional line in the Book	34.50	1.45%	0.50	35.00
Miniature Book of Remembrance - Name + 1 line	80.50	3.11%	2.50	83.00
Remembrance Card - Name + 1 line	40.40	1.49%	0.60	41.00
Additional lines in miniature and cards	28.80	0.69%	0.20	29.00
Crests - Floral depiction	57.50	2.61%	1.50	59.00
- Badge or other	69.00	2.90%	2.00	71.00
Bench with 10 year lease & top rail engraving (max 40 letters) -	857.60	2.61%	22.40	880.00
Bench with 10 year lease & standard silver plaque (max 60 letters) -	815.30	2.66%	21.70	837.00
Bench replacement plaque - £110.00	117.60	2.89%	3.40	121.00
<b><u>Wall Plaques – Internal</u></b>				
Indoor single (12" x 3") - 5 year lease	194.70	2.72%	5.30	200.00
Indoor single (12" x 3") - 10 year lease	309.70	2.68%	8.30	318.00
Indoor single (12" x 3") - 20 year lease	424.70	2.66%	11.30	436.00
Indoor double (12" x 6") - 5 year lease	309.70	2.68%	8.30	318.00
Indoor double (12" x 6") - 10 year lease	424.70	2.66%	11.30	436.00

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
Indoor double (12" x 6") - 20 year lease	539.60	2.67%	14.40	554.00
<b><u>Outdoor Wall Plaques</u></b>				
5 year lease	217.90	2.80%	6.10	224.00
10 year lease	332.80	2.76%	9.20	342.00
20 year lease	447.70	2.52%	11.30	459.00
Photo or motif	183.30	2.56%	4.70	188.00
<b><u>Bird Bath Memorial</u></b>				
<b>5 year lease</b>				
Size 1 - small	207.00	2.42%	5.00	212.00
Size 2	229.90	2.65%	6.10	236.00
Size 3	252.90	2.81%	7.10	260.00
Size 4	275.90	2.57%	7.10	283.00
Size 5 - large	298.90	2.71%	8.10	307.00
<b>10 year lease</b>				
Size 1 - small	322.00	2.48%	8.00	330.00
Size 2	344.90	2.64%	9.10	354.00
Size 3	367.90	2.75%	10.10	378.00
Size 4	390.80	2.61%	10.20	401.00
Size 5 - large	413.80	2.22%	9.20	423.00
<b>20 year lease</b>				
Size 1 - small	436.80	2.56%	11.20	448.00
Size 2	459.90	2.63%	12.10	472.00
Size 3	482.90	2.71%	13.10	496.00
Size 4	505.80	2.61%	13.20	519.00
Size 5 - large	528.80	2.69%	14.20	543.00
<b>Motif</b>	115.00	2.61%	3.00	118.00
<b>Additional inscription on plaque</b>	143.00	2.80%	4.00	147.00
<b><u>Comments</u></b>				
Fees and Charges have been reviewed and increased in line with cost recovery.				
<b><u>Memorial Plaque extension fee 5 years ONLY</u></b>	143.80	2.92%	4.20	148.00
<b>Withdrawn option to extend for 10 and 20 years due to the lack of space and price people will pay</b>				
<b><u>Indoor Memorial Tree</u></b>				
Standard Leaf - 3 year lease - new charge	67.10	2.83%	1.90	69.00
Additional Leaves - new charge	46.40	3.45%	1.60	48.00
<b><u>Memorial Vaults</u></b>				
Double Unit - 20 year lease including first interment and casket	1,290.00	2.64%	34.00	1,324.00
2nd interment of remains including casket	177.50	2.54%	4.50	182.00
Inscribed tablet upto 80 letters	144.50	2.42%	3.50	148.00
Additional Letters (per letter)	4.10	2.44%	0.10	4.20
Standard Motif	103.20	2.71%	2.80	106.00

Service Category	Charge 1st April 2019	% Change	increase/ decrease	Proposed charge from 2020
	£		£	£
Photo of 1 person	123.80	2.58%	3.20	127.00
Photo of 2 people	196.10	2.50%	4.90	201.00
Photo of 3 people	252.80	2.45%	6.20	259.00
Other items are available but will be quoted individually	QUOTED INDIVIDUALLY	QUOTED INDIVIDUALLY	QUOTED INDIVIDUALLY	QUOTED INDIVIDUALLY
<b><u>Memorial Posts</u></b>				
Memorial plaque - 3 year lease	247.70	2.54%	6.30	254.00
Motif	46.40	3.45%	1.60	48.00
Replacement Plaque	123.80	2.58%	3.20	127.00
<b><u>Private Memorial Garden</u></b>				
Including memorial - 20 year lease	1,651.20	2.59%	42.80	1,694.00
<b><u>Purchase of memorial plaque (bronze)</u></b>	185.80	2.80%	5.20	191.00
Road Closures	87.70	0.00%	0.00	87.70
<b><u>Parking Fines PCN's On Street - statutory Set by Statute</u></b>				
Certain Contraventions	70.00	0.00%	0.00	70.00
If paid within fourteen days	35.00	0.00%	0.00	35.00
Other Contraventions	50.00	0.00%	0.00	50.00
If paid within fourteen days	25.00	0.00%	0.00	25.00
<b>These charges will increase if the charge remains unpaid after the 28 days given on the NTO (Notice to Owner)</b>				
<b><u>Comments</u></b>				
Fees and Charges have been reviewed and increased in line with cost recovery.				

# REDDITCH BOROUGH COUNCIL

## Housing Services

Roundings to the nearest 10p.

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b><u>Dispersed Units</u></b>				
Water charge - per week	5.30	3.77%	0.20	5.50
Minimum Charge	14.20	2.82%	0.40	14.60
Maximum Charge	15.40	3.25%	0.50	15.90
<b><u>Service Charges</u></b>				
Three Storey Flats*	7.50	0.00%	0.00	0.00
Woodrow Estate	3.90	0.00%	0.00	0.00
Evesham Mews	6.50	0.00%	0.00	0.00
Communal Blocks	0.00	0.00%	0.00	Full cost recovery'
Replacement Key Fobs (each)	5.00	10.00%	0.50	5.50
<b><u>Sheltered Scheme (VAT inclusive)</u></b>				
Use of washing machines - per load	2.70	48.15%	1.30	4.00
Use of drying machines	2.30	0.00%	0.00	2.30
Use of guest bedrooms per night	25.00	20.00%	5.00	30.00
Use of communal lounge - per hour	12.00	25.00%	3.00	15.00
<b><u>Mendip House</u></b>				
Gas boiler and cooker F1/B3	10.00	0.00%	0.00	0.00
Gas boiler and cooker F1/1(B)	11.90	0.00%	0.00	0.00
<b><u>Malvern House</u></b>				
Gas boiler and cooker F1/BS	9.10	0.00%	0.00	0.00
Gas boiler and cooker F1/1	9.80	0.00%	0.00	0.00
Gas boiler and cooker F1/2	10.30	0.00%	0.00	0.00
<b><u>Mendip House</u></b>				
Gas boiler & electric cooker F1/B3	8.40	0.00%	0.00	0.00
Gas boiler & electric cooker F1/1	10.40	0.00%	0.00	0.00
<b><u>Bredon House</u></b>				
Gas boiler & electric cooker F1/1(A)	6.40	0.00%	0.00	0.00
Gas boiler & electric cooker F1/1(B)	6.50	0.00%	0.00	0.00
Gas boiler & electric cooker F3/BS	6.50	0.00%	0.00	0.00
Gas boiler & electric cooker F1/2P	7.40	0.00%	0.00	0.00

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b><u>Malvern House</u></b>				
Gas boiler & electric cooker F1/BS	6.60	0.00%	0.00	0.00
Gas boiler & electric c ooker F1/1	6.70	0.00%	0.00	0.00
Gas boiler & electric cooker F1/2	7.60	0.00%	0.00	0.00
<b>New pricing structure below</b>				
<b><u>Bredon House, Mendip House and Malvern House</u></b>				
Heating - Bedsit	9.00	4.44%	0.40	9.40
Heating - 1 bedroom	9.00	18.89%	1.70	10.70
Gas boiler and cooker F3/BS	9.00	0.00%	0.00	0.00
Gas boiler and cooker F1/2P	10.20	0.00%	0.00	0.00
<b><u>Garage Rents</u></b>				
Garages	9.20	3.26%	0.30	9.50
Car Ports	3.40	2.94%	0.10	3.50
Non Council Tenants plus VAT	above plus VAT	0.00%	above plus VAT	above plus VAT

#### **Comments**

Gas boiler and cooker - Delete charges due to new pricing structure combined see above

There are certain restrictions that we cannot make a profit out of charges e.g water. This was following a recent National challenge in Court. It is planned that there will be a detailed exercise undertaken in 2020/21 services accross housing.

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b><u>Rechargeable Repairs</u></b>				
<b>Boarding up a domestic property:</b>				
Minimum charge	23.80	0.00%	0.00	0.00
Maximum charge	Full cost			0.00
<b>Glazing:</b>				
Minimum charge	49.70	0.00%	0.00	0.00
Maximum charge	Full cost			0.00
<b>Lock replacement:</b>				
Minimum charge	27.60	0.00%	0.00	0.00
Maximum charge	Full cost			0.00
<b>Larger repairs (eg door, w/c replacement):</b>				
Minimum charge	One third			0.00
Maximum charge	Full cost			0.00
<b>Out of Hours call out</b>	37.40	0.00%	0.00	0.00
<b>New pricing structure below</b>				

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b>General Repairs</b>				
Gain Entry or where a warrant is required	0.00	0.00%	20.00	20.00
Call out charge or make safe + the repair work undertaken	0.00	0.00%	20.00	20.00
Boarding up window or door - Small, Medium & Large	0.00	0.00%	50.00	50.00
<b>Glazing</b>				
Replace single glazed 6mm thick glass pane - Small, Medium & Large	0.00	0.00%	80.00	80.00
Replace 28mm double glazed unit - window or door (all sizes)	0.00	0.00%	145.00	145.00
<b>Plumbing</b>				
Unblock sinks, wash basin, bath or WC	0.00	0.00%	30.00	30.00
Replacing plugs and chains to baths, sinks and wash hand basins	0.00	0.00%	15.00	15.00
Replace wash hand basin- Inc. fixtures & fittings	0.00	0.00%	145.00	145.00
Replace WC pan & cistern - Inc. fixtures & fittings	0.00	0.00%	140.00	140.00
Replace bath - Inc. fixtures & fittings (not Inc. bath panel)	0.00	0.00%	460.00	460.00
Replace bath panel	0.00	0.00%	65.00	65.00
Replace stainless steel sink Inc. F&F	0.00	0.00%	165.00	165.00
Blocked drainage systems and soil stacks				By Quotation
Replace toilet seat	0.00	0.00%	30.00	30.00
<b>Carpentry</b>				
Replace keys and locks to doors, windows and garages if they are lost or stolen	0.00	0.00%	60.00	60.00
Replace lost or stolen key fobs	0.00	0.00%	5.50	5.50
Replace kitchen unit draw or door	0.00	0.00%	70.00	70.00
Replace cupboard latches and handles	0.00	0.00%	30.00	30.00
Repair kitchen unit draw or door	0.00	0.00%	70.00	70.00
Replace internal doors - none fire door 110/door	0.00	0.00%	100.00	100.00
Replace external doors (UVPC) - None Fire Door	0.00	0.00%	720.00	720.00
Replace Wooden door - Fire door Inc. Intumescent strips	0.00	0.00%	500.00	500.00
Replace door handles and latches (internal doors only)	0.00	0.00%	50.00	50.00
<b>Electrics</b>				
Replace florescent light fitting and tubes/starters	0.00	0.00%	45.00	45.00
Re-fix or renew electrical accessories - switch, sockets, pendant	0.00	0.00%	50.00	50.00
Replace damaged/broken 240v smoke alarm + new test certificate	0.00	0.00%	90.00	90.00
Disconnect/remove illegal wiring & electrical accessories & reinstate wiring + Tests	0.00	0.00%	400.00	400.00
Carry out electrical test certificate	0.00	0.00%	120.00	120.00
<b>Gas</b>				
Turning gas on following capping	0.00	0.00%	50.00	50.00
Rehang radiator	0.00	0.00%	80.00	80.00
Replace TRV thermostat	0.00	0.00%	35.00	35.00
<b>Building</b>				
Repair Plastering				By Quotation

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
Repair of walls/patio's  <b>Environmental</b> Garden maintenance Garden rubbish removal - small Garden rubbish removal - large (skip load/van load) Bulky Waste removal - per single unit Loft clearances Property Clean - Easy Clean Property Clean - Deep clean Pest control TBC  <b>External</b> Fencing (other than privacy panels) Gate and shed latches, bolts and catches	0.00	0.00%	8.50	By Quotation  By Quotation By Quotation By Quotation 8.50 By Quotation By Quotation By Quotation By Quotation  By Quotation By Quotation
<b><u>Comments</u></b>				
<b><u>St Davids House Luncheon Club</u></b> Residents Non Residents All Others (inc VAT) Drinks Christmas Day Dinner New Years Day Dinner  <b><u>Home Support Service</u></b> Weekly well being telephone call Weekly well being home visit - per half hour	4.50 5.60 6.80 0.65 0.00 0.00	3.33% -0.36% 0.00% 0.00% 0.00% 0.00%	0.20 0.00 0.00 0.00 11.00 11.00	4.70 5.60 0.00 0.00 11.00 11.00

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
Weekly Individual Support visiting service - per hour	16.40	1.22%	0.20	16.60
<b><u>Tenants' Support - St David's House/Queen's Cottages</u></b>				
Full Charge	40.70	0.00%	0.00	40.70
<b>Service Charges</b>				
St David's House	28.40	5.63%	1.60	30.00
Queen's Cottages	28.40	5.63%	1.60	30.00
<b>St David's House</b>				
Heating charge - per week	9.00	2.78%	0.30	9.30
Water charge - per week	4.50	3.33%	0.20	4.70
Laundry Charge - per load	6.80	2.94%	0.20	7.00
Personal care package	0.00	0.00%	17.00	17.00
<b><u>Landlords References</u></b>				
Landlords References	60.00	0.00%	0.00	60.00
<b><u>Comments</u></b> Where charges have not been increased this is to reflect local and national charges. Some charges have been revised to ensure equity and to more closely reflect actual costs e.g laundry charge is now 'per load' as opposed to per visit.				

# REDDITCH BOROUGH COUNCIL

## Legal, Equalities and Democratic Services

Roundings to the nearest 10p.

