



Executive Committee

Tue 12 Jul
2022
6.30 pm

Council Chamber,
Redditch Town Hall
Walter Stranz Square
Redditch
B98 8AH

REDDITCH BOROUGH COUNCIL

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

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Tel: (01527) 64252 (Ext. 3072)
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GUIDANCE ON FACE-TO-FACE MEETINGS

At the current time, seating at the meeting will be placed in such a way as to achieve as much space as possible for social distancing to help protect meeting participants.

Please note that this is a public meeting.

If you have any questions regarding the agenda or attached papers, please do not hesitate to contact the officer named above.

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Members and Officers who still have access to lateral flow tests (LFTs) are encouraged to take a test on the day of the meeting. Meeting attendees who do not have access to LFTs are encouraged not to attend the meeting if they have common cold symptoms or any of the following common symptoms of Covid-19 on the day of the meeting; a high temperature, a new and continuous cough or a loss of smell and / or taste.

The meeting venue will be fully ventilated, and Members and officers may need to consider wearing appropriate clothing in order to remain comfortable during proceedings.

PUBLIC ATTENDANCE

Members of the public will be able to access the meeting if they wish to do so. Seating will be placed in such a way as to achieve as much space as possible for social distancing to help protect meeting participants. It should be noted that members of the public who choose to attend in person do so at their own risk.

Members of the public who still have access to lateral flow tests (LFTs) are encouraged to take a test on the day of the meeting. Meeting attendees who do not have access to LFTs are encouraged not to attend the meeting if they have common cold symptoms any of the following common symptoms of Covid-19 on the day of the meeting; a high temperature, a new and continuous cough or a loss of smell and / or taste.

Notes:

Although this is a public meeting, there are circumstances when Council might have to move into closed session to consider exempt or confidential information. For agenda items that are exempt, the public are excluded.



Executive

Tuesday, 12th July, 2022

6.30 pm

Council Chamber Town Hall

Agenda

Membership:

| | | |
|--------|------------------------------|----------------|
| Cllrs: | Matthew Dormer (Chair) | Lucy Harrison |
| | Nyear Nazir (Vice- Chair) | Anthony Lovell |
| | Karen Ashley | Emma Marshall |
| | Joanne Beecham | Craig Warhurst |
| | Peter Fleming | |

1. Apologies

2. Declarations of Interest

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

3. Leader's Announcements

4. Minutes (Pages 1 - 8)

5. Asset Rationalisation for Community Centres and Easemore Road (Pages 9 - 18)

6. Future Use of the Town Hall and Customer Access (Pages 19 - 34)

7. Quarterly Risk Update (Pages 35 - 50)

8. Financial Monitoring Report (Pages 51 - 56)

9. Overview and Scrutiny Committee (Pages 57 - 66)

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

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

11. Advisory Panels - update report

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

- a) Climate Change Cross-Party Working Group – Chair, Councillor Anthony Lovell;
- b) Constitutional Review Working Panel – Chair, Councillor Matthew Dormer;
- c) Corporate Parenting Board – Council Representative, Councillor Nyear Nazir;
- d) Member Support Steering Group – Chair, Councillor Matthew Dormer; and
- e) Planning Advisory Panel – Chair, Councillor Matthew Dormer.

12. To consider any urgent business, details of which have been notified to the Head of Legal, Democratic and Property Services prior to the commencement of the meeting and which the Chair, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

13. Exclusion of the press and public

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

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

These paragraphs are as follows:

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

- Para 3 – financial or business affairs;

and may need to be considered as ‘exempt’.

14. Disposal of Land - St Gregory's Church (Pages 67 - 76)



Executive Committee

Tuesday, 28th June, 2022

MINUTES

Present:

Councillors Nyear Nazir, Karen Ashley, Joanne Beecham, Peter Fleming, Lucy Harrison, Anthony Lovell, Emma Marshall and Craig Warhurst

Also Present:

Councillor Sid Khan

Officers:

Ruth Bamford, Peter Carpenter, Kevin Dicks, Clare Flanagan, Sue Hanley and Helen Mole

Principal Democratic Services Officer:

Jess Bayley-Hill Democratic Services

14. APOLOGIES

An apology for absence was received on behalf of Councillor Matthew Dormer.

In the absence of the Chair, the Vice Chair, Councillor Nyear Nazir, chaired the meeting.

15. DECLARATIONS OF INTEREST

There were no declarations of interest.

16. LEADER'S ANNOUNCEMENTS

In the absence of the Leader, the Deputy Leader advised that there had been a number of supplementary packs issued for the meeting alongside the main agenda pack.

Members were asked to note that, whilst the Overview and Scrutiny Committee had pre-scrutinised the Redditch Town Centre Business Cases and Levelling Up Fund Bid 2 reports at a meeting held on 23rd June 2022, there had been no recommendations made on these items. Therefore, there were no minutes from that meeting for the Executive Committee's consideration at this time.

Chair

17. MINUTES**RESOLVED that**

the minutes of the meeting of the Executive Committee held on Tuesday 14th June 2022 be approved as a true and correct record and signed by the Chair.

18. REDDITCH TOWN CENTRE REGENERATION BUSINESS CASES (REPORT TO FOLLOW)

The Head of Planning, Regeneration and Leisure Services presented the Redditch Town Centre Regeneration Business Cases report for the Executive Committee's consideration. In presenting the report, it was highlighted that since the original publication of the report, updated copies of the business cases had been issued in supplementary packs for the meeting.

In 2019, the Government invited over 100 towns across the country, including Redditch, to submit bids for a town's deal. Redditch Borough Council had submitted a bid to the Government in January 2021 and had subsequently been awarded in excess of £15 million to spend on particular regeneration projects in the town centre. Whilst these projects had already been agreed, the business cases that had been developed for the report to the Executive Committee in June 2022 provided more detailed information about the actions proposed. The content of these business cases would inform summary statements to the Government, which were due to be submitted by 29th June 2022.

There were three key schemes in the Redditch Town Deal, which had previously been approved by the Government:

- Development of a Redditch Digital Manufacturing and Innovation Centre
- Redditch Town Centre Public Realm works
- Redevelopment of the Redditch Library site

In respect of the Redditch Library site, the Government had granted an extension for submission of a detailed business case setting out proposals for the future. This business case would be the subject of a further report to the Executive Committee, which was due to be considered in September 2022.

The business cases that had been submitted for the Executive Committee's consideration had been drafted by external consultants, Mott MacDonald. Based on the company's assessment, Members were advised that it was anticipated that the proposals for the Digital Manufacturing and Innovation Centre

would be over budget by approximately £2 million. Similarly, the estimated costs for the public realm works were likely to be over budget, although there were actions that could be taken to address this, including through use of funding from other sources to cover the total costs.

In line with Government requirements, a Redditch Town's Deal Board, comprising representatives of the public, private and voluntary and community sectors (VCS), had been established to consider proposals in respect of the Town's Deal. The Board had been consulted on the content of the business cases prior to the Executive Committee's consideration.

During consideration of this item, the Interim Section 151 Officer was invited to outline the financial implications of the proposals for Members' consideration. The Committee was advised that, as part of the process, the Section 151 Officer needed to be comfortable with and to approve the business cases in order for the submission to the Government to proceed.

Members were advised that £8 million had originally been allocated to the Digital Manufacturing and Innovation Centre. However, the business case had identified that £10 million would in fact need to be allocated to this project. This estimate included a figure of £1.5 million that had been allocated to contingency costs, including the potential impact of inflation on costs. As construction was not due to take place until 2024, it was not possible to provide an accurate assessment of the likely costs of inflation at that point as it was possible that this would change over the following two years. A similar challenge was likely to impact on Town Deal proposals that were submitted across the country.

All of these points had been taken into account by the Interim Section 151 Officer when assessing the costs. Discussions had been held with representatives of the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) and, like other members of the LEP, the Council was eligible to bid for up to £1.5 million to help bridge the financial gap in this instance. There was also the potential for the Council to bid for grant funding from other external sources. In this context, the Interim Section 151 Officer was proposing that the Council should submit a bid to the GBSLEP to help fund the difference.

In relation to the projected overspend on the public realm works, it was anticipated that this would be lower than for the Digital Manufacturing and Innovation Centre. The proposals in relation to the public realm works actually comprised five separate business cases and would involve working with partner organisations, such as Worcestershire County Council. The projected overspend

Executive Committee

Tuesday, 28th June, 2022

included contingency figures to help cover the costs of areas of risk, including costs arising due to inflation. It was anticipated that the overspend in this instance could be addressed from other sources of funding and in the long-term these works could lead to a reduction in costs for partner organisations.

Reference was made to the Overview and Scrutiny Committee's pre-scrutiny of the report at a meeting held on 23rd June 2022. Whilst the Committee had not made any recommendations on the subject, Members thanked Overview and Scrutiny Members for scrutinising the detail contained within the business cases.

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

- The potential for the proposals in respect of the Digital Manufacturing and Innovation Centre and public realm works to have a positive impact on the vibrancy of Redditch town centre.
- The future consultation that would be held with the public and other interested stakeholders in respect of the proposals, including in relation to the plans for the library.
- The opportunities provided by the introduction of a Digital Manufacturing and Innovation Centre, including to help upgrade aging urban assets and to improve skillsets in the local workforce.
- The need for action to be taken to help attract highly qualified young people to live and work in Redditch, including young people who had grown up in the Borough who had received a university education.
- The timescales for commencing the works proposed in the business cases, subject to Government approval. Members were advised that construction work on the Digital Manufacturing and Innovation Centre could not commence until 2024, when the police were scheduled to have demolished the site. However, prior to that date, other action could be taken, including submission of a planning application for the site.
- The deadline for completion of the works. Members were advised that the proposed works would need to be completed by the end of the 2026 calendar year.
- The potential for new businesses, including restaurants, to be established in Redditch town centre as a result of the public realm works.
- The extent to which the Council could work with the police to provide temporary accommodation once premises at Middlehouse Lane had been vacated. Officers confirmed that conversations were being held with the police in respect of this matter.

Executive Committee

Tuesday, 28th June, 2022

- The work that had been delivered by other local authorities that had been awarded funding in the Town's Deal process, including their plans in respect of accommodating rising inflation costs, and the potential for the Council to learn from this. Members were informed that a representative of the Department for Business, Energy and Industrial Strategy (BEIS) attended meetings of the Redditch Town Deal Board and had confirmed that the Council was adopting a similar approach to other local authorities in respect of this matter. The impact of inflation on costs would also need to be taken into account by the Government as part of the process.
- The delays that had been experienced in terms of the issuing of the business cases for the report. Officers apologised for the delays and explained that these business cases had been reissued to ensure that Members had access to the most up to date information prior to submission on 29th June 2022.
- The hard work of officers in preparing the report and liaising with the external contractors over the content of the business cases.

RESOLVED that

the two business cases, in respect of the Digital Manufacturing and Innovation Centre and the Public Realm works are endorsed and used to present summary information for submission to the Department for Levelling Up, Housing and Communities on the 29th June 2022.

19. LEVELLING UP FUND 2 BID (REPORT TO FOLLOW)

The Head of Planning, Regeneration and Leisure Services presented a report on the subject of an opportunity available for the Council to submit a bid for Levelling Up funding. Members were informed that Levelling Up was a national scheme and the funding that had been made available for bidding purposes formed part of a second round of Levelling Up support available across the country. Councils would be bidding in competition with other local authorities for up to £20 million under this scheme.

The Council would need to ensure that a bid was submitted to the Government by 6th July 2022 for this process. Additional work would be required on the bid prior to that date. Therefore, Officers were requesting delegated authority to continue to work on this matter up to the date of submission.

The Council was required to be able to demonstrate to the Government in the bid process that additional funding from alternative sources would be made available alongside the Levelling Up funding. This needed to represent 10 per cent of the

funds allocated to the Council by the Government under the scheme.

There were different categories of local authority that could bid for funding as part of the Levelling Up process. In this round of Levelling Up, Redditch Borough Council had been allocated a category one applicant and it was hoped that this would increase the likelihood that the bid would be successful for the Borough.

There were three key themes in relation to which bids could be made:

- Transport
- Regeneration and the town centre
- Heritage and culture

Officers were anticipating that the Council was likely to have a greater chance of successfully bidding for Levelling Up funding under the regeneration and town centre theme. However, there were lots of plans for regeneration in the town centre that were already being progressed under the Redditch Town Deal process. Therefore, Officers were suggesting that a bid should be made in relation to regeneration of Matchborough and Winyates District Centres. A lot of preparatory work and research had already been undertaken in respect of researching potential options for the regeneration of these two district centres and this would help to inform the submission to the Government. By contrast, whilst it was recognised that Woodrow District Centre would also benefit from regeneration, there had been less preparatory work undertaken in respect of this location and for that reason, Officers were not proposing that it should be included in the focus of the bid.

Members subsequently discussed the proposals in the report in detail and in doing so welcomed the suggestion that funding should be allocated the regeneration of Matchborough and Winyates District Centres. Reference was made to the regeneration of Church Hill District Centre some years previously and Members concurred that this had been successful and had had a positive impact in the local community. However, Members commented that the regeneration of Matchborough and Winyates District Centres would be more complex to achieve, particularly in Winyates, where there was a mixture of businesses, Council houses and owner-occupied properties in the district centre. Officers acknowledged the complexity of the issues in this instance and confirmed that consultation would need to be undertaken with interested local stakeholders as part of the process.

Questions were raised about the timeframes in which the regeneration work in the district centres could commence and be

Executive Committee

Tuesday, 28th June, 2022

completed, should the bid be successful. Officers explained that, at the date of the meeting, there was some uncertainty about when the Government would make a decision about the bid. However, successful Councils would be required to complete expenditure by the close of 2025, although it was recognised that not all tasks would have been completed by this point. Should the Council's bid be successful, more detailed plans would be presented for Members' consideration on the proposals later in the 2022/23 municipal year.

During consideration of this item, Members commented that the regeneration of Matchborough and Winyates District Centres had the potential to transform the local community in a positive manner. Unfortunately, instances of Anti-Social Behaviour (ASB) in the district centres had been reported to Members by the public and Members commented that it was important to address this, including through urban design and management of the local environment. Officers explained that there were various options available to Councils that could be adopted to help design out crime, as well as the fear of crime, and this could be taken into account as part of the regeneration process. Reference was also made to the positive impact that Safer Streets funding had already had in Woodrow District Centre and Members commented on the potential for this to be extended to Matchborough and Winyates District Centres as part of the regeneration plans.

In concluding the discussions, Members thanked Officers for their work preparing the bid for Levelling Up funding in the second phase of the scheme.

RESOLVED that

- 1) the Executive Committee endorse this report and give delegated authority to the Executive Director for Resources (S151 Officer) and the Head of NWEDR (Senior Responsible Owner), following consultation with the Portfolio Holder for Planning, Economic Development, Commercialism and Partnerships, to submit a Levelling Up Fund bid, as detailed in the report;**

RECOMMENDED that

- 2) the Executive Committee recommends to Council a match funding contribution of 10% of the total bid value up to £2 million; and**
- 3) should the submitted LUF Bid be successful, that Executive Committee recommends to Council the allocation of 10% of the total bid value in the Capital Programme.**

Executive
Committee

Tuesday, 28th June, 2022

The Meeting commenced at 6.30 pm
and closed at 7.22 pm

Executive Committee

12 July 2022

ASSET RATIONALISATION FOR EASEMORE ROAD - DECLARATION OF LAND SURPLUS TO REQUIREMENT AND DEVELOPMENT PROPOSALS AT COMMUNITY HOUSE, EASEMORE ROAD, TOWN CENTRE

| | |
|-------------------------------|--|
| Relevant Portfolio Holder | Councillor Matthew Dormer |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Claire Felton - Head of Legal, Equalities and Democratic Services |
| Report Authors | <p>Job Title: Engineering Team Leader Contact email: pete.liddington@bromsgroveandredditch.gov.uk Contact Tel: 534108</p> <p>Job Title: Contracts and Utilities Officer Contact email: christopher.wells@bromsgroveandredditch.gov.uk Contact Tel: 64252 Ext: 2559</p> |
| Wards Affected | Abbey |
| Ward Councillor(s) consulted | No |
| Relevant Strategic Purpose(s) | Communities which are safe, well maintained and green |
| Non-Key Decision | |

1. RECOMMENDATIONS

The Executive Committee **RESOLVE** that:-

the existing Community House building and associated land in Easemore Road (rear of No. 103), be declared surplus to Council requirements and disposed of at market value.

2. BACKGROUND

2.1 The existing Community House building is unfortunately no longer suitable to retain within its current condition. Following a recent detailed condition survey and report, it is now envisaged that over the next five years a minimum of some £340k will need to be spent on just planned preventative maintenance.

2.2 Examples of the issues to be addressed to the structure are:

- Asbestos Containing Materials (ACMs) were found throughout the building;
- Rising damp;

Executive Committee12 July 2022

- Contravention of Fire regulations;
- Structural deficiencies;
- Lath and plaster requires testing for anthrax prior to extraction works due to age of the building;
- Timber rot in various locations;
- Upgrade works to fire detection system and emergency lighting throughout;
- Investigation required of existing drainage, potential failure contributing to dampness throughout the building;
- Issues with electrical distribution boards that are life expired.

2.3 As a result of 2.1 - 2.2, it is considered that the most appropriate way forward is to demolish the existing structures and replace it with the housing development, as shown in Appendix 1 (Drawing No. P2049/175A refers). Based on preliminary comments received both from Worcestershire County Council (Highways) and Planning Services as a result of submitted pre-apps, this Indicative Layout is considered acceptable for the submission of an Outline Planning application, subject to receipt of formal confirmation.

2.4 'Where Next' have a lease on the site adjacent to, and south-west of the Community House proposed redevelopment site, but regrettably over the years they have encroached substantially onto this site. Consequently, preliminary discussions have taken place with their representatives and 'Where Next' understand that they will need to vacate this encroached area. In doing so, Officers will work with them to develop better accessibility to their entire site from the main entrance off Wellesbourne Close.

2.5 'Where Next' were originally relocated on this site in 1980s, when they were transferred from their previous leased site now occupied by Sainsbury's on the Alvechurch Highway roundabout, adjacent Middlehouse Lane. The Council at that time, wanted to dispose of this site as part of the major store development, and therefore relocated 'Where Next,' encompassing the construction of the existing office and glass houses at Wellesbourne Close.

2.6 Consideration has been given to include the 'Where Next' formal site off Wellesbourne Close as part of the complete redevelopment of the site, but there are a number of factors that do not support such a

Executive Committee**12 July 2022**

proposal. 'Where Next' site becomes narrow very quickly, therefore development would be limited to providing a very small number of additional dwellings. Use of the site would of course obviously require 'Where Next' to be relocated, and there would undoubtedly be pressure for the Council to not only supply this alternative site, but also provide new infrastructure, presumably at no cost to 'Where Next.'

3. FINANCIAL IMPLICATIONS

- 3.1 The sale of this land will generate capital receipts to the General Fund, and all capital receipts from disposals are deemed to be a Corporate capital resource available for allocation in line with Corporate priorities.
- 3.2 The Secretary of State for Communities and Local Government issued guidance in giving Local Authorities greater freedoms with how capital receipts can be used to finance expenditure. This Direction allows for the following expenditure to be treated as Capital, 'expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services, and/or transform service delivery to reduce costs, and/or transform service delivery in a way that reduces costs or demand for services in future years, for any of the public sector delivery partners.'