Service Category	Charge 1st April 2019	% Change	increase/ decrease	Proposed charge from 2020
	£		£	£
<b><u>Legal Costs</u></b>				
Legal work - General hourly rate	140.50	1.70%	2.40	142.90
Legal Consent - Admin Fee	25.00	1.70%	0.40	25.40
Mortgage Redemption Fee	66.60	1.70%	1.10	67.70
Second Mortgage questionnaire	45.70	1.70%	0.80	46.50
Surrender of Garage Lease	76.10	1.70%	1.30	77.40
Discount questionnaire	34.70	1.70%	0.60	35.30
Leasehold Questionnaire	80.20	1.70%	1.40	81.60
Notice of Postponement during Right to Buy	25.30	1.70%	0.40	25.70
Notice of Postponement post Right to Buy	34.70	1.70%	0.60	35.30
Re-mortgage	59.50	1.70%	1.00	60.50
Consent for alterations to former Council house/flat	154.30	1.70%	2.60	156.90
Retrospective Consent for alterations to former Council house/flat	192.90	1.70%	3.30	196.20
Garden licence - initial administration fee (plus annual fee)	239.00	1.70%	4.10	243.10
WayLeave Agreement	358.60	1.70%	6.10	364.70
Deed of Grant/Easement	375.80	1.70%	6.40	382.20
* Licence to Assign	375.80	1.70%	6.40	382.20
* Rent Deposit Deed	375.80	1.70%	6.40	382.20
* Authorised Guarantee Agreement	375.80	1.70%	6.40	382.20
* Licence for Alterations	375.80	1.70%	6.40	382.20
* Licence to Sub-let	375.80	1.70%	6.40	382.20
* Deed of Variation	375.80	1.70%	6.40	382.20
* Grant of Lease	508.30	1.70%	8.60	516.90
* Extended Lease	508.30	1.70%	8.60	516.90
* Deed of Surrender	375.80	1.70%	6.40	382.20
<b>* Please note that each document shall be charged for separately, except where one transaction involves more than two documents, in which case fees will be capped at £765.00</b>				
Tenancy at Will	375.80	1.70%	6.40	382.20
Renewal of Lease	375.80	1.70%	6.40	382.20
Minor land sales - legal fees upto the value of £1,000	493.50	1.70%	8.40	501.90
Major land sales - legal fees £10,000+	<b>0.5% of the purchase price, with a minimum charge of £500</b>			<b>0.5% of the purchase price, with a minimum charge of £500</b>
Major land sales - legal fees £50,000+	<b>0.5% of the purchase price, with a minimum charge of £750</b>			<b>0.5% of the purchase price, with a minimum charge of £750</b>
Deed of release of covenant	<b>0.5% of the release consideration with a minimum of £750</b>			<b>0.5% of the release consideration with a minimum of £750</b>
Footpath Diversion Orders	2,072.30	1.70%	35.20	2,107.50
Freehold reversions - admin fee	375.80	1.70%	6.40	382.20
Copy of lease (up to 25 pages)				

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
Copies of RTB service charges (up to last three years) Extra copies of valuation - S.125 Notice <b>Section 106</b> Private Owner Each additional unit added (up to a maximum of £1,500) * 100% Affordable housing schemes Deed of Variation ** Fee for agreeing a unilateral undertaking	515.30 64.60 957.80 364.00 364.00	1.70% 1.70% 1.70% 1.70% 1.70%	8.80 1.10 16.30 6.20 6.20	524.10 65.70 974.10 370.20 370.20
<p>* Please note that for complex 106 agreements charges may be calculated based at the Law Society regional rates for legal work to reflect the time taken to complete the negotiations and drafting. Fees calculated under this provision may exceed £1,500 ** This new head of charge is required as variations to S106 agreements were rare but are becoming more frequent and this enables the charge to be published and this enables the charge to be published. The rate is the same as that for a similar type of planning agreement, for consistency.</p> <p><b>LOCAL LAND CHARGES</b> <b>Search Type</b> <b>Official Certificate of Search (LLC1) only</b> <b>CON29R Enquiries of Local Authority (2007)</b> - Residential - Commercial <b>Standard Search Fee: LLC1 and CON 29R combined</b> - Residential - Commercial <b>CON 29O Optional enquiries of Local Authority (2007)</b> <b>(Questions 5,6,8,9,11,15) per question</b> <b>(Questions 7,10,12,13,14,16-21) per question</b> <b>(Question 22)</b> <b>(Question 4)</b> <b>Extra written enquiries (Refer to Worcestershire County Council for Highways enquiries)</b>  <b>Each additional parcel of land (LLC1 and CON29R)</b> <b>Refresher Search</b> <b>Expedited (within 48 hrs)</b></p>				
	28.40 106.30 151.00 134.70 179.50 13.10 6.60 26.70 14.70 51.30  24.00 41.40 32.80	0.00% 4.18% 2.91% 3.27% 2.40% 0.00% 0.00% 5.02% 5.03% 0.00%  0.00% 0.00% 0.00%	0.00 4.40 4.40 4.40 4.30 0.00 0.00 1.30 0.70 0.00  0.00 0.00 0.00	28.40 110.70 155.40 139.10 183.80 13.10 6.60 28.00 15.40 51.30  24.00 41.40 32.80
<p><b>Comments</b> 1.7 % reflects an CPI inflationary increase In comparison with four other districts the fees currently charged are the second highest and therefore an increase would not be justifiable. Worcestershire County Council Highways and Commons recharge RBC for the information they provide, they have applied a 5% increase to their fees and this has been reflected in the overall search fee.</p>				

# REDDITCH BOROUGH COUNCIL

## Leisure & Cultural Services

Roundings are to the nearest 10p.

Service Category	Charge 1st April 2019	% Change	increase/ decrease	Proposed charge from 2020
	£		£	£
<b><u>FOOTBALL - ADULT (INC. CHANGING FACILITIES)</u></b>				
<b>Abbey Stadium/Ipsley/Old Forge/Greenlands</b>				
Charge	96.04	0.00%	0.00	0.00
Concession 25	72.06	0.00%	0.00	0.00
Concession 50	48.02	0.00%	0.00	0.00
<b><u>FOOTBALL - JUNIOR (INC. CHANGING FACILITIES)</u></b>				
<b>Abbey Stadium/Morton Stanley Park/Ipsley/Old Forge/Greenlands/Kingsley</b>				
Charge	48.89	0.00%	0.00	0.00
Concession 25	36.70	0.00%	0.00	0.00
Concession 50	24.45	0.00%	0.00	0.00
Abbey Stadium/Morton Stanley Park/Ipsley/Old Forge/Greenlands. Without changing facilities.				
Charge	32.54	0.00%	0.00	0.00
Concession 25	24.40	0.00%	0.00	0.00
Concession 50	16.30	0.00%	0.00	0.00
Small Sided Football				
Charge	16.25	0.00%	0.00	0.00
Concession 25	12.20	0.00%	0.00	0.00
Concession 50	8.15	0.00%	0.00	0.00
<b>New pricing structure below</b>				
<b><u>FOOTBALL</u></b>				
<b>SENIOR 11 a side with changing</b>				
Match for multiple teams booking together eg a local league	0.00	0.00%	55.00	55.00
Match for a season long booking for a single club	0.00	0.00%	75.00	75.00
Match for a one off booking	0.00	0.00%	100.00	100.00
<b>SENIOR 11 a side without changing</b>				
Match games	0.00	0.00%	40.00	40.00
<b>JUNIOR 9 or 11 a side with changing</b>				
Match games	0.00	0.00%	30.00	30.00
per season ( x 12 games)	0.00	0.00%	360.00	360.00
<b>JUNIOR 9 or 11 a side without changing</b>				
Match games	0.00	0.00%	22.50	22.50
per season ( x 12 games)	0.00	0.00%	270.00	270.00

Service Category	Charge 1st April 2019	% Change	increase/ decrease	Proposed charge from 2020
	£		£	£
<b>MINI FOOTBALL 5 or 7 a side</b>			0.00	0.00
Match games	0.00	0.00%	16.50	16.50
per season ( x 12 games)	0.00	0.00%	198.00	198.00
<p><b>Football pitches and parks are not available for any organised football activity during the period June 1st to July 15th. This is to allow the pitches a rest period and for maintenance work to take place.</b></p> <p><b>After this date any organised football training must be paid for at a cost of £10 per session for one team and a negotiated price for more than one team. Please contact the Parks Team to book this, pitches will be allocated at our discretion.</b></p>				
<b><u>DEVELOPMENT SERVICES (SPORTS) CHARGES</u></b>				
Adult fitness Sessions	3.40	2.94%	0.10	3.50
Community exercise class	3.30	6.06%	0.20	3.50
Health & Well Being Sessions	3.30	6.06%	0.20	3.50
Curriculum Cost	25.00	20.00%	5.00	30.00
Schools Hire – lunchtime / after school sessions	23.15	29.59%	6.90	30.00
Inclusive Activities	3.15	4.76%	0.20	3.30
PSI Falls Prevention	3.00	16.67%	0.50	3.50
Activity Referral	17.00	-100.00%	0.00	17.00
Junior Sports Sessions	5.90	-32.20%	-1.90	4.00
Couch 2 5K	0.00	0.00%	1.00	1.00
<b><u>Comments</u></b>				
<p>Football - New pricing structure to reflect the actual requirement needed and in line with the current market.</p> <p>Activity Referral is run from the Abbey Stadium (co-ordinated by SD) and therefore Rubicon receive the income. Junior Sports is currently charged at a lower due to being targeted/diversionary youth sessions.</p> <p>Schools Hire and Curriculum costs have been increased due to a review of the sustainability of this hourly rate. At the current rate no administration recovery is achieved with the new proposed rate a modest admin recovery is included.</p>				

Service Category	Charge 1st April 2019	% Change	increase/ decrease	Proposed charge from 2020
	£		£	£
<b><u>Allotment Charges</u></b>				
<b><u>Large (&lt;254m2)</u></b>				
Water	119.31	0.00%	0.00	0.00
No Water	86.36	0.00%	0.00	0.00
Concession 25 Non Water	64.73	0.00%	0.00	0.00
Concession 50 Non Water	43.15	0.00%	0.00	0.00
<b><u>Medium (&gt;177&lt;254m2))</u></b>				
Water	90.10	0.00%	0.00	0.00
No Water	58.94	0.00%	0.00	0.00
Concession 25 Non Water	44.23	0.00%	0.00	0.00
Concession 50 Non Water	29.47	0.00%	0.00	0.00
<b><u>Small (&gt;177m2)</u></b>				
Water	62.12	0.00%	0.00	0.00
No Water	34.29	0.00%	0.00	0.00
Concession 25 Non Water	25.73	0.00%	0.00	0.00
Concession 50 Non Water	17.17	0.00%	0.00	0.00
<b>New pricing structure below</b>				
<b><u>Allotment Charges</u></b>				
<b><u>Small (&gt;177m2)</u></b>				
Standard	28.57	2.50%	0.70	29.28
Concession 25%	21.43	2.50%	0.50	21.97
Concession 50%	14.28	2.50%	0.40	14.64
Additional water charge	23.19	2.50%	0.60	23.77
<b><u>Medium (&gt;177&lt;254m2))</u></b>				
Standard	49.12	2.50%	1.20	50.35
Concession 25%	36.84	2.50%	0.90	37.76
Concession 50%	24.56	2.50%	0.60	25.17
Additional water charge	25.94	2.50%	0.60	26.59
<b><u>Large (&lt;254m2)</u></b>				
Standard	71.94	2.50%	1.80	73.74
Concession 25%	53.95	2.50%	1.30	55.30
Concession 50%	35.97	2.50%	0.90	36.87
Additional water charge	27.47	2.50%	0.70	28.16
Water charge is only applicable where water is present, and billed to Redditch Borough Council.				
<b><u>Comments</u></b>				
Allotments : Fees and charges to remain the same and review of the Allotment Service to be carried out in 2020/21				

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b><u>Redditch Outdoor Event Hire</u></b>				
<b><u>Outdoor Event Space</u></b>				
<b><u>Small Attendance = 0-100</u></b>				
Commercial Rates	51.50	2.00%	1.00	52.53
Concession 50	25.00	2.00%	0.50	25.50
Concession 75	12.50	2.00%	0.30	12.75
<b><u>Medium 101- 499</u></b>				
Commercial Rates	103.00	2.00%	2.10	105.06
Concession 50	50.00	2.00%	1.00	51.00
Concession 75	25.00	2.00%	0.50	25.50
<b><u>Large 500+</u></b>				
Commercial Rates	154.50	2.00%	3.10	157.59
Concession 50	75.00	2.00%	1.50	76.50
Concession 75	37.50	2.00%	0.80	38.25
<b><u>Outdoor Fitness Session - Commercial</u></b>				
<b><u>Summer Fee (Apr to Sept)</u></b>				
Commercial Rates Per Day	401.85	0.00%	0.00	401.85
Concession 25	301.40	0.00%	0.00	301.40
Concession 50	200.90	0.00%	0.00	200.90
<b><u>Winter Fee (Oct to Mar)</u></b>				
Commercial Rates Per Day	172.00	0.00%	0.00	172.00
Concession 25	129.00	0.00%	0.00	129.00
Concession 50	86.00	0.00%	0.00	86.00
<b><u>Annual Fee</u></b>				
Commercial Rates Per Day	459.05	0.00%	0.00	459.05
Concession 25	344.30	0.00%	0.00	344.30
Concession 50	229.55	0.00%	0.00	229.55
<b><u>Outdoor Fitness Session</u></b>				
<b><u>Commercial Rates (Per Day)</u></b>				
Summer Fee (Apr to Sept) One day maximum usage per week	420.00	0.00%	0.00	420.00

Service Category	Charge 1st April 2019	% Change	increase/ decrease	Proposed charge from 2020
	£		£	£
Summer Fee (Apr to Sept) Two days maximum usage per week	682.50	0.00%	0.00	682.50
Summer Fee (Apr to Sept) Three days maximum usage per week	735.00	0.00%	0.00	735.00
Winter Fee (Oct to Mar) One day maximum usage per week	210.00	0.00%	0.00	210.00
Winter Fee (Oct to Mar) Two days maximum usage per week	420.00	0.00%	0.00	420.00
Winter Fee (Oct to Mar) Three days maximum usage per week	630.00	0.00%	0.00	630.00
Annual Fee One day maximum usage per week	546.00	-100.00%	0.00	546.00
Annual Fee Two days maximum usage per week	892.50	0.00%	0.00	892.50
Annual Fee Three days maximum usage per week	1,050.00	0.00%	0.00	1,050.00
<b><u>Community Rates (Per Day)</u></b>				
Summer Fee (Apr to Sept) One day maximum usage per week	210.00	0.00%	0.00	210.00
Summer Fee (Apr to Sept) Two days maximum usage per week	341.25	0.00%	0.00	341.25
Summer Fee (Apr to Sept) Three days maximum usage per week	367.50	0.00%	0.00	367.50
Winter Fee (Oct to Mar) One day maximum usage per week	105.00	0.00%	0.00	105.00
Winter Fee (Oct to Mar) Two days maximum usage per week	210.00	0.00%	0.00	210.00
Winter Fee (Oct to Mar) Three days maximum usage per week	315.00	0.00%	0.00	315.00
Annual Fee One day maximum usage per week	273.00	0.00%	0.00	273.00
Annual Fee Two days maximum usage per week	446.25	0.00%	0.00	446.25
Annual Fee Three days maximum usage per week	525.00	0.00%	0.00	525.00
<b><u>Charity Rates (Per Day)</u></b>				
Summer Fee (Apr to Sept) One day maximum usage per week	315.00	0.00%	0.00	315.00
Summer Fee (Apr to Sept) Two days maximum usage per week	511.90	0.00%	0.00	511.90
Summer Fee (Apr to Sept) Three days maximum usage per week	551.25	0.00%	0.00	551.25
Winter Fee (Oct to Mar) One day maximum usage per week	157.50	0.00%	0.00	157.50
Winter Fee (Oct to Mar) Two days maximum usage per week	315.00	0.00%	0.00	315.00
Winter Fee (Oct to Mar) Three days maximum usage per week	472.50	0.00%	0.00	472.50
Annual Fee One day maximum usage per week	409.50	0.00%	0.00	409.50
Annual Fee Two days maximum usage per week	669.40	0.00%	0.00	669.40
Annual Fee Three days maximum usage per week	787.50	0.00%	0.00	787.50

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b><u>Bandstand Hire T/centre</u></b> Commercial Rates per day Community Rates per day Charities / Not for Profit Organisations per day  <b><u>Band Stand</u></b> <b><u>Criteria and eligibility guidance notes attached in events toolkit</u></b>  <b><u>Additional Costs for Outdoor Event Space:</u></b> 1 Set up and Clearance charged @ 50% of applicable rate 2 Any event in excess of 1999 attendees is STN  <b><u>Additional Costs for Outdoor Fitness Space:</u></b> 1 Set up and Clearance charged @ 50% of applicable rate	Price on application 27.60 27.60	 2.00% 2.00%	 0.40 0.40	Price on application 28.00 28.00
<b><u>Comments</u></b> Event and Bandstand Hire - increase kept to a minimum of 2% for event and bandstand hire to generate increase usage.				
<b><u>CIVIC SUITE COMMERCIAL CHARGES</u></b> <b><u>Committee Room 1:</u></b> 4 hour minimum - Standard Concession 25 Concession 50 Concession 75  8 hour minimum - daytime and/or evening Concession 25 Concession 50 Concession 75 <b><u>Committee Room 2/3:</u></b> 4 hour minimum - daytime Concession 25 Concession 50 Concession 75	 57.37 43.05 28.69 14.37  75.76 56.80 37.90 18.95  115.82 86.88 57.94 28.94	 2.00% 2.00% 2.00% 2.00%  2.00% 2.00% 2.00% 2.00%  2.00% 2.00% 2.00% 2.00%	 1.20 0.90 0.60 0.30  1.50 1.10 0.80 0.40  2.30 1.70 1.20 0.60	 58.52 43.91 29.26 14.66  77.28 57.94 38.66 19.33  118.14 88.62 59.10 29.52

Service Category	Charge 1st April 2019	% Change	increase/ decrease	Proposed charge from 2020
	£		£	£
8 hour minimum - daytime and/or evening	164.34	2.00%	3.30	167.63
Concession 25	123.24	2.00%	2.50	125.70
Concession 50	82.14	2.00%	1.60	83.78
Concession 75	41.10	2.00%	0.80	41.92
<b><u>Council Chamber:</u></b>				
4 hour minimum - daytime	159.55	2.00%	3.20	162.74
Concession 25	119.65	2.00%	2.40	122.04
Concession 50	79.75	2.00%	1.60	81.35
Concession 75	39.90	2.00%	0.80	40.70
8 hour minimum - daytime and/or evening	260.65	2.00%	5.20	265.86
Concession 25	195.50	2.00%	3.90	199.41
Concession 50	130.35	2.00%	2.60	132.96
Concession 75	65.15	2.00%	1.30	66.45
<b><u>Full Civic Suite: Monday to Saturday (including servery)</u></b>				
4 hour minimum - daytime	260.65	2.00%	5.20	265.86
Concession 25	195.50	2.00%	3.90	199.41
Concession 50	130.35	2.00%	2.60	132.96
Concession 75				
8 hour minimum - daytime and/or evening	473.20	2.00%	9.50	482.66
Concession 25	354.90	2.00%	7.10	362.00
Concession 50	236.60	2.00%	4.70	241.33
Concession 75	118.30	2.00%	2.40	120.67
<b><u>Full Civic Suite: Sunday - exceptional (including servery)</u></b>				
4 hour minimum - daytime	296.30	2.00%	5.90	302.23
Concession 25	222.25	2.00%	4.40	226.70
Concession 50	148.15	2.00%	3.00	151.11
Concession 75	74.10	2.00%	1.50	75.58
8 hour minimum - daytime and/or evening	539.10	2.00%	10.80	549.88
Concession 25	404.35	2.00%	8.10	412.44
Concession 50	269.55	2.00%	5.40	274.94
Concession 75	134.80	2.00%	2.70	137.50
<b><u>Comments</u></b> A 2% increase across the board for Room hire - whilst we need to increase usage it is difficult with the demand on room for Council Business - we continue to promote the rooms for weekend hire.				

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b><u>CIVIC SUITE COMMERCIAL CHARGES</u></b>				
<b><u>Equipment Hire</u></b>	23.35	2.00%	0.50	23.82
OHP/Screen	23.35	2.00%	0.50	23.82
TV/Video	23.35	2.00%	0.50	23.82
Conferencing Sound System				
Flipchart stand	7.75	2.00%	0.20	7.91
4 hour minimum - daytime	8.85	2.00%	0.20	9.03
8 hour minimum - daytime and/or evening				
<b><u>Other Fees</u></b>				
Security	245.60	2.00%	4.90	250.51
Retainer				
<b><u>CIVIC SUITE - REFRESHMENT CHARGES</u></b>				
Teas and Coffees	1.10	2.00%	0.00	1.12
Commercial - per cup				
<b><u>Comments</u></b>				

Planning & Regeneration

**BUILDING CONTROL - VAT AT 20%**

**Explanatory notes:**

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

2 The charges are as follows.

Category A: New domestic homes, flats or conversions etc

Category B: Extending or altering existing homes

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

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

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

3 Exemptions and reductions in charges.

- a) If your plans have been approved or rejected, you won't have to pay again if you resubmit plans for the same work which has not started, provided you resubmit with 3 years of the original application date.
- b) You don't have to pay charges if the work will provide access to a building or is an extension to store medical equipment or provide medical treatment facilities for a disabled person. In order to claim exemption, an application must be supported by appropriate evidence as to the nature of the disabled persons disability. In these regulations, a 'disabled person' is a person who is described under section 29(1) of the National Assistance Act 1948 (as extended by section 8(2) Mental Health Act 1959).

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

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

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

7. The additional charge refers to electrical works undertaken by a non qualified person who is unable to certify their work to appropriate electrical regulations.

**Other information:**

- 1 These notes are for guidance only and do not replace Statutory Instrument 2010 number 0404 which contains the full statement of the law, and the Scheme of Recovery of Fees dated April 2014.
- 2 These guidance notes refer to the charges that you have to pay for building control services within North Worcestershire.

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

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b>TABLE A: STANDARD CHARGES FOR THE CREATION OR CONVERSION TO NEW HOUSING</b>				
<b>1,2,3 or More Properties:</b>				
Application	Please Ring for Quote			Please Ring for Quote
Regularisation	Please Ring for Quote			Please Ring for Quote
<b>TABLE B: Domestic Extensions and alterations to a Single Building (please contact us)</b>				
Application	Please Contact Us			Please Contact Us
Regularisation	Please Contact Us			Please Contact Us
Additional	Please Contact Us			Please Contact Us
<b>Garage Conversion to habitable room</b>				
Application	360.00	4.17%	15.00	375.00
Regularisation	422.00	6.64%	28.00	450.00
Additional	Please Contact Us			Please Contact Us
<b>Extension project Consolidated to just the Table B heading (delete)</b>				
Application	Please Contact Us			Please Contact Us
Regularisation	Please Contact Us			Please Contact Us
Additional	Please Contact Us			Please Contact Us
<b>All other extensions Consolidated to just the Table B heading (delete)</b>				
<b>Loft Conversions Consolidated to just the Table B heading (delete)</b>				
<b>Detached garage over Consolidated to just the Table B heading (delete)</b>				
<b>Electrical works by non-qualified electrician</b>				
Application	Please Contact Us			Please Contact Us
Regularisation	Please Contact Us			Please Contact Us
<b>Renovation of thermal element</b>				
Application	Please Contact Us			Please Contact Us
Regularisation	Please Contact Us			Please Contact Us
<b>Installing steel beam(s) within an existing house</b>				
Application	215.00	4.65%	10.00	225.00
Regularisation	258.00	4.65%	12.00	270.00
<b>Window replacment</b>				
Application	215.00	4.65%	10.00	225.00
Regularisation	258.00	4.65%	12.00	270.00
<b>Installing a new boiler or wood burner etc.</b>				
Application	420.00	4.76%	20.00	440.00
Regularisation	504.00	5.16%	26.00	530.00
<b>Comments</b>				
No VAT is payable on Regularisation charges				
The above fees (where stated) are to be published on the Council website as fixed fees. These fees reflect minor repetitive operations where the cost neutral input from the service can be determined.				
The remaining 'please contact us' fees require site specific charges in line with regulatory requirements.				
<b>TABLE C: All Other works - Alterations and new build</b>				
£0 +	Please Contact Us			Please Contact Us

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<p><b>For Office or shop fit outs, installation of a mezzanine floor and all other work where the estimated cost exceeds £50,000, please contact the Building Control Office on 01527 881402 for a competitive quote</b></p> <p><b>These charges have been set on the following basis:</b></p> <p>1. That the building work does not consist of, or include innovative or high risk construction techniques and / or duration of the building work from commencement to completion does not exceed 12 months</p> <p>2. That the design and building work is undertaken by a person or company that is competent to carry out the relevant design and building work. If they are not, the building control service may impose supplementary charges.</p> <p><b><u>Building Control – Supplementary Charges</u></b></p> <p>If you are selling a property that has been extended or altered, you need to provide evidence to prospective purchasers that any relevant building work has been inspected and approved by a Building Control Body. That evidence is in the form of a Building Regulations Completion / Final Certificate and / or an Approval or Initial Notice (called the 'authorised documents' in the Home Information Pack Regulations).</p>				
<p>Legal entitlement to a Completion Certificate is subject to conditions. In cases where the Council is not told that building work is completed, or the building is occupied without addressing outstanding Building Regulation matters, a certificate is not issued. Despite the best efforts of the Council's Building Control Surveyors, many home owners who undertake building works fail to obtain a Completion Certificate and their application is archived. A fee is payable to re-open archived building regulations applications for the purposes of issuing a completion certificate.</p> <p>Other charges are payable where we are asked to withdraw a Building Regulations application and refund fees, or asked to re-direct inspection fee invoices. Fees are payable in cleared funds before the release of any authorised documents or other actions listed below.</p> <p><b><u>ARCHIVED APPLICATIONS</u></b></p> <p>Process request to re-open archived building control file, resolve case and issue completion certificate 52.80</p> <p>Each visit to site in connection with resolving archived building control cases 68.90</p> <p><b><u>WITHDRAWN APPLICATIONS</u></b></p> <p>Process request 52.80</p> <p>With additional fees of.....</p> <p>Withdraw Building Notice application where no inspections have taken place</p> <p>Withdraw Building Notice application where inspections have taken place</p>	<p>52.80</p> <p>68.90</p> <p>52.80</p> <p>refund submitted fee less admin fee</p> <p>refund submitted fee less admin fee less 68.90 per site visit made</p>	<p>5.00%</p> <p>4.99%</p> <p>5.00%</p>	<p>2.60</p> <p>3.40</p> <p>2.60</p>	<p>55.40</p> <p>72.30</p> <p>55.40</p> <p>refund submitted fee less admin fee</p> <p>refund less admin fee less £72.30 per visit made</p>

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
Withdrawn Full Plans application without plans being checked or any site inspections being made	refund submitted fee less admin fee less any inspection fee paid			refund submitted fee less any inspection fee made
Withdraw Full Plans application after plan check but before any inspections on site	refund submitted fee less admin fee less plan check fee.			refund submitted fee less admin fee less plan check fee
Withdraw Full Plans application after plan check and after site inspections made	refund submitted fee less admin fee less plan fee less 68.90 for each inspection made			refund submitted fee less plan fee less £72.30 for each inspection made
<b>RE-DIRECT INSPECTION FEES / ISSUE COPY DOCUMENTS</b> Process request to re-invoice inspection fee to new addressee or issue copies of previously issued Completion Certificates, Plans Approval Notices or Building Notice acceptances. Optional Consultancy Services	52.80  <b>Please Contact Us</b>	5.00%	2.60	55.40  <b>Please Contact Us</b>
<b><u>Charges note</u></b>  <b>Under the Building (Local Authority Charges) Regulations 2010 local authority building control is not permitted to make a profit or loss. The service is to ensure full cost recovery and no more. Any surplus or loss made against expenditure budgets is to be offset against the following years fees and charges setting. In addition, the level of competition from the private sector needs to continually defended against therefore it is proposed to curtail both the extent of fee categories published and to make extensive use of the fact that legislation now allows local authorities to offer site specific quotations for building regulations applications. In addition expenditure of the service has reduced since the creation of a shared service resulting in a reduction in the hourly rate charged by the service. Inspection fees equate to 70% of the total fee payable for a project.</b>				
<b><u>Comments</u></b> In order to comply with the regulatory requirement to be cost neutral, building control offers project specific fees on the vast majority of applications it receives. Where the small number of known fixed fees are declared (as shown above) these have been increased and rounded where appropriate to reflect the slight increase in the hourly cost of the service for 20/21				