4. LEGAL IMPLICATIONS

- 4.1 The primary tenant and the sub-tenants of Community House have been aware for some considerable time that the condition of the building will warrant their eventual displacement, so our proposals are not new to them. Although the Council has no legal obligations to provide replacement accommodation, Officers have met with both the primary tenant and the sub-tenants to realise an understanding of their accommodation needs. Officers have also met with other community group tenants of our other properties in the area, to assess space availability to help best relocate all the current occupants of Community House.
- 4.2 Although the Council may dispose of its land or property in any manner it wishes, the Council is required to dispose of any interest in land at Best Value in accordance with Section 123 of the Local Government Act 1972. To achieve this requirement, it is normal for the Council to market the sites for sale to achieve the highest capital receipts possible.

Executive Committee12 July 2022

5. STRATEGIC PURPOSES - IMPLICATIONS**Relevant Strategic Purpose**

- 5.1 **Communities which are safe, well maintained and green** – the existing arrangements provide a mixture of small business ventures situated within an ageing building, with an extensive car park at the rear. Easemore Road in this locality is predominantly a residential area, being in close proximity to the town centre, with excellent bus routes being readily accessible. Consequently, with the new proposal of providing the housing development, this appears to be a more appropriate fit than business use, complimenting the existing residential properties.

Climate Change Implications

- 5.2 As part of the land sale, Officers recommend that it will be stipulated, that the proposed housing development will not include any on-site fossil fuelled installations, and will also obtain the highest Energy Performance Certificate rating possible (to be agreed with Council).

6. OTHER IMPLICATIONS**Equalities and Diversity Implications**

- 6.1 An Equalities Impact Assessment is required and undertaken.

Operational Implications

- 6.2 In consultation with Worcestershire County Council, they have requested the existing bus stop situated on Easemore Road, close to the existing access to the rear car park, to be repositioned slightly. In addition, they have also requested the provision of dropped kerbs and tactile paving provision at various locations in close proximity to the site, to facilitate better pedestrian movement. Also, the existing Traffic Regulation Order will need to be amended on Easemore Road, to facilitate that 'No Waiting at any Time' restrictions are provided, this to ensure that sight visibility lines for the new access are unobstructed by parked vehicles. The cost of these works will be met by the successful purchaser/developer presumably through a Section 278 Agreement.
- 6.3 Referring to 2.4, 'Where Next' have requested assistance in providing an improved vehicular access arrangement within their approved site, in view of our 'request' for them to vacate the land that they have encroached upon. These are minor engineering works, and it is

Executive Committee12 July 2022

suggested that as a condition of the sale of the site, the successful purchaser/developer undertakes such works.

7. RISK MANAGEMENT

- 7.1 The existing condition of Community House is a financial and safety risk to the Council, this would be mitigated by relocating the current tenants and then removal of the building.
- 7.2 Failure to achieve best value for the land is mitigated through the process for selling at market value.

8. APPENDICES and BACKGROUND PAPERS

Appendix 1 - Indicative Layout

Appendix 2 - Site Location Plan

Pre-application advice received from Worcestershire County Council (Highways).

Executive Committee

12 July 2022

9. REPORT SIGN OFF

| Department | Name and Job Title | Date |
|-------------------------------|---|-------------|
| Portfolio Holder | Councillor Matthew Dormer | |
| Lead Director/Head of Service | Claire Felton - Head of Legal, Equalities and Democratic Services | |
| Financial Services | Peter Carpenter Interim Deputy S151 Finance | |
| Legal Services | Clare Flanagan Principal Solicitor | |
| Policy Team | Emily Payne Engagement and Equalities Advisor | |
| Climate Change Officers | Kath Manning - Climate Change and Energy Support Officer Anna Wardell-Hill Environmental Policy and Awareness Officer | |



Appendix 1

Proposed Layout Schedule
 Site Area - 0.61 ha (1.50 acres)

| Dwelling Types | |
|---|--|
| 5 No. 3-bed houses | |
| 3 No. 3-bed houses | |
| 2 No. 2-bed bungalows | |
| 2 No. 3-bed bungalows | |
| Total = 12 No. dwellings, 24 No. cps - Density = 19.7 No. dwellings/ha | |

- Key**
- Extent of site area within ownership of Redditch BC
 - Extent of site area within ownership of Redditch BC, but occupied by Where Next
 - Location of Electric Vehicle Charging Point - 1 No. EVCP per dwelling (Output - 7kW)
 - Proposed location of bin and cycle storage areas within rear gardens
 - Existing adopted 225mm dia FWS retained in POS
 - Existing adopted 300mm dia SWS retained in POS
 - Parking spaces with minimum dimensions of 6 x 3.2m
 - Existing tree belt retained subject to topographical and tree survey. Extent of feature shown approximately at this stage
 - Existing tree belt retained subject to topographical and tree survey. Trees to be removed to accommodate Piles 7-10
 - Secured access to facilitate rear garden access to Plots 2 and 5
 - Secured access to facilitate rear garden access to Plots 8 and 9
 - Private combined vehicular/pedestrian access
 - Adopted access - Informal Street designation by WCC's Streetscape Design Guide
 - Existing Bus Stop located at to be repositioned at
 - Refuse/recycling bins collection area for Plots 4-10
 - Pedestrian crossings (dropped kerbs) and tactile paving to be provided
 - Existing TPOs to be amended to provide 'No waiting at any Time' restrictions to accommodate new visibility splays

| Date | Rev | Amendments following Pre-apps from RBC and WCC | Details |
|------------|-----|--|---------|
| 12/05/2022 | A | | |

Project:
Proposed Residential Development
Rear of No.103 Easmore Road
Redditch

Drawing:
Indicative Layout

| | | | |
|-------------|-------------------|--------|------------|
| Drawn: | PTL | Scale: | 1/500 @ A2 |
| Surveyed: | OS | Date: | Jul 2021 |
| Drawing No: | P2049/175A | | |

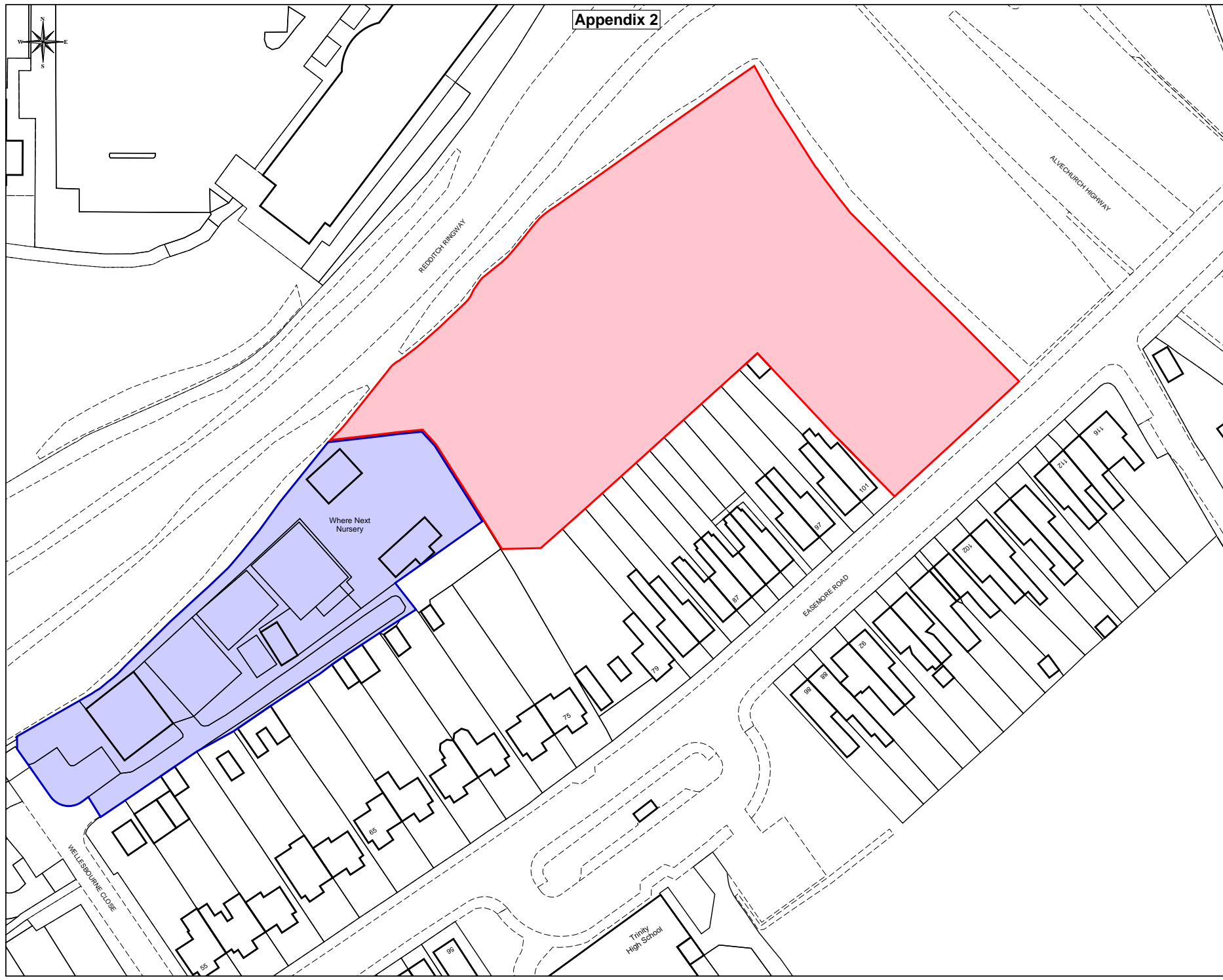
Engineering and Design Services
 Town Hall
 Walter Stranz Square
 Redditch
 Worcs B98 8AH



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Appendix 2



Key

- Extent of site area within ownership of Redditch BC
- Extent of site area within ownership of Redditch BC, but occupied by Where Next

| Date | Rev | Details |
|------|-----|---------|
| | | |

Project:
Proposed Residential Development
Rear of No.103 Eastmore Road
Redditch

Drawing:
Location Plan

| | | | |
|-----------|-----|--------|------------|
| Drawn: | PTL | Scale: | 1/500 @ A2 |
| Surveyed: | OS | Date: | Jun 2022 |

Drawing No: **P2049/191**

Engineering and Design Services
 Town Hall
 Walter Stranz Square
 Redditch
 Worcs B98 8AH



Page 17
 Agenda Item 5

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REDDITCH BOROUGH COUNCIL**Executive Committee****12th July 2022****Future Use of the Town Hall and Closure of Cashiers Service**

| | |
|----------------------------|---|
| Relevant Portfolio Holder | Councillor – Karen Ashley Portfolio Holder for Finance and Enabling |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Peter Carpenter |
| Wards Affected | All Wards |
| Non-Key Decision | |

1. SUMMARY

This report sets the steps and work required to be undertaken with Customers in order to close of the Cashiers Service on the 30th September 2022.

2. RECOMMENDATIONS

Executive are asked to:

2.1 Approve the Closure of the Cashiers Service on the 30th September 2022.

2.2 Note the alternatives for Customers to make payments and the training and guidance that will take place up to the closure date.

2.3 Approve the proposals to sublet parts of the Town Hall

2.4 Delegate authority to the Head of Legal Democratic and Property Services and the Section 151 Officer following consultation with the Leader to negotiate terms and enter into the lease arrangements necessary to enable 2.3.

3. KEY ISSUES**The Cashiers Service - Background**

- 3.1 The Cashiers Service operates out of the Town Hall from Monday to Friday 9am-5pm. Visitor numbers for “in person” payments at the Town Hall have fallen by 90% due to the pandemic and the introduction of allpay for the majority of services.
- 3.2 Housing (50%), Council Tax (40%) and Sundry Debtors (5%) account for the highest service payments from customers. All these services offer allpay as well as many other methods of payment as an alternative to cashiers’ payments, including web, telephone, standing order and Direct Debit.
- 3.3 Cash and card payments at the counter account for fewer than 4% of transactions, compared to allpay (10%), web/telephone (15%) and direct debit (70%). Over a 2 week period in March, only 202 visited cashiers (20 a day).

REDDITCH BOROUGH COUNCIL**Executive Committee****12th July 2022**

- 3.4 The council still relies on its cashiering service for in-house transactions despite a range of alternatives being offered. Services such as dial-a-ride have drivers presenting at the Town Hall on a daily basis to deposit as little as £50 for the day. Other services include Leisure, and Housing (washing machine monies etc) and bulky waste customers who choose to pay in cash.
- 3.5 Redditch and Bromsgrove Cash Offices are the sole remaining cash offices in the county, and one of the last remaining cash offices in both the midlands, and the country due to cheaper and more viable alternatives becoming available. Several councils made the decision to not re-open their cash offices during the pandemic.

Alternatives to Face to Face Payments

- 3.6 As an alternative to the “face to face” cashiers service, there are numerous alternative payment arrangements for the customer. This links to the Councils updated Customer and Digital Strategy.
- Direct Debit
 - Allpay (to pay rent, council tax and sundry debtors invoices)
 - Online card payment through council website
 - Automated Telephone Payment (ATP)
 - Bank Standing Order / Bank Transfer
 - Postal Cheque
- 3.7 There are many PayPoint and Post Office locations across the borough who offer longer opening times, including evenings and weekends, enabling customers to make payments at a location and time more convenient to them. Allpay have also recently introduced Payzone as another payment outlet, adding a further 10 premises for customers to pay, including the Tesco Supermarket in Oakenshaw that has much longer opening times than the council.
- 3.8 Those who wish to continue to pay in cash for their essential bills can do so at the Post Office, Payzone and PayPoint whose locations are shown in Appendix A.

Transition Arrangements

- 3.9 It is accepted that there will need to be a comprehensive customer service offensive with officers working with customers to encourage them to switch to alternative payment methods. To an extent this has already been done and our experiences when closing the One Stop Shops at Batchley, Winyates and Woodrow will be informative in this context. It will be necessary for officers to proactively contact tenants during the period of transition to advice and encourage them through the process of change. Furthermore, we can draw on experience and lessons learned as this was done during the Covid pandemic in 2020 when the offices were forced to close

REDDITCH BOROUGH COUNCIL**Executive Committee****12th July 2022**

- 3.10 Customer Service Officers can discuss alternative payment methods with each customer to ensure a smooth transition before the closure of the cash office.
- 3.11 The Council intends to open a main reception at the same time that the cash office closes that will deal with general customer enquiries, and any customers who present for payment related reasons after the closure of cash office can be advised on the alternative options
- 3.12 There will still be free-to-use self-service telephones at the Town Hall for customers who want to pay their bills using the automated telephone payment line, free and unlimited use of the public access PC's to make web payments using their credit or debit card, as well as the free and unlimited use of Wi-Fi for customers to use their own devices (mobile phones/tablets etc)
- 3.13 By working with those customers, and improving their digital skills, we will be able to help customers become more financially independent. In addition, our Financial Independence Teams work with the most vulnerable members of our communities in relation to supporting them in managing their finances. Financial independence goes hand in hand with digital independence. Customers who solely use cash as a payment method will not be getting the best deals and have limited buying power.

Alternative uses of the Space on the Ground Floor and throughout the Town Hall

- 3.14 The Council is presently in conversation with a number of public sector organisations on the use of town hall space and turning the building into a "public sector hub". These discussions are at an advanced stage and will require the Council to enter into leasehold agreements with third parties to enable the Council to work towards the provision of a Public Sector Hub which in turn enable the Council to bring together various services for the benefit of residents.
- 3.15 Members are advised that by enabling the shared use of space at the Town Hall the Council will not only bring services into one location but it will also enable security of tenure and cost for the Council and much needed public services.

4. Legal Implications

- 4.1 No Legal implications have been identified.

5. Financial Implications

- 5.1 The direct costs of closing the cash office as small for the Council made up of the following nominal savings to the council
- Cancellation of cash in transit deliveries: £500pa
 - Consumables: £250pa
 - Subscriptions / Alarms £500pa

REDDITCH BOROUGH COUNCIL**Executive Committee****12th July 2022**

5.2 Closing the cash office will release valuable, prime ground floor space in the Town Hall. It is currently estimated that this space has a market rental value of approximately £150,000 per annum. It would also unlock much broader development opportunities noted above with regard to the Council's 'community hub' and partnership working vision.

5.3 In leasing space at the Town Hall, charges for utilities and servicing of that space will transfer from the Council to the leasee. This will be proportional to the space being used and significantly reduce our operating costs.

6. Strategic Purpose Implications**Relevant Strategic Purpose**

6.1 The Strategic purposes are included in the Council's Customer and Digital Strategy to enable Customers to become more financially independent, giving them the ability to manage their finances in different, cheaper ways. The Councils Budgetary and Property strategies look to optimise the use of Council resources – having the location as a "public sector hub" realises this.

Climate Change Implications

6.2 The green thread runs through the Council plan. The use of the facilities by multiple public sector delivery agents will reduce their footprint within the Borough.

7. Other Implications**Customer / Equalities and Diversity Implications**

7.1 An Equalities Impact assessment has been completed, much like the ones undertaken for the closure of the "one stop shops" referred to earlier in this report (Appendix B).

Operational Implications

7.2 The closure of the cash hall will lead to operational changes for service managers and also lead to opportunities to better use space at the Town Hall.

8. RISK MANAGEMENT

8.1 The closure of the cashiers functions will be included in the corporate risk register for the authority.

9. APPENDENCES

Appendix A – Post Office, Payzone and PayPoint Locations in Redditch

REDDITCH BOROUGH COUNCIL

Executive Committee

12th July 2022

AUTHOR OF REPORT

Name: Pete Carpenter– Interim Financial Services Manager (Deputy S151)
E Mail: Peter.Carpenter@bromsgroveandredditchbc.gov.uk