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b><u>DEVELOPMENT MANAGEMENT</u></b>				
High Hedge Complaints	237.60	0.00%	0.00	237.60
<b><u>Pre Application Fee</u></b>				
<b><u>Residential Development/ Development Site Area/Proposed Gross Floor Area</u></b>				
Householder Development		0.00%	100.00	100.00
1* Dwelling	206.00	4.85%	10.00	216.00
2 - 4 Dwellings	309.00	4.85%	15.00	324.00
5 - 9 Dwellings	618.00	5.02%	31.00	649.00
10 - 49 Dwellings	1,236.00	5.02%	62.00	1,298.00
50 - 99 Dwellings	2,266.00	4.99%	113.00	2,379.00
100 - 199 Dwellings	3,090.00	5.02%	155.00	3,245.00
200+ Dwellings	4,120.00	5.00%	206.00	4,326.00
* includes one-for-one replacements				
<b>Non-residential development (floor space)</b>				
<b>Floor area is measured externally</b>				
Less than 500sqm	0.00	0.00%	300.00	300.00
500 - 999sqm	515.00	5.05%	26.00	541.00
1000 - 1999sqm	1,030.00	5.05%	52.00	1,082.00
2000 - 4999sqm	2,060.00	5.00%	103.00	2,163.00
5000 - 9999sqm	2,575.00	5.01%	129.00	2,704.00
10,000sqm or greater	3,090.00	5.02%	155.00	3,245.00
<b>Non-residential development (site area) where no building operations are proposed</b>				
Less than 0.5ha	309.00	5.18%	16.00	325.00
0.5 - 0.99ha	618.00	5.02%	31.00	649.00
1 - 1.25ha	1,030.00	5.05%	52.00	1,082.00
1.26 - 2ha	2,060.00	5.00%	103.00	2,163.00
2ha or greater	3,090.00	5.02%	155.00	3,245.00
Variation/removal of conditions and engineering operations (flat fee)	0.00	0.00%	200.00	200.00
Recovering Costs for seeking specialist advice in connection with Planning proposals	0.00	0.00%	0.00	Full recovery cost

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b><u>Monitoring Fees to be applied to Planning Obligations</u></b>				
<b>Obligations where the Council is the recipient</b>				
All contributions (financial or non-monetary) - PER OBLIGATION	0.00	0.00%	290.00	<b>290.00</b>
Pre-commencement trigger - PER OBLIGATION	0.00	0.00%	100.00	<b>100.00</b>
Other Triggers (Phased Payments/Provision of Infrastructure) - PER TRIGGER POINT	0.00	0.00%	150.00	<b>150.00</b>
Other obligations (eg. Occupation restrictions or removal of Permitted Development rights) - PER CLAUSE	0.00	0.00%	120.00	<b>120.00</b>
<b>Obligations for another signatory (eg. Worcestershire County Council)</b>				
All contributions (financial or non-monetary) - PER OBLIGATION	0.00	0.00%	175.00	<b>175.00</b>
Pre-commencement trigger - PER OBLIGATION	0.00	0.00%	60.00	<b>60.00</b>
Other Triggers (Phased Payments/Provision of Infrastructure) - PER TRIGGER POINT	0.00	0.00%	90.00	<b>90.00</b>
Ongoing Monitoring of large sites	0.00	0.00%	400.00	<b>400.00</b>
<b>Fee Concessions</b> <b>Some pre-application advice will still be provided free of charge. For example where the development is for the direct benefit of a disabled person (and as such there would be no fee incurred to make the planning application) or where works relate to a listed building.</b> <b>Some advice is provided at a reduced or concessionary rate. If the proposal is being submitted by or is for the benefit of a Parish Council or other Local Authority, then the appropriate fee is reduced by 50%. In addition if the scheme relates to a solely affordable housing scheme, the Applicant is a Registered Social Landlord or Housing Association the fee for pre application advice would also be reduced by 50%.</b>				
<b><u>Comments</u></b> <p>In the context of developing land, pre- application charges are not generally seen as prohibitive. In addition the advantages of entering into early dialogue can save time and money for applicants with the early identification of issues. Existing rates have therefore been increased by around 5%. In addition new categories have been added ; Householder development, less than 500 sqm of commercial space and a flat fee for variation of conditions or engineering works.</p> <p>Some Planning Applications are accompanied by specialist reports justifying the development (such as the Agricultural need for a development, Design approaches, Ecology and Viability arguments etc.). Professional and impartial advice is often required to assess such documents and as this is carried out for the benefit of the developer, this cost should not be borne by the public purse. The Council uses a group of advisors appropriately procured through a non-profit making Framework to perform this function. The principle of recovering the costs of these assessments is therefore being sought.</p> <p>Monitoring of Legal agreements is a new charge enabled by the Community Infrastructure Levy (Amendment) (England) (No.2) Regulations 2019, which make changes to 2010 CIL Regulations (as amended). The charge is not set by statue but must be fair and reasonably related in scale and kind to the development. It must not exceed the authority's estimate of its cost of the monitoring. A tabular approach is therefore recommended.</p> <p>Increases this year are proposed at 5 % in order to move closer to a cost neutral service.</p> <p>New fees - Currently legal agreements are monitored by existing staff resources. Enabling fees to be collected to support this function will reduce the costs of running the service as a whole, but will not and cannot generate 'income'.</p>				

Service Category	Charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b><u>Business Centres</u></b>				
<b>Fax - Outgoing</b>				
UK	0.90	0.00%	0.00	<b>0.90</b>
Europe & Eire	1.80	0.00%	0.00	<b>1.80</b>
North America	2.00	0.00%	0.00	<b>2.00</b>
Other	2.90	0.00%	0.00	<b>2.90</b>
<b>Fax - Incoming</b>	0.60	0.00%	0.00	<b>0.60</b>
<b>Secretarial</b>				
- minimum charge	10.70	0.00%	0.00	<b>10.70</b>
- charge per hour	13.10	0.00%	0.00	<b>13.10</b>
<b>Postal Address Facility - per month</b>	47.00	0.00%	0.00	<b>47.00</b>
<b>Telephone Divert:</b>				
Normal - per quarter	120.20	0.00%	0.00	<b>120.20</b>
Gold - per quarter	227.30	0.00%	0.00	<b>227.30</b>
<b>Photocopying:</b>				
A4 single side	0.10	0.00%	0.00	<b>0.10</b>
A4 double side	0.20	0.00%	0.00	<b>0.20</b>
A3 single side	0.30	0.00%	0.00	<b>0.30</b>
A3 double side	0.30	0.00%	0.00	<b>0.30</b>
<b>Photocopying:</b>				
A4 single side - non tenants	0.20	0.00%	0.00	<b>0.20</b>
<b>Conference Room (per hour):</b>				
Rubicon Tenants	10.70	0.00%	0.00	<b>10.70</b>
Rubicon Non Tenants	21.30	0.00%	0.00	<b>21.30</b>
Greenlands Tenants	12.10	0.00%	0.00	<b>12.10</b>
Greenlands Non Tenants	24.00	0.00%	0.00	<b>24.00</b>
<b><u>Comments</u></b>				

# REDDITCH BOROUGH COUNCIL

## Regulatory Services

Roundings are to the nearest 5/10p.

Service Category	charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b><u>TAXI LICENSING</u></b>				
- Hackney Carriage Vehicle Licence per annum ( charge excludes vehicle testing)	258.70	2.05%	5.30	264.00
- Hackney Carriage Driver's Licence - 1 Year	60.00	1.67%	1.00	61.00
- Hackney Carriage Driver's Licence - 3 Year	147.00	2.04%	3.00	150.00
- Private Hire Vehicle Licence per annum ( charge excludes vehicle testing)	258.70	2.05%	5.30	264.00
- Private Hire Operator's Licence - 1 Year				
- (1 vehicle)	164.00	1.83%	3.00	167.00
- per each additional vehicle	16.40	3.66%	0.60	17.00
- Private Hire Operator's Licence - 3 Year (1 Vehicle)	394.00	2.03%	8.00	402.00
- Private Hire Operator's Licence - 5 Year (1 Vehicle)	624.00	2.08%	13.00	637.00
- Private Hire Driver Licence - 1 Year	60.00	1.67%	1.00	61.00
- Private Hire Driver Licence - 3 Year	147.00	2.04%	3.00	150.00
- Dual Hackney Carriage and Private Hire Driver's Licence - 1 Year	85.00	2.35%	2.00	87.00
- Dual Hackney Carriage and Private Hire Driver's Licence - 3 Year	204.00	1.96%	4.00	208.00
- Knowledge test	22.00	4.55%	1.00	23.00
- Administration Charge - new applications	36.00	2.78%	1.00	37.00
- Transfer of plate - per transfer	50.00	2.00%	1.00	51.00
- Replacement Vehicle Plates	22.00	4.55%	1.00	23.00
- Replacement Driver's Badge (card)	12.00	8.33%	1.00	13.00
- Amendment to paper licence - eg change of address	11.00	9.09%	1.00	12.00
- DVLA Enquiry - Electronic	6.00	16.67%	1.00	7.00
- DVLA Enquiry - Paper	11.00	9.09%	1.00	12.00
- CRB Disclosure	55.00	1.82%	1.00	56.00
<b><u>GENERAL LICENSING</u></b>				
- Annual Street Trading Consent - Food - Initial - per annum	1,418.00	2.05%	29.00	1,447.00
- Annual Street Trading Consent - Food - Renewal - per annum	1,301.00	2.00%	26.00	1,327.00
- Annual Street Trading Consent - Non Food - Initial - per annum	1,183.00	2.03%	24.00	1,207.00
- Annual Street Trading Consent - Non Food - Renewal - per annum	1,064.00	1.97%	21.00	1,085.00

Service Category	charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
- Animal Activity License (includes animal boarding, dog breeding, pet shops, & ride establishments)				
Application Fee	322.00	2.20%	0.00	329.00
Variation Fee	235.00	2.00%	0.00	240.00
Inspection Fee	160.00	2.20%	0.00	164.00
1 Year License Fee	180.00	2.00%	0.00	184.00
2 Year License Fee	357.00	2.00%	0.00	364.00
3 Year License Fee	535.00	2.00%	0.00	546.00
Vet fee recharge - if applicable	Full Cost Recovery			Full Cost Recovery
- Performing Animals				
Application Fee	215.00	2.00%	0.00	219.00
Variation Fee	155.00	2.00%	0.00	158.00
Inspection Fee	160.00	2.00%	0.00	163.00
3 Year License Fee	290.00	3.50%	0.00	300.00
Vet fee recharge - if applicable	Full Cost Recovery			Full Cost Recovery
- Dangerous Wild Animals - Initial	230.00	2.17%	5.00	235.00
- Dangerous Wild Animals - Renewal	230.00	2.17%	5.00	235.00
- Dangerous Wild Animals - Vet fees/Animal welfare visit if applicable charged at cost	Recharged at cost			Recharged at cost
- Zoo - Initial	128.00	2.34%	3.00	131.00
- Zoo - Renewal / Variation / Transfers	128.00	2.34%	3.00	131.00
- Zoo - Vet fees/Animal welfare visit if applicable charged at cost	Recharged at cost			Recharged at cost
- Control of Sex Establishments	1,000.00	2.00%	20.00	1,020.00
<b>Acupuncture, Tattooing, Ear Piercing and Electrolysis</b>				
- Premises	133.00	2.26%	3.00	136.00
- Practitioners	87.00	2.30%	2.00	89.00
<b>Scrap Metal Dealers Act 2013</b>				
- Site Licence (New)	290.00	2.00%	6.00	296.00
Per Additional Site	150.00	2.00%	3.00	153.00
- Collectors Licence (New)	145.00	2.00%	3.00	148.00
- Site Licence (Renewal)	240.00	2.00%	5.00	245.00
Per Additional Site	150.00	2.00%	3.00	153.00
- Collectors Licence (Renewal)	95.00	2.00%	2.00	97.00
- Variation of Licence	65.00	2.50%	2.00	67.00
- Copy of Licence (if lost or stolen)	25.00	2.00%	1.00	26.00
<b>Comments</b>				
Environmental Health - Proposed increase in some fees to minimise any impact of retendering contracts to deliver some of the dog warden service work				

Service Category	charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b>ENVIRONMENTAL HEALTH</b>				
<b><u>Dog Warden</u></b>				
- Penalty (statutory fee)	25.00	0.00%	0.00	25.00
- Kennelling Fee - £13 per day or part day	13.50	11.11%	1.50	15.00
- Kennelling Fee for dangerous dog by breed or behaviour- £25 per day	20.00	25.00%	5.00	25.00
- Admin charge	15.00	0.00%	0.00	15.00
- Levy for out of hours	35.00	14.29%	5.00	40.00
- Repeat offence levy	25.00	20.00%	5.00	30.00
- Treatment Costs (Wormer, Flea) - Per treatment	10.00	0.00%	0.00	10.00
- Veterinary Charges	Recharged at cost			Recharged at cost
<b>GAMBLING FEES</b>				
<b><u>Premises Licence Fees - Discretionary</u></b>				
<b><u>Bingo Premises</u></b>				
- Grant	2,128.00	2.02%	43.00	2,171.00
- Annual Fee	626.00	2.08%	13.00	639.00
- Variation	1,064.00	1.97%	21.00	1,085.00
- Transfer	730.00	2.05%	15.00	745.00
- Application for Provisional Statement	2,128.00	2.02%	43.00	2,171.00
- Licence Application (Provisional Statement Holders)	730.00	2.05%	15.00	745.00
- Copy of licence (Statutory Charge - cannot be above £25)	25.00	0.00%	0.00	25.00
- Notification of change (Statutory Charge - cannot be above £50)	50.00	0.00%	0.00	50.00
- Re-instatement Fee	730.00	2.05%	15.00	745.00
<b><u>Adult Gaming Centre</u></b>				
- Grant	1,216.00	1.97%	24.00	1,240.00
- Annual Fee	626.00	2.08%	13.00	639.00
- Variation	626.00	2.08%	13.00	639.00
- Transfer	730.00	69.86%	510.00	1,240.00
- Application for Provisional Statement	1,216.00	1.97%	24.00	1,240.00
- Licence Application (Provisional Statement Holders)	730.00	2.05%	15.00	745.00
- Copy of licence (Statutory Charge - cannot be above £25)	25.00	0.00%	0.00	25.00
- Notification of change (Statutory Charge - cannot be above £50)	50.00	0.00%	0.00	50.00
- Application by Re-instatement	730.00	2.05%	15.00	745.00

Service Category	charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b><u>Family Entertainment Centre</u></b>				
- Grant	1,216.00	1.97%	24.00	1,240.00
- Annual Fee	578.00	2.08%	12.00	590.00
- Variation	626.00	2.08%	13.00	639.00
- Transfer	608.00	1.97%	12.00	620.00
- Application for Provisional Statement	1,216.00	1.97%	24.00	1,240.00
- Licence Application (Provisional Statement Holders)	608.00	1.97%	12.00	620.00
- Copy of licence (Statutory Charge - cannot be above £25)	25.00	0.00%	0.00	25.00
- Notification of change (Statutory Charge - cannot be above £50)	50.00	0.00%	0.00	50.00
- Application by Re-instatement	596.00	2.01%	12.00	608.00
<b><u>Betting Premises (excluding tracks)</u></b>				
- Grant	1,817.00	1.98%	36.00	1,853.00
- Annual Fee	364.00	1.92%	7.00	371.00
- Variation	908.00	1.98%	18.00	926.00
- Transfer	727.00	2.06%	15.00	742.00
- Application for Provisional Statement	1,817.00	1.98%	36.00	1,853.00
- Licence Application (Provisional Statement Holders)	727.00	2.06%	15.00	742.00
- Copy of licence (Statutory Charge - cannot be above £25)	25.00	0.00%	0.00	25.00
- Notification of change (Statutory Charge - cannot be above £50)	50.00	0.00%	0.00	50.00
- Application by Re-instatement	730.00	2.05%	15.00	745.00
<b><u>Betting Premises (Including Tracks)</u></b>				
- Grant	1,817.00	1.98%	36.00	1,853.00
- Annual Fee	364.00	1.92%	7.00	371.00
- Variation	908.00	1.98%	18.00	926.00
- Transfer	727.00	2.06%	15.00	742.00
- Application for Provisional Statement	1,817.00	1.98%	36.00	1,853.00
- Licence Application (Provisional Statement Holders)	727.00	2.06%	15.00	742.00
- Copy of licence (Statutory Charge - cannot be above £25)	25.00	0.00%	0.00	25.00
- Notification of change (Statutory Charge - cannot be above £50)	50.00	0.00%	0.00	50.00
- Application by Re-instatement	730.00	2.05%	15.00	745.00
<b><u>Temporary Event Use Notice</u></b>				
- New Applications	304.00	1.97%	6.00	310.00
- Copy of Licence	15.00	6.67%	1.00	16.00

Service Category	charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
<b>GAMBLING ACT PERMIT FEES - STATUTORY</b>				
<b><u>Licensed Premises Gaming Machine Permit</u></b>		0.00%		
- Grant	150.00	0.00%	0.00	150.00
- Existing operator grant	100.00	0.00%	0.00	100.00
- Variation	100.00	0.00%	0.00	100.00
- Transfer	25.00	0.00%	0.00	25.00
- Annual Fee	50.00	0.00%	0.00	50.00
- Change of name	25.00	0.00%	0.00	25.00
- Copy of Permit	15.00	0.00%	0.00	15.00
<b><u>Licensed Premises Automatic Notification Process</u></b>				
- Grant	50.00	0.00%	0.00	50.00
<b><u>Club Gaming Permits</u></b>				
- Grant	200.00	0.00%	0.00	200.00
- Grant (Club Premises Certificate holder)	100.00	0.00%	0.00	100.00
- Existing operator grant	100.00	0.00%	0.00	100.00
- Variation	100.00	0.00%	0.00	100.00
- Renewal	200.00	0.00%	0.00	200.00
- Renewal (Club Premises Certificate holder)	100.00	0.00%	0.00	100.00
- Annual Fee	50.00	0.00%	0.00	50.00
- Change of Name	100.00	0.00%	0.00	100.00
- Copy of Permit	15.00	0.00%	0.00	15.00
<b><u>Club Machine Permits</u></b>				
- Grant	200.00	0.00%	0.00	200.00
- Grant (Club Premises Certificate holder)	100.00	0.00%	0.00	100.00
- Existing operator grant	100.00	0.00%	0.00	100.00
- Variation	100.00	0.00%	0.00	100.00
- Renewal	200.00	0.00%	0.00	200.00
- Renewal (Club Premises Certificate holder)	100.00	0.00%	0.00	100.00
- Annual Fee	50.00	0.00%	0.00	50.00
- Copy of Permit	15.00	0.00%	0.00	15.00
- Change of Name	25.00	0.00%	0.00	25.00
- Transfer of Permit	25.00	0.00%	0.00	25.00
<b><u>Family Entertainment Centre Gaming Machine Permit</u></b>				
- Grant	300.00	0.00%	0.00	300.00
- Existing operator grant	100.00	0.00%	0.00	100.00
- Change of name	25.00	0.00%	0.00	25.00
- Renewal	300.00	0.00%	0.00	300.00
- Copy of Permit	15.00	0.00%	0.00	15.00
<b><u>Prize Gaming Permits</u></b>				
- Grant	300.00	0.00%	0.00	300.00
- Existing operator grant	100.00	0.00%	0.00	100.00

Service Category	charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
- Change of name	25.00	0.00%	0.00	25.00
- Renewal	300.00	0.00%	0.00	300.00
- Copy of Permit	15.00	0.00%	0.00	15.00
- Transitional Application Fee	100.00	0.00%	0.00	100.00
<b><u>Small Lottery Registration (statutory)</u></b>				
- Grant	40.00	0.00%	0.00	40.00
- Annual fee	20.00	0.00%	0.00	20.00
<b><u>Premises Licences &amp; Club Premises Certificates Fees - Statutory Licensing Act 2003</u></b>				
The fees for applications for new licenses, or variations are set according to the rateable value of the premises to be licensed				
<b><u>Band:</u></b>				
<b>A (0 - 4,300)</b>				
Initial Fee	100.00	0.00%	0.00	100.00
Annual Charge	70.00	0.00%	0.00	70.00
<b>B (4,301 - 33,000)</b>				
Initial Fee	190.00	0.00%	0.00	190.00
Annual Charge	180.00	0.00%	0.00	180.00
<b>C (33,001 - 87,000)</b>				
Initial Fee	315.00	0.00%	0.00	315.00
Annual Charge	295.00	0.00%	0.00	295.00
<b>D (87,001 - 125,000)</b>				
Initial Fee	450.00	0.00%	0.00	450.00
Annual Charge	320.00	0.00%	0.00	320.00
<b>E (125,001 &amp; over)</b>				
Initial Fee	635.00	0.00%	0.00	635.00
Annual Charge	350.00	0.00%	0.00	350.00
Property not subject to non-domestic rates will fall into Band A. Properties, which have not yet been constructed will fall into band C.				
<b>For premises whose business is mainly alcohol-related (not Registered Clubs) fees for Premises in Band D and E are as follows</b>				
<b>D(x2) (87,001 - 125,000)</b>				
Initial Fee	900.00	0.00%	0.00	900.00
Annual Charge	640.00	0.00%	0.00	640.00
<b>E(x2) (125,001 &amp; over)</b>				
Initial Fee	1,905.00	0.00%	0.00	1,905.00
Annual Charge	1,050.00	0.00%	0.00	1,050.00
<b>Large Events</b>				

Service Category	charge 1st April 2019 £	% Change	increase/ decrease £	Proposed charge from 2020 £
An additional fee will be charged where the maximum number of persons exceeds 5000 at a licensable event. Please contact the Licensing Section for further details.				
<b>Personal Licence</b>	37.00	0.00%	0.00	37.00
<b>Temporary Event Notice (Per Notice)</b>	21.00	0.00%	0.00	21.00
<b>Exemptions</b> Church Halls, Community Halls, Village Halls, or other similar building etc. are exempt from paying any fees for a premises licence authorising <b>ONLY</b> the provision of regulated entertainment. If the retail of alcohol is to be included in the Premises Licence, the full fee will be payable as outlined above.  No fees are payable by an educational institution, such as a school or a college (whose pupils/students have not attained the age of 19) for a premises licence authorising <b>ONLY</b> the provision of regulated entertainment providing that is for and on behalf of the educational institution.				
<b>Application for copy of licence or summary on theft, loss etc.</b>	10.50	0.00%	0.00	10.50
<b>Notification of change of name or address (holder of premises licence)</b>	10.50	0.00%	0.00	10.50
<b>Application to vary the Designated Premises Supervisor</b>	23.00	0.00%	0.00	23.00
<b>Application to transfer a premises licence</b>	23.00	0.00%	0.00	23.00
<b>Interim authority notice following death etc. of licence holder</b>	23.00	0.00%	0.00	23.00
<b>Application for making of a provisional statement</b>	315.00	0.00%	0.00	315.00
<b>Application for copy of certificate or summary on theft, loss etc.</b>	10.50	0.00%	0.00	10.50
<b>Notification of change of name or alteration of club rules</b>	10.50	0.00%	0.00	10.50
<b>Change of relevant registered address of club</b>	10.50	0.00%	0.00	10.50
<b>Temporary Event Notices</b>	21.00	0.00%	0.00	21.00
<b>Application for copy of licence on theft, loss etc. of temporary event notice</b>	10.50	0.00%	0.00	10.50
<b>Application for copy of licence on theft, loss etc. of personal licence</b>	10.50	0.00%	0.00	10.50
<b>Notification of change of name or address (Personal Licence)</b>	10.50	0.00%	0.00	10.50
<b>Notice of interest in any premises</b>	21.00	0.00%	0.00	21.00
<b>Minor variation application</b>	89.00	0.00%	0.00	89.00
Should you need assistance in determining which level of fee you are required to pay, please contact the Worcestershire Regulatory Services Licensing Section on (01905) 822799 Alternatively email -wrsenquiries@worcestershire.gov.uk In all cases, cheques must be made payable to 'Redditch Borough Council'				
<b><u>Comments</u></b>				

Service Category	charge 1st April 2019 £	% Change	Increase / Decrease £	Proposed charge from 2020 £
<b><u>Environmental Services</u></b>				
<b>Trading Certificates</b>				
Health/Export				
- Annual Specific export inspections	0.00	0.00%	474.00	<b>474.00</b>
- Certificate	0.00	0.00%	104.40	<b>104.40</b>
<b>FHRS re-rating</b>	0.00	0.00%	165.00	<b>165.00</b>
<b>Private Water supplies</b>				
Risk Assessment per hour	0.00	0.00%	55.00	<b>55.00</b>
(minimum 1 hour)				
Investigation per hour	0.00	0.00%	55.00	<b>55.00</b>
(minimum 1 hour)				
Granting an Authorisation per hour	0.00	0.00%	55.00	<b>55.00</b>
(minimum 1 hour)				
Sampling Visit per hour	0.00	0.00%	55.00	<b>55.00</b>
( <i>minimum 1 hour</i> )				
Sample analysis per sample taken	0.00	0.00%	55.00	<b>55.00</b>
Sample taken during check monitoring	0.00	0.00%	55.00	<b>55.00</b>
Sample taken during audit monitoring	0.00	0.00%	55.00	<b>55.00</b>
<b><u>Comments</u></b>				

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**REDDITCH BOROUGH COUNCIL****EXECUTIVE COMMITTEE****14<sup>th</sup> January 2020****MANAGEMENT REVIEW**

Relevant Portfolio Holder	Cllr Matt Dormer
Portfolio Holder Consulted	Yes
Relevant Head of Service	Kevin Dicks
Ward(s) Affected	All
Ward Councillor(s) Consulted	N/A
Key Decision	
This report contains exempt information as defined in Paragraph(s) of Part I of Schedule 12A to the Local Government Act 1972, as amended	

**1. SUMMARY OF PROPOSALS**

- 1.1 This report outlines the proposals with regard to the restructuring of the Single Management Team that serves both Redditch and Bromsgrove Councils. These proposals would be the subject of consultation with the directly affected staff (Directors and Heads of Service), recognised trade unions and the staff within the service areas where the Head of Service is proposed to be changed.

**2. RECOMMENDATIONS**

- 2.1 That Executive recommends to Council the proposed changes to the Single Management Structure attached at Appendix C and recommend it for formal consultation with the affected staff and trade unions.

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

- 3.1 The single management team structure to serve Bromsgrove and Redditch Councils was created in 2009 (attached at Appendix A) and recruited to in 2010. This incorporated:
- 1 Chief Executive
  - 3 Executive Directors
  - 1 Director
  - 10 Heads of Service
- 3.2 The full year savings at that stage from just the Corporate Management Team (CMT) management posts was £458,000 per annum. This was split approximately £246,000 to Bromsgrove District Council (BDC) and £212,000 to Redditch Borough Council (RBC). This excluded any severance costs.
- 3.3 Since 2010 there have been a number of changes to the management structure which have occurred for a variety of reasons. The current structure is attached at Appendix B and comprises:

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE****14<sup>th</sup> January 2020**

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- 1 Chief Executive
- 2 Executive Directors
  - 1 designated Deputy Chief Executive
  - 1 designated Section 151 Officer
- 8 Heads of Service (this excludes the post of Head of Worcestershire Regulatory Services (WRS) and Head of North Worcestershire Economic Development and Regeneration).

It should be noted that 3 of the Head of Service posts are currently vacant. Whilst the Head of Housing Services remains in the structure the budget provision has been removed.

3.4 It was envisaged within the Efficiency Strategy that had to be submitted in late 2016 (to secure a 3 year settlement) that a Management restructure would be undertaken to deliver financial savings. The estimated amount of savings was £270,000 (split equally between the 2 councils). It should be noted that this wasn't just to be delivered from the CMT level but from management posts across the 2 organisations. Savings have been made towards this amount but further savings have been factored in to the Medium Term Financial Plan.

3.5 The management restructuring has been delayed for a number of HR related issues:

- Housing issues at RBC which required a review of Heads of Service responsibilities
- Creation of Rubicon Leisure at RBC and the subsequent appointment of the Council's Head of Leisure and Cultural Services to the MD position
- The ill health retirement of the Head of Customer Access and Financial Services

The management restructuring delay was agreed with the respective leaders.

3.6 All the posts that are proposed to be changed (i.e., all Heads of Service) would need to be subject to Job Evaluation (JE). All posts are based upon a proportion of the Chief Executives salary. At this stage it has been assumed that there is no increase in salary for any of the posts. With regard to the Head of Financial Services the grade for this post has been assumed as having parity with the rest of the Heads of Service.