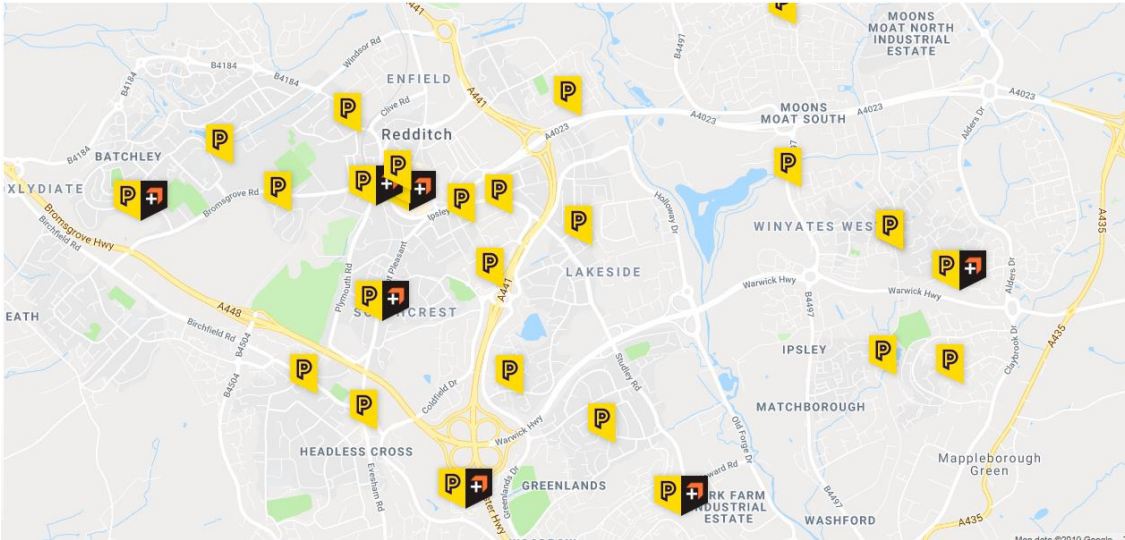
REDDITCH BOROUGH COUNCIL

Executive Committee

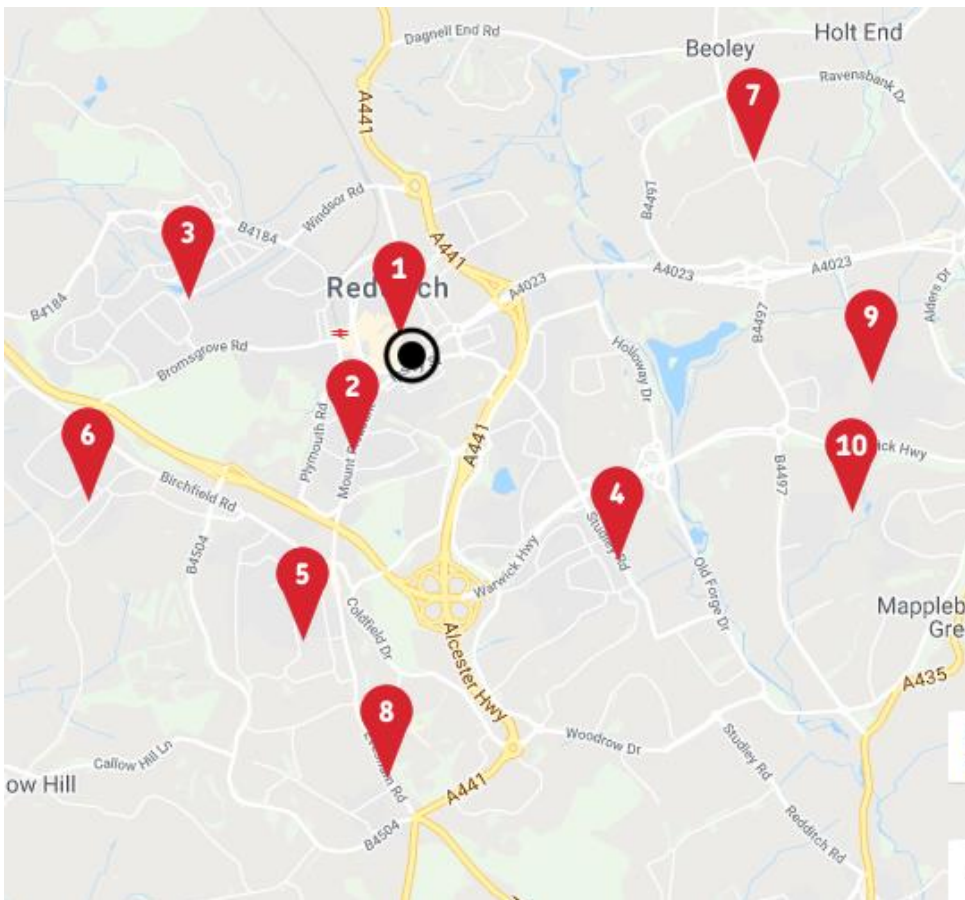
12th July 2022

Appendix A - Post Office, Payzone and PayPoint Locations in Redditch

Paypoint Locations



Post Office Locations



REDDITCH BOROUGH COUNCIL

Executive Committee

12th July 2022

Payzone Locations

or use your current location

Payzone Store

Tesco Extra
Coldfield Drive, Oakenshaw, B98 7RU

| | |
|----------------|--------------------|
| Monday | 00:01-23:59 |
| Tuesday | 00:01-23:59 |
| Wednesday | 00:01-23:59 |
| Thursday | 00:01-23:59 |
| Friday | 00:01-23:59 |
| Saturday | 00:01-23:59 |
| Sunday | 10:00-16:00 |

03456779569 **1.2 Miles**

Directions

SuperAgent

Churchill North News
10 Parkfield Close, B98 8TA

Open today 07:00-20:30

01527585692 **1.3 Miles**

Directions

SuperAgent Services

● B98 8AE 🟪 Payzone Store 📍 Post Office ★ SuperAgent

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Equality Assessment Record

| | |
|---|--|
| Title of Service, Policy, Procedure, Spending Review being Proposed | Closure of Cashiers Service (Town Hall) |
| Name of Service Area | Customer Services |
| Name of Officer completing this assessment | Paul Stephenson |
| Date Assessment Started | 16/06/22 |
| Name of Decision Maker (in relation to the change) | Executive |
| Date Decision Made | |

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.

Overview

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

The Cashiers Service operates out of the Town Hall from Monday to Friday 9am-5pm. Visitor numbers for "in person" payments at the Town Hall have fallen by 90% due to the pandemic and the introduction of allpay for most services.

Housing (50%), Council Tax (40%) and Sundry Debtors (5%) account for the highest service payments from customers. All these services offer allpay as well as many other methods of payment as an alternative to cashiers' payments, including web, telephone, standing order and Direct Debit.

Cash and card payments at the counter account for fewer than 4% of transactions, compared to allpay (10%), web/telephone (15%) and direct debit (70%). Over a 2-week period in March, only 202 visited cashiers (20 a day).

The council still relies on its cashiering service for in-house transactions despite a range of alternatives being offered. Services such as dial-a-ride have drivers presenting at the Town Hall daily to deposit as little as £50 for the day. Other services include Leisure, and Housing (washing machine monies etc) and bulky waste customers who choose to pay in cash.

Redditch and Bromsgrove Cash Offices are the sole remaining cash offices in the county, and one of the last remaining cash offices in both the midlands, and the country due to cheaper and more viable alternatives becoming available. Several councils made the decision to not re-open their cash offices during the pandemic.

Alternatives to Face to Face Payments

As an alternative to the "face to face" cashiers service, there are numerous alternative payment arrangements for the customer. This links to the Councils updated Customer and Digital Strategy.

- Direct Debit
- Allpay (to pay rent, council tax and sundry debtors' invoices)
- Online card payment through council website
- Automated Telephone Payment (ATP)
- Bank Standing Order / Bank Transfer

- Postal Cheque

There are many PayPoint and Post Office locations across the borough who offer longer opening times, including evenings and weekends, enabling customers to make payments at a location and time more convenient to them. Allpay have also recently introduced Payzone as another payment outlet, adding a further 10 premises for customers to pay, including Tesco Supermarket in Oakenshaw.

Those who wish to continue to pay in cash for their essential bills can do so at the Post Office, Payzone and PayPoint whose locations are shown in Appendix A

Transition Arrangements

It is accepted that there will need to be a comprehensive customer service offensive with officers working with customers to encourage them to switch to alternative payment methods. To an extent this has already been done and our experiences when closing the One Stop Shops at Batchley, Winyates and Woodrow will be informative in this context. It will be necessary for officers to proactively contact tenants during the period of transition to advice and encourage them through the process of change. Furthermore, we can draw on experience and lessons learned as this was done during the Covid pandemic in 2020 when the offices were forced to close

Customer Service Officers can discuss alternative payment methods with each customer to ensure a smooth transition before the closure of the cash office.

The Council intends to open a main reception at the same time that the cash office closes that will deal with general customer enquiries, and any customers who present for payment-related reasons after the closure of cash office can be advised on the alternative options

There will still be free-to-use self-service telephones at the Town Hall for customers who want to pay their bills using the automated telephone payment line, free and unlimited use of the public access PC's to make web payments using their credit or debit card, as well as the free and unlimited use of Wi-Fi for customers to use their own devices (mobile phones/tablets etc)

By working with those customers, and improving their digital skills, we will be able to help customers become more financially independent. In addition, our Financial Independence Teams work with the most vulnerable members of our communities in relation to supporting them in managing their finances. Financial independence goes hand in hand with digital independence. Customers who solely use cash as a payment method will not be getting the best deals and have limited buying power.

| Who is the proposal likely to affect? | Yes | No |
|---------------------------------------|-------------------------------------|-------------------------------------|
| All residents | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Specific group(s) | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| All Council employees | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Specific group(s) of employees | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Other – Provide more details below | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

Details

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 initial screening has identified that the closure of the Cashiers Service will not adversely disadvantage any of the protected groups because alternative and non-discriminatory options exist for all sections of the community.

Customers will be able to use post office/Paypoint/Payzone in any locations nationally to pay for their services, or alternatively can use one of the alternative payments in the overview. The Town Hall is still open as a location so if the customer attended the town Hall, then they can be advised of the alternatives, which includes payment via free-to-use telephone service as well as public access PC's or shown the location of a local Post Office/Payzone or Paypoint.

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.

- Information on customer numbers attending town hall
- Testimony from Customer Support Officers who are seeing customers daily

Visitor numbers for “in person” payments at the Town Hall have fallen by 90% due to the pandemic and the introduction of all pay for most services.

The Town Hall was closed during Coronavirus lockdown for a 3–4-month period and we did not have any time to consult customers upon the closure, and we did not see any occasions where customers were unable to pay by alternative methods

We also draw upon our experience of the closure of the One Stop Shop outer offices in Mar 2022 where all residents attending the centre in the 3-month period prior to closure had alternative payments offered. There were no complaints received because of this decision.