3.7 If members were to agree the restructuring proposals (subject to consultation) the savings in 2020/21 would be £196,920 split as follows (subject to the results of Job Evaluation):

BDC	£54,221
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RBC GF	£54,221
RBC HRA	£88,478

- 3.8 This includes deletion of the Head of Housing Services post although this has already been deleted from the budgets. If you were to compare it to the original cost of the 2 management teams prior to the creation of the single management team (not including pay inflation) there is an annual saving of approximately £1.06m per annum.

**Legal Implications**

- 3.9 There are numerous employment law obligations placed upon both Council's as individual employers when considering the restructure of a management team, specifically where this may result in redundancies. The proposals contained within this report do not envisage any redundancies and as such the risks should be minimised.

**Service / Operational Implications**

- 3.10 As with any management restructure proposals there are a variety of options available to members however the very clear steer that has been given from Leaders is that neither consider the senior leadership and management arrangements requiring much change and indeed any changes should be "light touch" and essentially looking to formalise what is now in place.
- 3.11 Part of the reasoning for this is that a major management restructuring at this time could derail much of the good work that is being undertaken and in addition Redditch need to focus on developing and delivering a robust medium term financial strategy as a result of being served with the Section 24 notice.
- 3.12 Notwithstanding the above formal consideration and due regard has been given to where there are considered to be gaps within the Management Team (in terms of skillset or capacity) in delivering the strategic purposes and priorities of both Councils. These are detailed below:

**Commercialism**

- We have a Commercialism Strategy in place (across both Councils – which we are currently reviewing) and have delivered some additional income from our service areas however it is acknowledged that we need to do more in order to become more self sufficient. There are 2 main facets of commercialism (over and above making the Councils more efficient which we are continuing to pursue through our transformation

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programme – this particular element is being led by the Head of Service – Business Transformation and Organisational Development):

- Acquisition and Investments Strategy – we need to be more proactive in terms of identifying property (and other investment opportunities) and then evaluating whether they represent good value for money. We are currently looking to address this with external support.
- Commercialising the business and generating more income – this is being lead by the Head of Service – Environmental & Housing Property Services and we have commissioned external support through a company called Black Radley who will help and support us to become more commercial, identify market opportunities and generate more income. This will build on our Transformation Programme.
- It is considered that the whole of the Management Team and indeed all service areas need to be more Commercial. The value of appointing someone specifically to lead on Commercialism is therefore diminished. CMT will, as a team, take over the leadership of the Commercialism agenda (from the Commercialism Programme Board) with the support of Black Radley, and external support around property acquisitions will enable us to be more focussed and deliver more income.

**Development projects**

- There are a significant number of development projects that are being considered (at this stage primarily within Redditch) which we will need to ensure all services and teams are bought into and play their full part in delivering. A Redditch and Bromsgrove Regeneration Board has been formed and chaired by the Chief Executive which seeks to achieve coordinated effort and delivery. Whilst NWEDR will play a lead role in this it is considered that neither they, or indeed CMT, have the skill set or capacity to oversee the Management / Implementation of these developments in the delivery of multi million pound regeneration schemes (including Town Centre and District Centres). Whilst this could potentially be incorporated within the CMT by undertaking this in conjunction with partners, and fund this from the investment programme or the Towns Fund would be more advantageous moving forward.

**Financial Services**

- The Councils took the decision some time ago to delete the role of Head of Financial Services and create the role of Head of Customer Access and Financial Support with the Financial Services Manager reporting directly to the Executive Director. Whilst it was considered the correct decision at the time this has increasingly resulted in the Executive Director (Finance and Corporate Resources) being drawn into vast levels of operational

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detail. It is therefore proposed that a Head of Financial Services with an extended remit is added back into the structure. This would enable the Executive Director (Section 151 Officer) to focus more on financial strategy and leadership of strategic purposes. It is also believed that having a Head of Financial Services, with the right skill set, would complement the existing skill set of the other members of CMT and be a further force for change.

**Proposed changes**

- 3.13 Attached at Appendix C is the proposed new structure – this is very much based upon adjusting the current structure and adding service areas to people's areas of responsibility rather than a fundamental review. Service area alignment has been achieved as much as possible, however given the capacity issues a balance of levels of responsibilities and workloads are being proposed. It should be noted that it is not unusual when operating at a senior management level that Heads of Service have responsibility for a diverse set of service areas.
- 3.14 Unless highlighted in ***bold italics*** on Appendix C officers portfolio of responsibilities have remained the same. In summary the proposed changes are as follows:
- Head of Service – Legal, Democratic & Property Services (Monitoring Officer). The current postholder has taken over responsibility for Property Services in Redditch following the transfer of services back to the Council from Place Partnership given the linkages with the legal function. It is proposed to formalise this arrangement as a result of the proposed management restructuring. It is also proposed that facilities management be incorporated within this Head of Service area of responsibility given the obvious linkage with property. This would be for both councils (responsibility was previously split between different areas). Responsibility for Business Development (previously under Leisure and Cultural Services) would also be included.
  - Head of Service – Financial and Customer Services. As referred to above, the creation of a Head of Financial and Customer Services who, in addition to being responsible for Financial Management, would also be responsible for Revenues and Benefits is recommended. The proposal is that this post would also be responsible for all facets of Customer Services. This would enable alignment with revenues and benefits and ensure the post has a wider operational remit.
  - Head of Service – Environmental & Housing Property Services. The current postholder has taken over responsibility for Capital Improvements

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and Repairs and Maintenance following the issues relating to Housing Services in Redditch. The continuation of this arrangement is proposed given the alignment between the “operational services” for both housing property and environmental services.

- Head of Service –Community and Housing Services. The current postholder has taken over responsibility for the following services as a result of the issues relating to Housing Services in Redditch:
  - Homelessness
  - Housing Options/Choice Based Lettings
  - Housing Performance and Database
  - Right to Buy
  - St David’s House Extra Care Housing
  - Tenancy Management

The continuation of this arrangement as a result of the proposed management restructuring is proposed to achieve alignment of Housing Strategy, housing tenancy and community services.

- Head of Service – Planning, Regeneration and Leisure Services. Following the creation of Rubicon Leisure we currently have interim arrangements in place to cover the remaining functions for Leisure and Cultural Services:
  - Development Services (Sports and Arts Development)
  - Parks and Events
  - Business Development
  - Facilities Management

It is proposed to add these areas (with the exception of Facilities Management and Business Development) to this Head of Service responsibilities. Whilst these services may not seem naturally aligned there are synergies between the strategic role with regard to Leisure and Cultural Services (following the creation of Rubicon Leisure) and Strategic Planning. This is increasingly crucial in the “place making role”. This also achieves a breadth of workloads / responsibilities across all Heads of Service to bring a better and more cohesive balance across the CMT.

Additionally it is proposed that the Head of NWEDR reports directly to the Head of Service rather than directly to the Chief Executive as previously. This is not to say that the Chief Executive will not continue to have a very proactive role with regard to Economic Development and Regeneration (retained in the the relevant strategic purposes delivery) however this will

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enable the Head of Service to have greater responsibility and accountability for this area.

3.15 The councils have endorsed slightly different strategic purposes and priorities and whilst there are no proposed changes to the roles of Executive Directors, the Strategic Purposes can't be achieved by one department on their own. The Councils will therefore continue to adopt a matrix management approach in order to ensure co-ordinated delivery. The Strategic Purposes are below (together with the lead director):

- Redditch Strategic Purposes
  - Run and grow successful business (Chief Executive)
  - Finding somewhere to live (Deputy Chief Executive)
  - Aspiration, work & financial independence (Executive Director – Section 151 Officer)
  - Living independent, active & healthy lives (Executive Director – Section 151 Officer)
  - Communities which are safe, well maintained & green (Deputy Chief Executive)
- Bromsgrove Strategic Purposes
  - Run and grow a successful business (Chief Executive)
  - Work and financial independence (Executive Director – Section 151 Officer)
  - Living independent, active & healthy lives (Executive Director – Section 151 Officer)
  - Affordable and sustainable homes (Deputy Chief Executive)
  - Communities which are safe, well maintained and green (Deputy Chief Executive)

In addition to both Council's Strategic Purposes there is also responsibility for ensuring the enabling services for both councils are fit for purpose and this will be discharged by the Strategic Management Team (SMT) – Chief Executive, Deputy Chief Executive and Executive Director as a collective.

3.16 The continuation of 2 Executive Directors is considered important as they provide (alongside the Chief Executive) the strategic direction, from an officer perspective, to the 2 Councils and the services they provide. They are also, by working in a matrix management arrangement, best placed to co-ordinate and direct services to most effectively achieve strategic purposes. This includes working in partnership with other organisations.

3.17 This proposal is very much about "tweaking" what is currently in place to ensure strategic and operational delivery alongside the delivery of financial savings. It is

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not believed to be achievable to reduce the structure further whilst both councils still continue to provide the multitude of services that they do. If members require a more radical restructure options this could risk destabilising both organisations at a crucial time. Another option should members wish to explore this would be to commission some external support to develop a completely new structure, incorporating the next tier of 4th / 5th tier managers.

- 3.18 If members are to agree the restructure proposals contained within this report subject to formal consultation the Heads of Service will be asked to critically review the 4th / 5th tier levels across the organisations to ensure that the configuration of services assists with the effective delivery of the strategic purposes of both councils.

**Customer / Equalities and Diversity Implications**

- 3.19 No immediate direct impact on the Customer arising from this report, although indirectly the intention of each area is to deliver further efficiencies/savings or improve service quality to the ultimate benefit of the customer.

**4. RISK MANAGEMENT**

- 4.1 The risks identified, which the restructuring proposals seek to address, include:
- Continuation of informal arrangements – restructure provides formal role clarity
  - Lack of support for recommendations / future actions – inability to deliver against strategic purposes.
  - Managing the impact of national / regional changes – financial, social, economic or environmental at a strategic and operational levels.

**5. APPENDICES**

Appendix A - original management structure when the Single Management Team for BDC / RBC was created

Appendix B - current Single Management Team for BDC / RBC

Appendix C – proposed Single Management Team for BDC / RBC

**6. BACKGROUND PAPERS**

Previous Shared Services and Single Management Team reports

**AUTHOR OF REPORT**

**EXECUTIVE COMMITTEE**

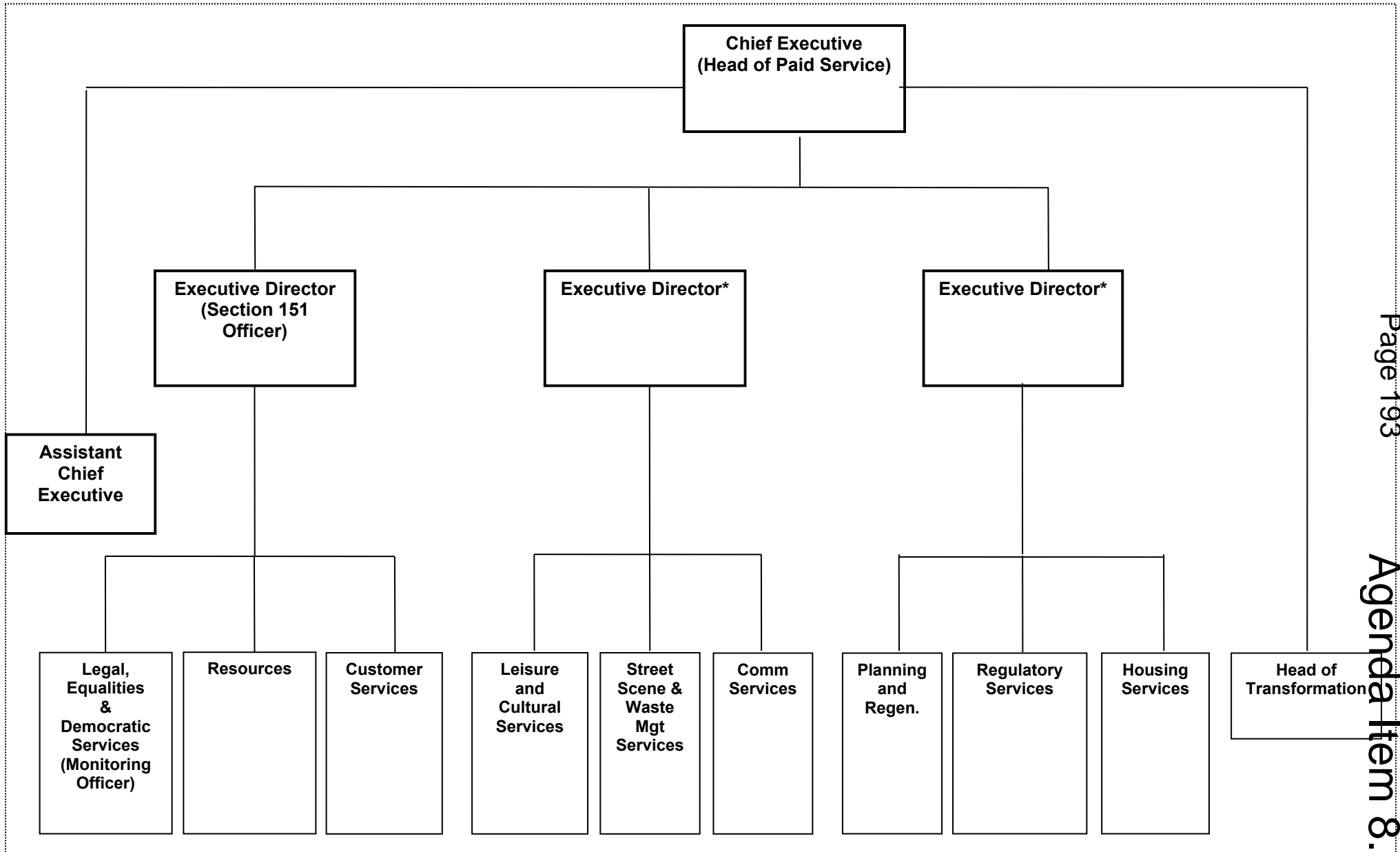
**14<sup>th</sup> January 2020**

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Name: Kevin Dicks  
Email: [k.dicks@bromsgroveandredditch.gov.uk](mailto:k.dicks@bromsgroveandredditch.gov.uk)  
Tel.: 01527 534000

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# Original Bromsgrove District Council and Redditch Borough Council – Proposed Single Management Structure



<b>Assistant Chief Executive</b>
<ul style="list-style-type: none"> <li>• LSP &amp; Other Strategic Partnerships</li> <li>• Performance Management &amp; Improvement</li> <li>• Policy (excluding service specific strategy)</li> <li>• Consultation &amp; Community Engagement</li> <li>• Communications, Marketing and Promotion</li> <li>• Customer Insight</li> <li>• Special Projects</li> <li>• Inspections (CAA etc)</li> <li>• Complaints</li> <li>• Civic Support</li> <li>• Corporate Administration/ Central Post Opening &amp; Reception</li> <li>• Climate Change / Agenda 21(Energy Efficiency)</li> </ul>

<b>Head of Transformation</b>
<ul style="list-style-type: none"> <li>• I.C.T.</li> <li>• Business Development</li> <li>• E Government</li> <li>• Web Development</li> <li>• Printing &amp; Reprographics</li> <li>• GIS</li> <li>• Transformation, Business Process Re-engineering and Lean Systems</li> <li>• Information Management</li> <li>• Freedom of Information, Data Protection, Records Management</li> <li>• Organisational Development (including Workforce Planning and Succession Planning)</li> <li>• Training &amp; Development</li> </ul>

**EXECUTIVE DIRECTOR**

Head of Legal, Equalities & Democratic Services	Head of Resources	Head of Customer Services
<ul style="list-style-type: none"><li>• Professional Legal Advice &amp; Services</li><li>• Right to Buy</li><li>• Election &amp; Electoral Services, Periodic Electoral Review</li><li>• Democratic Services &amp; Member Support</li><li>• Monitoring Officer Role, Probity &amp; Standards</li><li>• Governance</li><li>• Advice to Parishes</li><li>• Member Development</li><li>• Equalities &amp; Diversity</li></ul>	<ul style="list-style-type: none"><li>• Accounts &amp; Financial Management &amp; Advice</li><li>• Corporate Income &amp; Debt Management</li><li>• Procurement</li><li>• Revenues &amp; Benefits</li><li>• Audit</li><li>• Risk Management</li><li>• Payroll</li><li>• Property, Assets &amp; Facilities Management (including Caretakers)</li><li>• Human Resources &amp; Welfare</li><li>• Health &amp; Safety</li></ul>	<ul style="list-style-type: none"><li>• Customer Service Centre</li><li>• One Stop Shops</li><li>• Cashiers</li><li>• Customer First</li><li>• Customer Access and Customer Engagement</li></ul>

\*

One Director will take the lead for Redditch issues and one for Bromsgrove issues.

One Director will also be designated as Deputy Joint Chief Executive and act as Head of Paid Service in Joint Chief Execs absence.

## EXECUTIVE DIRECTOR

Head of Leisure and Cultural Services
<ul style="list-style-type: none"> <li>• Leisure/Sports Centres/Dual Use Facilities</li> <li>• Sports and Recreation Development</li> <li>• Arts Development</li> <li>• Children &amp; Young People, Play</li> <li>• Health Education/Interventions</li> <li>• Parks and Open Spaces</li> <li>• Allotments</li> <li>• Museum</li> <li>• Events</li> <li>• Community Centres</li> <li>• Theatre</li> </ul>

Head of Street Scene and Waste Management Services
<ul style="list-style-type: none"> <li>• Refuse &amp; Recycling</li> <li>• Waste Management, Policy, Promotion, Management</li> <li>• Car Parks/Civil Enforcement Parking</li> <li>• Shopmobility</li> <li>• Street Scene / Street Cleansing</li> <li>• Grounds Maintenance/ Landscaping</li> <li>• Highways</li> <li>• Cesspools/Sewers</li> <li>• Public Conveniences</li> <li>• Fly Tipping, Bill Posting</li> <li>• Abandoned Vehicles</li> <li>• Pest &amp; Dog Controls</li> <li>• Engineering Design</li> <li>• Street Naming and Numbering</li> <li>• Cemeteries / Crematorium</li> <li>• Land Drainage</li> </ul>

Head of Community Services
<ul style="list-style-type: none"> <li>• Community Cohesion (Older and Young People)</li> <li>• Social Inclusion</li> <li>• Community Safety</li> <li>• Anti Social Behaviour Team</li> <li>• CCTV &amp; Lifeline Operation &amp; Development</li> <li>• Voluntary Sector &amp; Community Networks, Grant Aid</li> <li>• Transport</li> <li>• Community Transport / Dial A Ride</li> <li>• Bus Passes / Concessionary Fares</li> <li>• Grant Aid</li> <li>• Housing Strategy and Enabling Role etc.</li> </ul>

\*

**One Director will take the lead for Redditch issues and one for Bromsgrove issues.**

**One Director will also be designated as Deputy Joint Chief Executive and act as Head of Paid Service in Joint Chief Execs absence.**

## EXECUTIVE DIRECTOR

Head of Regulatory Services	Head of Planning and Regeneration	Head of Housing
<ul style="list-style-type: none"><li>• Environmental Health / Protection / Enforcement</li><li>• Public Health &amp; safety</li><li>• Food Safety</li><li>• Licenses (all)</li></ul>	<ul style="list-style-type: none"><li>• Strategic Planning (Planning &amp; Local Development Framework)</li><li>• Development Control</li><li>• Building Control</li><li>• Land Charges</li><li>• Emergency Planning / Business Continuity</li><li>• Conservation</li><li>• Tree Officers</li><li>• Travellers</li><li>• Economic and Tourism Development (including Business Centres and Markets)</li></ul>	<ul style="list-style-type: none"><li>• Housing Revenue Account activities including DLO for Housing</li><li>• Homelessness</li><li>• Children's Centres</li><li>• Care and Repair Agency</li><li>• Capital Improvements</li><li>• Housing Options</li><li>• Housing Performance and Database</li><li>• St David's House</li><li>• Disabled Facilities Grants</li></ul>

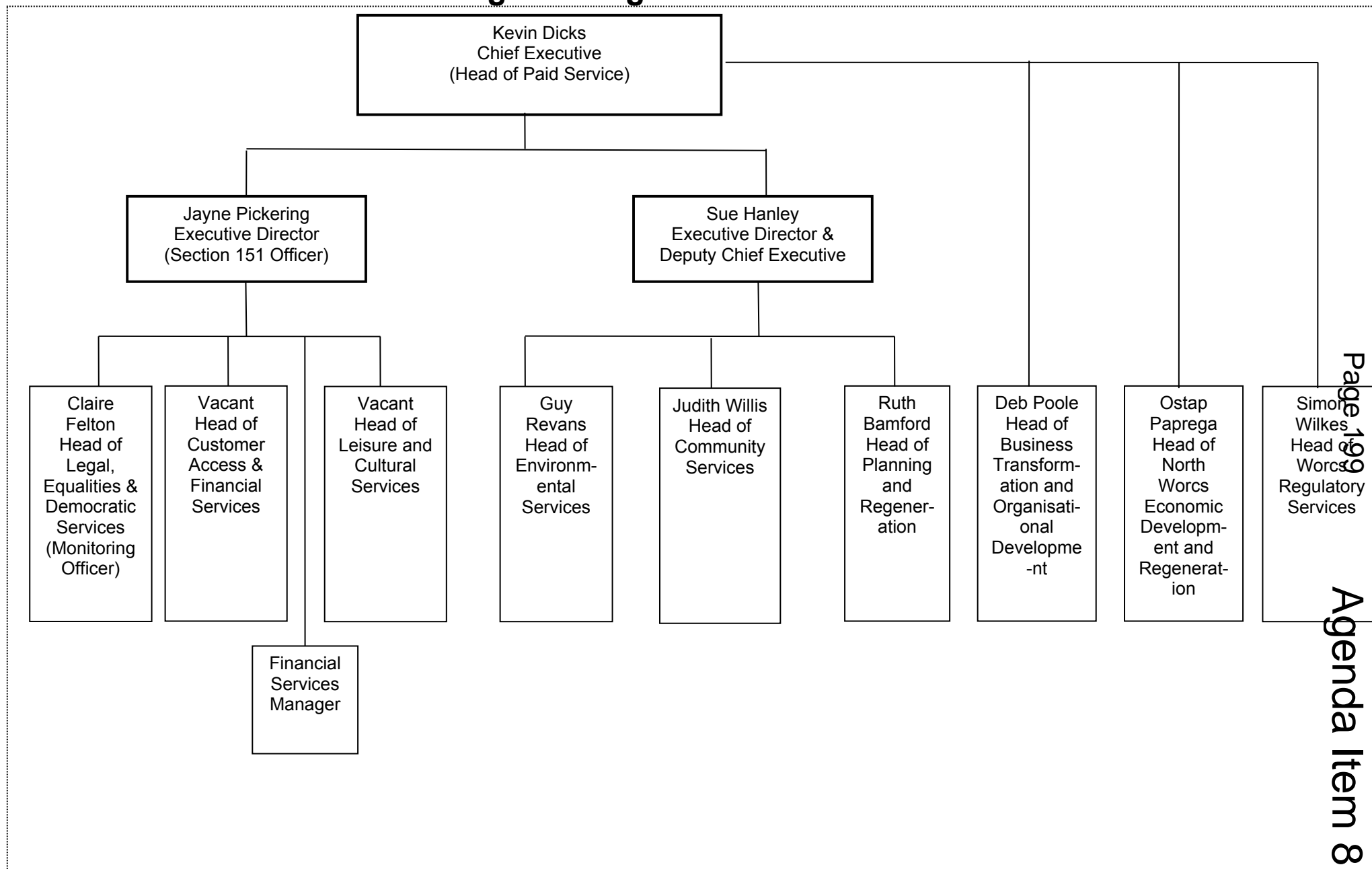
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**One Director will take the lead for Redditch issues and one for Bromsgrove issues.**

**One Director will also be designated as Deputy Joint Chief Executive and act as Head of Paid Service in Joint Chief Execs absence.**

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# Bromsgrove District Council and Redditch Borough Council Single Management Structure



**Kevin Dicks  
Chief Executive**

- LSP & Other Strategic Partnerships
- Communications, Marketing and Promotion (including oversight of web content)
- Printing & Reprographics
- Civic/Mayoral Support
- Corporate Administration/ Central Post Opening
- Town Centre Regeneration

**Deb Poole  
Head of Business  
Transformation and  
Organisational Development**

- I.C.T.
- Business Development
- E Government
- Web Development
- Land and Property Gazetteer / GIS / Street Naming and Numbering
- Transformation, Business Process Re-engineering and Lean Systems
- Information Management
- Freedom of Information, Data Protection, Records Management
- Organisational Development (including Workforce Planning and Succession Planning)
- Training & Development (strategy)
- Performance Management & Improvement
- Policy (excluding service specific strategy)
- Consultation & Community Engagement
- Customer Insight
- Human Resources
- Training & Organisational Development
- Health & Safety

**Simon Wilkes  
Head of Regulatory  
Services**

- Health & safety
- Food Safety
- Food Standards
- Licenses (all)
- Pest & Dog Control
- Animal Health and Welfare
- Contaminated land
- Fair Trading
- Consumer and Business Advice
- Air Quality
- Metrology
- Product Safety
- Rogue Trading and Counterfeiting
- Underage Sales
- Statutory Nuisances
- Infectious Diseases

**Ostap Paparega  
Head of NW EDR**

<b>Claire Felton Head of Legal, Equalities &amp; Democratic Services</b>
<ul style="list-style-type: none"> <li>• Professional Legal Advice &amp; Services</li> <li>• Election &amp; Electoral Services, Periodic Electoral Review</li> <li>• Democratic Services &amp; Member Support</li> <li>• Monitoring Officer Role, Probity &amp; Standards</li> <li>• Governance</li> <li>• Advice to Parishes</li> <li>• Member Development</li> <li>• Equalities &amp; Diversity</li> <li>• Land Charges</li> <li>• Procurement</li> </ul>

<b>Chris Forrester Financial Services Manager (reports direct to Jayne Pickering)</b>
<ul style="list-style-type: none"> <li>• Accounts &amp; Financial Management &amp; Advice</li> <li>• Audit</li> <li>• Risk Management</li> <li>• Payroll (RBC, BDC, WFDC)</li> </ul>

<b>Vacant Head of Leisure and Cultural Services</b>
<ul style="list-style-type: none"> <li>• Leisure/Sports Centres/Dual Use Facilities</li> <li>• Sports and Recreation Development</li> <li>• Arts Development</li> <li>• Children &amp; Young People, Play</li> <li>• Health Education/Interventions</li> <li>• Parks and Open Spaces</li> <li>• Allotments</li> <li>• Museum</li> <li>• Events</li> <li>• Community Centres</li> <li>• Theatre</li> <li>• Countryside Centre</li> <li>• Sponsorship</li> </ul>

<b>Vacant Head of Customer Access &amp; Financial Support</b>
<ul style="list-style-type: none"> <li>• Customer Service Centres and One Stop Shops</li> <li>• Revenues including corporate Income &amp; Debt Management</li> <li>• Benefits</li> <li>• Complaints and Customer Feedback</li> <li>• Customer Service Strategy</li> <li>• Cashiers</li> <li>• Reception Services</li> <li>• Switchboard Services</li> <li>• Assets &amp; Facilities Management (RBC)</li> <li>• Property</li> </ul>