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?

There will be a 3-month transition period where all customers presenting at the centre will be spoken to and offered alternative payment methods. This will ensure that all customers will be given a sufficient timeframe to pay, review and analyse their new payment methods and come back into the centre before it closes.

Subsequently, there will be a main reception which will be hosted by the same officers following the closure who can further advise on their alternative payment methods or provide support to pay using a public access PC or telephone.

It is highly unlikely that there would be a situation where customers are faced with a closed door with no means of support, whether that be during the transitional period or afterwards. Should the building be closed due to a national outbreak (e.g. Coronavirus lockdown) then alternatives would be considered as and when it occurs.

Every service the council offers also has an alternative method of payment.

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 |
|--|---|
| Eliminate unlawful discrimination, harassment and victimisation | The closure of the Cashiers Service will not adversely disadvantage any of the protected groups because alternative and non-discriminatory options exist for all sections of the community. |

| | |
|--|------------|
| <p>How does the proposal/service ensure that there is no barrier or disproportionate impact for anyone with a particular protected characteristic</p> | |
| <p>Advance equality of opportunity between different groups 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).</p> | <p>N/A</p> |
| <p>Foster good relations between different groups Does the service contribute to good relations or to broader community cohesion objectives? How does it achieve this aim?</p> | <p>N/A</p> |

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 | The closure of the Cashiers Service will not adversely disadvantage any of the protected groups because alternative and non-discriminatory options exist for all sections of the community. | | |
| Disability | | | |
| Transgender | | | |
| Marriage and Civil Partnership | | | |
| Pregnancy and Maternity | | | |
| Race | | | |
| Religion or Belief | | | |
| Sex (Male/ Female) | | | |
| Sexual Orientation | | | |

How will you monitor any changes identified?

Feedback from staff and any concerns or complaints from service users will be reviewed weekly during the transition period.

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

| Action Required | By Whom | By When | Completion Date |
|--|---------------------------------|---------|-----------------|
| Review feedback from customers through CSO's | Maria Wright Paul Stephenson | Weekly | 01/01/23 |

| | | | |
|---|---------------------------------|-------------|----------|
| Implement a communication plan using social media, press releases and posters at the Town hall during the transition period so customers are fully aware. | Maria Wright Paul Stephenson | As required | 01/01/23 |
|---|---------------------------------|-------------|----------|

| Sign off on completion | Name | Signature | Date |
|------------------------------------|-----------------|-----------|----------|
| Lead Officer completing assessment | Paul Stephenson | | 16/06/22 |
| Equalities Officer | Emily Payne | | 16/06/22 |

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.

REDDITCH BOROUGH COUNCIL**Executive Committee****12th July 2022****Quartely Risk Update**

| | |
|----------------------------|---|
| Relevant Portfolio Holder | Councillor – Karen Ashley Portfolio Holder for Finance and Enabling |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Peter Carpenter |
| Wards Affected | All Wards |
| Non-Key Decision | |

1. SUMMARY

This report sets out Council activity to identify, monitor and mitigate risk.

2. RECOMMENDATIONS

Executive are asked to:

- **Approve the definition of a Corporate Risk.**
- **Approve the present list of Corporate Risks.**
- **Approve the use of the Risk Management Framework devised by Zurich.**
- **Note the progress made on the Action Plan approved by CMT on the 16th March.**

3. KEY ISSUES**Background**

- 3.1 In 2018/19, an audit of Risk Management provided an assurance level of limited assurance due to weaknesses in the design and inconsistent application of controls. As a result of the audit, a review was commissioned and undertaken by Zurich Municipal to consider the Council's risk management arrangements and to advise of any recommendations. In response to the Zurich review a Risk Management Strategy was produced for both Bromsgrove District Council and Redditch Borough Council.
- 3.2 A follow-up review was carried out by Internal Audit in March 2021 (Final Report June 2021) with the purpose of identifying what progress had been made against the Risk Management Strategies. At that time there was a lack of evidence that the actions within the Risk Management Strategies had been fully completed and embedded within the Councils and therefore no assurance could be given.
- 3.3 CMT, on the 16th March 2022, acknowledged that there is a risk management system in place, and there are areas of good practice however this was not uniform across the

REDDITCH BOROUGH COUNCILExecutive Committee12th July 2022

Councils. The embedding of effective risk management needed to be driven and led by senior management and cascaded down throughout the Councils. It recommended that:

- A initial Officer Risk Board to take place on in the first week of April 2022. This happened on the 8th April. The next round of Officer meeting take place on the 22nd June.
- Each department nominate a representative to a Risk Board. This happened on the 8th April.
- Each department to complete an updated Risk Register by Wednesday 6th April (linked to the Zurich Recommendations). These were reviewed at the meeting on the 8th April.
- That both Audit Committees, who both met in the week commencing the 11th April be verbally updated on Progress.
- CMT were updated at their meeting on 13th April on progress and were presented with a draft Corporate Risk Register for approval. This took place and these are contained in this report.
- That updated reports are prepared for next cycle of Audit Committees. This cycle is in July 2022.
- That the Officer Group update the Risk Register and formally report for CMT on a quarterly basis.

The Definition of a Corporate Risk

- 3.4 The Council has existing Corporate and Departmental Risks. Members of the Risk Board were not sure of the link on how Risks on system had become Corporate in nature.
- 3.5 The following definition of a of how Risks move from being “departmental” to being “corporate” in nature was recommended by the Risk Group and approved by CMT.

“For a **Risk** to move from being **Departmental** in nature to being **Corporate** in nature that it ***must have significant impact on Councils finances, be cross departmental in nature and/or result in Serious reputational damage.*** The Officer Risk Board will vet departmental risks using this definition to move then to Corporate Risks at their quarterly meetings.”

The 4Risk System

- 3.6 The Council procured the 4Risk system to manage its risks. Risks are subdivided into Corporate Risks and then Departmental Risks.
- 3.7 Each individual risk has an individual record applied to it to ensure all the pertinent information is captured. This is shown in Appendix A. This always includes a field which sets out when records need to be reviewed.
- 3.8 It was the view of the Risk Board that the system is fit for use, and with the updated definition of Corporate Risks, that Risks can be properly allocated. However, the Board felt that at a Departmental level that they should not be too prescriptive on the number of risks included as that will relate to how individual departments are being managed and

REDDITCH BOROUGH COUNCIL**Executive Committee****12th July 2022**

the nature of their services. **The data below shows that there has been risk management taking place at a departmental level.** However, there was the requirement to ensure more uniformity and consistency of reporting.

| Service Area | Red | Amber | Green | Total |
|---|------------|--------------|--------------|--------------|
| Customer Access and Financial Support | 12 | 20 | 13 | 45 |
| Finance | 0 | 0 | 4 | 4 |
| Environmental Services | 0 | 2 | 11 | 13 |
| Leisure & Cultural Services | 0 | 3 | 3 | 6 |
| Legal, Equalities and Democratic Services | 0 | 0 | 7 | 7 |
| ICT | 2 | 4 | 5 | 11 |
| Planning Services | 0 | 1 | 1 | 2 |
| Housing | 1 | 11 | 11 | 23 |
| Community Services | 1 | 1 | 5 | 7 |
| HR | 0 | 0 | 1 | 1 |
| Total | 16 | 42 | 61 | 119 |

Corporate Risks

- 3.9 The Officer Risk Board reviewed the risks in the above table at their meeting on the 8th April using the new definition of “Corporate Risks”. The Board thought that Corporate Risks should be “High” in nature and therefore be red. The table below sets out the updated Corporate Risk Register that the Risk Board took to CMT and gained their approval.

| Risk Ref | Risk Title | Action | Narrative |
|-----------------|--|---------------|---|
| COR9 | Non-Compliance with Health & Safety Legislation | Remain | Is an issue across all Departmental Risk Registers |
| COR10 | Decisions made to address financial pressures and implement new projects that are not informed by robust data and evidence | Remain | High Risk Projects are brought to CMT on a quarterly basis and CMT also need to monitor those Projects. |

REDDITCH BOROUGH COUNCIL**Executive Committee****12th July 2022**

| | | | |
|-------|---|---------|--|
| COR11 | Manage the impart of National Changes | Replace | Replaced by New01 below |
| COR12 | Business Continuity Plans fail to operate effectively in an incident | Closed | Council has worked effectively over the past 2 years. Impact is Cyber attacks affecting Business Continuity – see New02 below |
| COR13 | IT Systems and Infrastructure has a major failure | Closed | Council's Systems and Infrastructure has worked effectively given the changes due to C-19. Biggest issue to this is now Cyber Attacks – see New02 |
| COR14 | Non-Adherence with Statutory Inspection Policy | Remain | Is an issue across all Departmental Risk Registers |
| COR15 | Impact to changes in Partner Funding Arrangements | Remain | This was in relation to both Leisure Providers and WRS. Risk should remain but closely tied to New01 |
| COR16 | Management of Contracts (should not be Conveyances reading the backing documents) | Remain | CMT on 30/3 had a report on levels of non-compliance on contracts. This risk needs to be updated to reflect that Audit Report. |
| New01 | Resolution of the approved Budget Position in both Councils | New | Both Councils have approved budget plans which reduce reserve levels to dangerous levels over the MTFS period. Budgets need to be balanced and reflect national changes and the funding envelope and associated pressures Councils now find themselves in |
| New02 | Protection from Cyber Attack | New | Councils are under increasing danger of Cyber attack which affects service delivery and associated recovery plans. It has taken Hackney over 18 months to recover from such an incident. It is imperative that the Council has defences in place to minimise the risk of such an attack. |
| New03 | Adequate Workforce Planning | New | That the Council have an available workforce to discharge its duties to the public. |
| New04 | Financial Position Rectification | New | The Council is presently over a year behind in financial returns and this potentially affects service delivery and reputation. That the Council rectify this position in a timetable agreed with all major stakeholders. |

REDDITCH BOROUGH COUNCIL**Executive Committee****12th July 2022****The Risk Management Framework**

3.10 In 2019, the Council commissioned work with Zurich on Risk Management. A Risk Management Framework was created although this was not approved by CMT at the time. This Risk Management Framework is attached as Appendix B. This Framework was approved for use at the meeting of CMT on the 13th April. The Board can design Risk Training based on its content to managers.

4. Legal Implications

4.1 No Legal implications have been identified.

5. Financial Implications

5.1 The Council spend significant sums insuring itself and must also hold Reserves to mitigate the costs of risks should they happen. A comprehensive Risk Management approach ensures risk and its consequences, including financial ones, are minimised.

6. Strategic Purpose Implications**Relevant Strategic Purpose**

6.1 A comprehensive Risk Management approach ensures **Risk and its Consequences** is minimised for the Council.

Climate Change Implications

6.2 The green thread runs through the Council plan. This includes risks linked to activities and actions that link to our climate.

7. Other Implications**Customer / Equalities and Diversity Implications**

7.1 If risks are not mitigated it can lead to events that have Customer/Equalities and Diversity implications for the Council.

Operational Implications

7.2 Risks are inherent in almost all the Councils operational activities and therefore significant risks need to be identified, monitored and mitigated.

8. RISK MANAGEMENT

8.1 This report is about Risk Management.

REDDITCH BOROUGH COUNCIL**Executive Committee****12th July 2022****9. APPENDENCES**

Appendix A – Information Captured on the 4Risk System
Appendix B – Risk Management Framework

AUTHOR OF REPORT

Name: Pete Carpenter– Interim Financial Services Manager (Deputy S151)
E Mail: Peter.Carpenter@bromsgroveandredditchbc.gov.uk

REDDITCH BOROUGH COUNCIL

Executive Committee

12th July 2022

Appendix A - Information Captured on the 4Risk System

FIN 1 - Fail to provide adequate support to managers to manage their budgets

Record Last Reviewed: 29 Mar 2019 11:13 Record Last Updated: 29 Mar 2019 11:12

Cause and Effect Existing Controls Action Required Contingency Details Assurance Record History

Risk Ref: FIN 1

Risk Owner: Chris Forrester [Details]

Risk Status: Open

Corporate Objective: N/A

Risk Area: 02. Finance

Sub Risk Area: Financial Services

Risk Category: N/A

Risk Level: Corporate Operational

Project Risk: Project

Cause(s):

- Managers unaware of what is required
- Maverick behaviour unchecked / unchallenged
- Priorities lying elsewhere (transformation, systems implementation)

Effect(s):

- Insufficient funds to deliver service objectives
- Overspends (or underspends) on budgets
- Reputational damage
- Service quality issues

Linked Risks: [View Linked Risks](#)

Review Required From: 31 Jan 2022

[Review Risk Record](#) [View Risk Review Records](#)

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RISK MANAGEMENT HANDBOOK – TOP TIPS FOR MANAGERS GUIDANCE

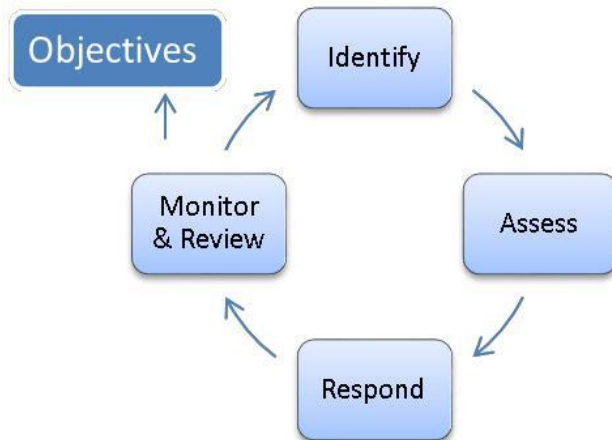
RISK MANAGEMENT AT BDC /RBC

The **Risk Management Handbook** provides an overview for all staff of the council's approach to Risk Management, including the extent to which Performance Management and Data Quality are integral to this.

This '**Top Tips for Managers**' Guide aims to provide more detailed guidance for Service Managers to support the identification and management of risk, aligned with the available resources, and contributing to the delivery of the council's overall strategic purposes

RISK MANAGEMENT CYCLE

The Risk Management Cycle must be applied both to strategic and operational risks. It is as follows:



IDENTIFY YOUR RISKS

- A risk is an event or action that will have an effect on our ability to achieve our purposes
- Those best placed to identify risks are those who are responsible for the delivery of the purposes.

To be effective, Risk Management needs to be aligned with corporate aims, purposes and priorities. At BDC / RBC, risk is embedded at the heart of planning and ongoing performance management.

Strategic risks recorded on the Corporate Risk Register:

- The risks that are potentially damaging to the achievement of the council's overall purposes, or have an impact on the council corporately (e.g. damage to reputation). Strategic risk management is a task for the CMT, in close liaison with elected members.
- Corporate Plan

Operational risks recorded in individual Operational Risk Registers:

The risks associated with individual service delivery, which will be managed by the Service Managers responsible for delivering those services.

RISK MANAGEMENT – TOP TIPS

You can begin to think about your potential risks using a range of tools. These could include:

- Analysing past claims and other losses;
- Analysing past corporate incident/failures;
- Health & Safety inspections;
- Induction training & performance meetings;
- Staff and customer feedback

It may also help to think about the kinds of categories in which risks may sit. Suggestions are listed at Appendix I to assist.

ASSESS YOUR RISKS

Once the potential risks to service delivery have been identified, these need to be analysed by:

- Assessing the likelihood of the risk occurring
- Assessing the impact of the risk

Measure the LIKELIHOOD – the chance of something nasty happening

- **High** – event expected to occur in most circumstances
- **Medium** – might occur in most circumstances
- **Low** – likely to occur only in exceptional circumstances

Measure the IMPACT – the effect that something nasty happening would have

Seven criteria can help up measure impact; injury to personnel, loss of service, damage in reputation, number of people involved, scope for complaint/litigation, amount of financial loss or regulatory breach.

We use the following three categories to measure impact. Each can be defined in line with the seven criteria. However, it should be noted that these criteria are for **guidance only** and do not need to all apply exactly. Each risk should be considered individually.

CRITICAL

1. Death, extensive permanent injuries, long term injury
2. Short to medium term loss of service capability
3. Adverse local publicity, potential for embarrassment nationally
4. More than 40 people involved
5. Strong possibility of litigation
6. Financial loss in excess of £250,000
7. Breaches of law punishable by fines and/or imprisonment

SIGNIFICANT

1. Medical treatment required, long term sickness
2. Short to medium term disruption to service capability
3. Needs careful public relations management
4. Up to 40 people involved
5. High potential for complaint, litigation possible
6. Financial loss between £50,000 and £250,000
7. Breaches of regulations/national standards

NOTICEABLE

1. No injuries beyond 'first aid' level
2. No significant disruption to service capability
3. Unlikely to cause any adverse publicity
4. No more than 6 people involved
5. Unlikely to cause complaint/litigation
6. Financial loss below £50,000
7. Breaches of local procedures/standards

NB. A number of low impact incidents may have a significant cumulative effect and require attention.

****Wherever possible, describe your risk using:
“Loss / failure of xxx, leading to xxx, resulting in xxx”****

RISK MANAGEMENT - TOP TIPS

ASSESS contd.

After assessment, the likelihood and impact measures can be input into our Risk Matrix:

LIKELIHOOD OF OCCURRENCE

| | | RISK ASSESSMENT MATRIX | | |
|--------------------------|--------|------------------------|-------------|----------|
| | | NOTICEABLE | SIGNIFICANT | CRITICAL |
| LIKELIHOOD OF OCCURRENCE | HIGH | 4 | 7 | 9 |
| | MEDIUM | 2 | 5 | 8 |
| | LOW | 1 | 3 | 6 |
| | | IMPACT | | |

This will produce a 'score' for the risk and, more importantly, a colour risk rating (i.e. red, amber or green). These colours define our Risk Appetite (the level of risk we are willing to accept), and therefore guide how we will respond to each risk. *(note this may change subject to current work to identify risk appetite)* The ratings are:

| |
|---|
| Unacceptable risk: immediate control improvement required |
| Acceptable risk: monitor closely and seek cost effective control improvements |
| Acceptable risk: review regularly and seek low cost control improvements if possible |

RESPOND TO THE RISKS

Our risks, once identified and assessed, must be dealt with in line with the colour rating/Risk Appetite so we are providing a proportionate and cost effective response.

- Can we take action to reduce the likelihood of the event happening?
- Can we reduce the impact of the event?
- Can we change the consequences of the event?

Ask yourself:

We use four basic ways of responding to risk although, in practice, we will probably need to use a mixture of responses to address risk. These are;

- **Tolerate**
- **Treat**
- **Transfer**
- **Terminate**

See page four for a description of each.

RISK MANAGEMENT – TOP TIPS

Tolerate

- Do nothing / consciously accept the risk
- Certain risks cannot be adequately treated by either avoidance, transfer or control. In such cases, there is no alternative but for the council to accept the 'residual', or remaining, risk.
- We need to keep an eye on trends as too many may need investigation. Although they may not merit the cost of action, even very low risks, if repeated often enough, can become a problem that needs management.

Treat

- Take action to ensure existing controls are effective by periodic review and/or by implementing additional controls where considered necessary to reduce either the impact or likelihood that the event will materialise.
- The effort/cost must be proportionate to the level of risk.