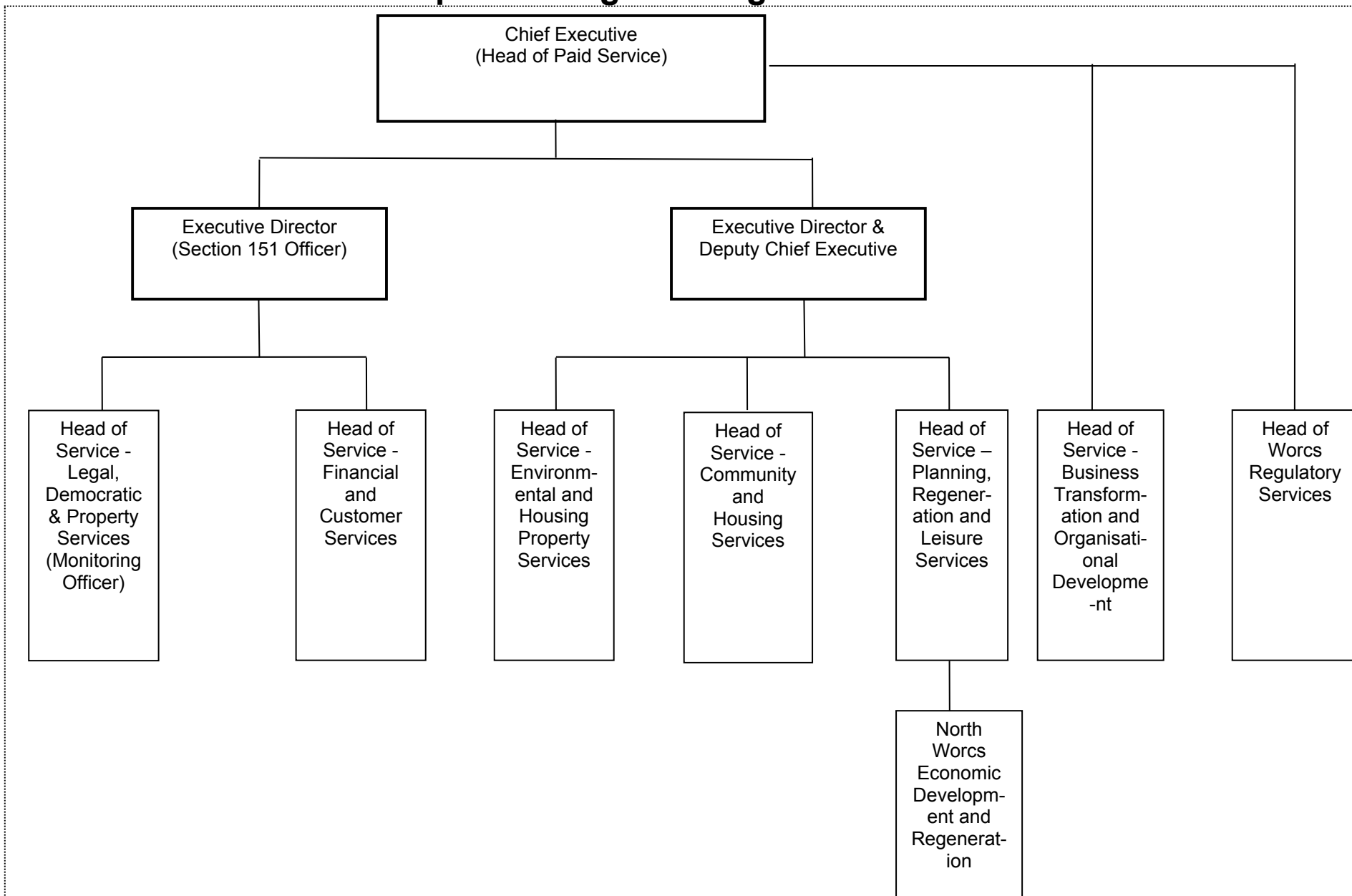
<b>Guy Revans Head of Environmental Services</b>
<ul style="list-style-type: none"> <li>• Waste Management</li> <li>• Street Scene / Street Cleansing</li> <li>• Grounds Maintenance/ Landscaping</li> <li>• Bereavement Services</li> <li>• Climate Change / Energy Efficiency</li> <li>• Public Conveniences</li> <li>• Cesspools/Sewers</li> <li>• Engineering and Design</li> <li>• Minor Works Team</li> <li>• Abandoned Vehicles</li> <li>• Street Naming and Numbering (operational)</li> <li>• Tree management inc TPOs</li> <li>• Land Drainage</li> <li>• Car Parks/Civil Parking Enforcement</li> </ul>

<b>Judith Willis Head of Community Services</b>
<ul style="list-style-type: none"> <li>• Community Cohesion (Older and Young People) / Social Inclusion</li> <li>• Community Safety</li> <li>• Anti Social Behaviour Team</li> <li>• CCTV &amp; Lifeline Operation &amp; Development</li> <li>• Voluntary Sector &amp; Community Networks, Grant Aid</li> <li>• Transport</li> <li>• Community Transport / Dial A Ride</li> <li>• Bus Passes / Concessionary Fares</li> <li>• Grant Aid</li> <li>• Housing Strategy and Enabling</li> <li>• Private Sector Housing</li> <li>• Disabled Facilities Grants</li> <li>• Travellers</li> <li>• Shopmobility</li> <li>• Children's Centres</li> </ul>

<b>Ruth Bamford Head of Planning and Regeneration</b>
<ul style="list-style-type: none"> <li>• Strategic Planning (Planning &amp; Local Development Framework)</li> <li>• Development Management (including Planning Enforcement)</li> <li>• Building Control</li> <li>• Land Charges</li> <li>• Emergency Planning / Business Continuity</li> <li>• Conservation</li> <li>• Economic Development</li> </ul>

<b>Vacant Head of Housing</b>
<ul style="list-style-type: none"> <li>• Capital Improvements</li> <li>• Repairs &amp; Maintenance</li> <li>• Homelessness</li> <li>• Housing Options/Choice Based Lettings</li> <li>• Housing Performance and Database</li> <li>• Right to Buy</li> <li>• St David's House Extra Care Housing</li> <li>• Tenancy Management</li> </ul>

## Bromsgrove District Council and Redditch Borough Council Proposed Single Management Structure



Chief Executive
<ul style="list-style-type: none"> <li>• LSP &amp; Other Strategic Partnerships</li> <li>• Communications, Marketing and Promotion (including oversight of web content)</li> <li>• Printing &amp; Reprographics</li> <li>• Civic/Mayoral Support</li> <li>• Corporate Administration/ Central Post Opening</li> <li>• Town Centre Regeneration</li> </ul>

Head of Service - Business Transformation, Organisational Development and Customer Services
<ul style="list-style-type: none"> <li>• I.C.T.</li> <li>• Business Development</li> <li>• 5G / Digital Champion</li> <li>• Web Development</li> <li>• Land and Property Gazetteer / GIS / Street Naming and Numbering</li> <li>• Transformation, Business Process Re-engineering and Lean Systems</li> <li>• Information Management</li> <li>• Freedom of Information, Data Protection, Records Management</li> <li>• Organisational Development (including Workforce Planning and Succession Planning)</li> <li>• Training &amp; Development (strategy)</li> <li>• Performance Management &amp; Improvement</li> <li>• Policy (excluding service specific strategy)</li> <li>• Consultation &amp; Community Engagement</li> <li>• Customer Insight</li> <li>• Human Resources</li> <li>• Training &amp; Organisational Development</li> <li>• Health &amp; Safety</li> <li>• Equalities &amp; Diversity</li> </ul> <p><b><i>Continuation of Revised Responsibilities</i></b></p> <ul style="list-style-type: none"> <li>• <b><i>Commercialism – Operational efficiency</i></b></li> </ul>

Head of Worcs Regulatory Services
<ul style="list-style-type: none"> <li>• Health &amp; safety</li> <li>• Food Safety</li> <li>• Food Standards</li> <li>• Licenses (all)</li> <li>• Pest &amp; Dog Control</li> <li>• Animal Health and Welfare</li> <li>• Contaminated land</li> <li>• Fair Trading</li> <li>• Consumer and Business Advice</li> <li>• Air Quality</li> <li>• Metrology</li> <li>• Product Safety</li> <li>• Rogue Trading and Counterfeiting</li> <li>• Underage Sales</li> <li>• Statutory Nuisances</li> <li>• Infectious Diseases</li> </ul>

Head of Service – Legal, Democratic & Property Services (Monitoring Officer)
<ul style="list-style-type: none"> <li>• Professional Legal Advice &amp; Services</li> <li>• Election &amp; Electoral Services, Periodic Electoral Review</li> <li>• Democratic Services &amp; Member Support</li> <li>• Monitoring Officer Role, Probity &amp; Standards</li> <li>• Governance</li> <li>• Advice to Parishes</li> <li>• Member Development</li> <li>• Land Charges</li> <li>• Procurement</li> </ul> <p><b><i>New Functions / Services</i></b></p> <ul style="list-style-type: none"> <li>• <b><i>Assets &amp; Facilities Management</i></b></li> <li>• <b><i>Property</i></b></li> <li>• <b><i>Business Development (previously under Leisure Services)</i></b></li> </ul>

Head of Service – Financial and Customer Services ( <i>new role</i> )
<ul style="list-style-type: none"> <li>• Accounts &amp; Financial Management &amp; Advice</li> <li>• Audit</li> <li>• Risk Management</li> <li>• Payroll (RBC, BDC, WFDC)</li> <li>• Revenues including corporate Income &amp; Debt Management</li> <li>• Benefits</li> <li>• Customer Services including: <ul style="list-style-type: none"> <li>○ Centres and One Stop Shops</li> <li>○ Complaints and Customer Feedback</li> <li>○ Customer Service Strategy</li> <li>○ Cashiers</li> <li>○ Reception Services</li> <li>○ Switchboard Services</li> </ul> </li> </ul>

## Head of Service – Environmental & Housing Property Services

- Waste Management
- Place teams including:
  - Street Scene / Street Cleansing
  - Grounds Maintenance/ Landscaping
- Bereavement Services
- Stores and Depots
- Cesspools/Sewers
- Engineering and Design
- Minor Works Team
- Abandoned Vehicles
- Street Naming and Numbering (operational)
- Tree management inc TPOs
- Land Drainage
- Car Parks/Civil Parking Enforcement

### ***Continuation of Revised Responsibilities***

- ***Housing Property Capital and Compliance***
- ***Repairs & Maintenance (including voids and Equipment and Adaptations)***
- ***Mechanical and Electrical***
- ***Commercialism – income Generation / cost reduction***

## Head Service – Community and Housing Services

- Community Cohesion (Older and Young People) / Social Inclusion
- Community Safety
- Anti Social Behaviour Team
- CCTV & Lifeline Operation & Development
- Voluntary Sector & Community Networks, Grant Aid
- Transport
- Community Transport / Dial A Ride
- Bus Passes / Concessionary Fares
- Grant Aid
- Housing Strategy and Enabling
- Private Sector Housing
- Disabled Facilities Grants
- Travellers
- Shopmobility
- Children's Centres
- Climate Change / Energy Efficiency

### ***Continuation of Revised Responsibilities***

- ***Homelessness***
- ***Housing Options/Choice Based Lettings***
- ***Housing Performance and Database***
- ***Right to Buy***
- ***St David's House Extra Care Housing***
- ***Tenancy Management***

## Head of Service – Planning, Regeneration and Leisure Services

- Strategic Planning (Planning & Local Development Framework)
- Development Management (including Planning Enforcement)
- Building Control
- Land Charges
- Emergency Planning / Business Continuity
- Conservation
- Economic Development

### ***New Functions / Services***

- ***Leisure and Cultural Services Strategy incorporating***
- ***Development Services (Sports and Arts Development)***
- ***Parks and Events***

## **BRIEFING NOTE – PITCHEROAK GOLF COURSE KITCHEN REFURBISHMENT**

In November 2019 Rubicon Leisure took over the responsibility for the operation of the Pitcheroak Golf Course food and beverage services from the previous contractor.

All catering equipment was removed from the site by the previous tenant and Rubicon officers have been working with colleagues in property services to undertake a full review of the site to ensure future service delivery can be achieved in the quality manner that it expected from the company.

The Food and Beverage service has been an extremely profitable and successful business venture since this opened to the public several years ago. The site at one point was Number 1 on trip advisor, gained a 5 star hygiene rating and became renowned for Breakfast and Sunday lunch.

There are major opportunities to invest into the facility to regain these successes thus making this a profitable, viable and sustainable element of Rubicon's overall portfolio of facilities.

However in order to achieve this it is absolutely essential to install high quality kitchen and bar equipment to be able to offer a variety of menu choices to be successful against other operators in a very competitive market place.

One success of this facility and an opportunity moving forward is its breakfast range which it is widely renowned for in the local area. In order to ensure that this is maintained and the facility can cope with the demand for this, high quality equipment is required.

The kitchen space is so small there is not an option to put in a regular range cooker, if this was to happen it would take away valuable space for any other equipment (e.g. fryers etc.), but would also create a need for salamander grills, steamers and other equipment to be fitted, but with no space to accommodate them.

The kitchen equipment has to be of a bespoke nature, the floor space and shape of the kitchen requires specific made to measure equipment and working areas. The items requested, such as induction hobs, are also essential if a cheaper gas alternative was used the Kitchen extraction would then need upgrading, at much greater cost to be compliant with health and safety law.

Rubicon would also like to reintroduce Sunday lunch menus which were provided successfully several years ago. Again in order to achieve this high quality equipment is required over and above standard kitchen fitting.

Rubicon has obtained quotes for kitchen and bar equipment and as such have received three detailed quotations ranging from **£47-£52k** excluding VAT. The facility also requires furniture and audio/ CCTV equipment which will amount to approximately **£17k**.

In addition a review by property services has identified the following works required to bring the venue to a standard that will meet the customer expectations whilst also addressing health and safety concerns that are evident on the site currently:

- Internal decoration throughout – these would form part of cyclical works programme;
- New carpets throughout the public area –some of the carpets are being cleaned, but the areas that are being replaced are in a poor, unhygienic condition; officers would also need

to check areas of the subfloor where we may need to replace boarding. This work would require uplift of the carpets.

- New flooring throughout the Kitchen and bar areas – the existing is in poor condition and the works will include the removal of Asbestos containing materials. To be replaced with floor covering of higher slip rating, for use in areas with cooking, oil etc.
- Kitchen - damaged areas of wall cladding to be replaced in the kitchen area; unhygienic. Similarly, replacement of suspended ceiling and grid due to evidence of rodents in the void; health and safety issue.
- New bar cellar to bring up to a decent standard – Existing area is damp and the ceiling falling down, evidence of rodent activity. Walls will be skimmed, ceiling replaced and slip resistant floor covering installed. Door damaged and in poor condition.
- Seal up Chimney – works required to retain would have attracted additional costs i.e. repair work required to hearth and stack; removed the carbon monoxide risk.
- Lighting up grade – recommended for energy savings and for EPC certs
- WC's – resealing and replacement or slip resistant flooring; a couple of replacement WC's and taps where damaged / old fitting with leaks etc
- Electrical and heating repairs £4k

The associated cost of the works would be approximately **£36k**

The total estimated cost is therefore **£103k**.

### **Profit estimations**

Based on the projections made by the team in consideration of footfall into the site and potential additional custom following the proposed investment the table below shows the potential profit.

	<b>2020/21 £'000</b>
Estimated Expenditure	219
Estimated Income	-307
Net profit	-88

The Council as landlord would be funding the cost of the investment through borrowing with approximate costs of £10k per annum to be met from the General Fund. This cost is the responsibility of the Council to enable the Rubicon to provide the service as part of its contract with the Council.

It is anticipated that the surplus generated from the service will support the expansion of Rubicon Leisure and ultimately this will have an impact on the management fee paid by the Council to the company.