Transfer

- Involves another party taking on, or sharing, the risk.
- Good examples of this are insurance and contracting out/shared services.
- **NB** Ultimate responsibility to undertake statutory requirements remains with the council, even if third party provision is engaged.

Terminate

- Deciding not to continue or proceed with an activity in view of the level of risk involved, wherever possible
- **NB** Statutory Requirements cannot be avoided.

RE-ASSESSING RISK

Putting in place appropriate actions to respond to the risk will allow for the risk to be measured again. The risk matrix can be used to re-evaluate the risk after control measures have been put in place, and this will provide the risk's '**residual score**'.

The 'Residual Score' should be at a level that is acceptable to management, and will also be recorded on the relevant **Risk Register (corporate or operational)**. It will give a measure of the effectiveness of the various control measures, and help to raise awareness of their importance.

It will also inform managers of the level and type of monitoring and management that will be required for the risk on an ongoing basis.

MONITOR & REVIEW THE RISKS

Effective risk management requires a reporting and review structure to ensure that risks are effectively identified and assessed, and that appropriate controls and responses are in place. The **Risk Registers** record risks to the council.

Corporate Risk Register

We have a dynamic process of review; identifying new risks, removing mitigated risks and tracking changing risk scores throughout the year. In addition, there are formal review points:

- Published on the intranet
- Reviewed quarterly by risk management group and reported to CMT
- 6 monthly review to Audit Committee
- Annual report also produced for SMT

RISK MANAGEMENT – TOP TIPS

Operational Risk Register

- Council Plan actions and Operational Risk Registers are combined
- Maintained by service areas on the 4 Risk system
- Having carried out assessment of risk, managers must:
- Ensure that the agreed control measures continue to be applied
- Check whether there has been any change in circumstances that necessitate a fresh risk assessment being carried out
- Formally review all risk assessments affecting their areas of activity quarterly, **providing a current risk score each quarter.**
- Revisit all risks each year.

New Risks

New risks identified throughout the year must be captured on the appropriate risk register, either by Service Managers for operational risks, and then discussed at risk management group meetings, or through notification to the HOS for corporate risks.

New corporate risks will be reported to the next quarter's CMT meeting and added to the register if deemed appropriate by CMT..

The assessment and response to new risks must be recorded in line with the Risk Management Handbook, as with any other risk.

Review

The risk assessment process involves all managers and will be repeated at least annually to monitor the effectiveness of the risk control measures implemented.

Audits are carried out in line with Internal Audit's rolling three year plan to identify opportunities for improvement. Changes in the council and the environment in which it operates will continue to be identified and appropriate modifications made to systems.

The monitoring process will provide assurance that there are appropriate controls in place for the council's activities, and that procedures are understood and followed.

DECISION MAKING, PROJECT PLANNING & WORKING IN PARTNERSHIP

Decision making

The Council needs to be able to demonstrate that it has considered the key risks associated with any proposed activity before arriving at a decision. This must also include considering the key risks associated in deciding against that proposed activity.

Risk therefore needs to be addressed at the point at which decisions are being taken. Where members and managers are being asked to make decisions they will be advised of the key risks associated with the recommendations being made.

Risk management is used to guide decisions and policy development.

RISK MANAGEMENT – TOP TIPS

Project Planning

Risk management must also be an integral part of project management, both in terms of the initial project/solution design and as part of ensuring that projects are delivered successfully.

Working in partnership

Where the council provides services in partnership, potential risks that could prevent success still need to be considered, just as though the council were providing those services itself. Risks should be managed through formal contracts and partnership agreements that clearly identify risks and allocate them to the appropriate parties. They are also included in our Corporate Risk Register.

Agreeing clear partnership outcomes is essential from the outset of an agreement. There must be open communication between the partners about the key risks that the partnership faces in achieving its purposes, which are formalised in partnership agreements.

Risks in partnerships should be considered using the council's Risk Management Framework and cycle which will:

- Highlight the risks that the partnership faces
- Identify the barriers to the partnership's success
- Creates a common understanding among partners of the issues the partnership faces
- Prioritise the risks and ensures that these are regularly reviewed and monitored
- Allocates responsibility for managing the risks to the party best placed to do it
- Provides the necessary assurance to each organisation that the partnership is being adequately managed

Risks associated with key partnerships must be regularly reviewed with the monitoring process agreed when the partnership is set up. Reports to the partnership and the individual organisations should be determined by the significance of the risks involved.

The following documents will include formal identification of associated risks:



ACCOUNTABILITIES, ROLES & RESPONSIBILITIES

The Director of Finance and Resources has the lead role for developing the council's approach to risk management. She is assisted by the Finance Manager and Insurance Officer, who support officers in implementing risk management on an annual and day to day basis.

Risks cannot be managed if they are not owned. This means the day to day responsibility for risk management lies with managers and staff.

Roles & Responsibilities are described in Appendix II.

RISK MANAGEMENT – TOP TIPS

APPENDIX 1 contd

TRAINING

Having established responsibilities for risk management, the council must ensure that staff and members have the appropriate skills to undertake the roles.

It is the responsibility of managers to ensure their staff are properly trained in the implementation of this strategy.

A programme of training will then be provided including:

- An induction to 4-risk
- Awareness raising for all staff
- Refresher training
- Ad hoc training from Zurich, the council's Risk Advisers, to meet identified need
- Inclusion of Risk in the Members' Handbook

This 'Top Tips for Managers' Guide is also intended for use as an ongoing training resource.

APPENDIX 1

RISK CATEGORIES

Here is a list of risk categories to help you identify your risks. Risks can be strategic, operational or sometimes a mixture of both. These categories are only intended as a guide to help you consider risk, and will not be exhaustive or cover every risk in every situation.

We also need to bear in mind Governance factors:

| | Sources of Risk | Risk Examples |
|-----------|-----------------------------|---|
| STRATEGIC | Business Continuity | Loss of data / records / buildings |
| | Infrastructure | Functioning of transport, communications and utilities infrastructure. Impact of storms, floods, pollution |
| | Financial | Funding sources |
| | Politics and Law | Effects of change of government policy, UK or EC legislation, national or local political pressures or control, meeting the administrations manifesto commitments |
| | Social Factors | Effects in changes in demographic, residential and social trends on ability to deliver objectives |
| | Technology | Capacity to deal with obsolescence and innovation, product reliability, development and adaptability to use technology to address changing demands |
| | Competition and Markets | Affecting the competitiveness (cost & quality) of the service and/or ability to deliver Best Value and general market effectiveness |
| | Stakeholder related factors | Satisfaction of: citizens, users, central and regional government and other stakeholders |
| | Environmental | Environmental consequences of progressing strategic objectives (e.g. in terms of energy efficiency, pollution, recycling emissions etc.) |

| | Sources of Risk | Risk Examples |
|-------------|---------------------------------------|--|
| OPERATIONAL | Finance | Associated with accounting and reporting, internal financial delegation and control e.g. managing revenue and capital resources, pensions |
| | Human Resources | Recruiting and retaining appropriate staff and applying and developing skills in accordance with corporate objectives, employment policies, health and safety and absence rates |
| | Contracts and Partnerships | Failure of Contractors to deliver services or products to the agreed cost and specification. Procurement, contract and relationship management. Overall Partnership arrangements e.g. for pooled budgets or Community Safety |
| | Tangible Assets | Security of land and buildings, safety of plant and equipment, control of I.T. hardware |
| | Environmental | Relating to pollution, noise or the energy efficiency of ongoing operations |
| | Processes | Infection control, inspection compliance, project management, performance management |
| | Professional judgement and activities | Risks inherent in professional work such as legal or other professional advice, working with children, designing buildings |

| | Sources of Risk | Risk Examples |
|------------|--|---|
| GOVERNANCE | Integrity | Fraud and corruption, accountability and openness, equality and diversity, legality of actions and transactions and limits on authority |
| | Leadership | Reputation, authority, democratic renewal, trust and identity |
| | Policy and strategy | Ensuring clarity of purpose and communication. Policy planning, community planning and monitoring and managing overall performance |
| | Data and information for decision making | Data protection, data reliability and data processing. Information and communication quality. Effective use and interpretation of information. Control of data and information. |
| | Risk Management | Incident reporting and investigation, risk measurement, evaluation and monitoring |

RISK MANAGEMENT HANDBOOK – Roles & Responsibilities

APPENDIX I

In the following table, risk management responsibilities relate to business as usual, projects, risks and financial performance

| | | | |
|-----------------------|---|---|--|
| Employees | Resources – (Insurance Officer) <ul style="list-style-type: none"> Leading the annual review of the Risk Management Handbook/Policy and Strategy Maintaining and reporting on the Corporate Risk Register Advising Service Managers on the identification, assessment and management of operational risks during the Service Planning process Working with Service Managers on a quarterly basis to review risk management, as part of the Performance Management Framework Providing ongoing support and training to staff in relation to risk management. Consolidate inspection policy | | All Employees <ul style="list-style-type: none"> All council employees are responsible for ensuring there are robust and fit for purpose systems of internal control and risk management in place, and that they are aware of the risks that they: <ul style="list-style-type: none"> - Are empowered to take - Must avoid - Must report upward - Risk Owners are accountable for the management of their own risk, and these are defined in Risk Registers. All staff are responsible for reporting hazards/risks to their manager for escalation/consideration for inclusion in the Corporate Risk Register. |
| Managers | Senior Management Team / CMT <ul style="list-style-type: none"> Collectively, approving the risk management approach Considering and approving the Risk Management Policy, as formed by the Handbook Individually, ensuring risk is managed effectively in their own service area, in line with the agreed strategy Ensure risk is managed and monitored effectively in shared services (hosted and non-hosted) in their area Affirming and supporting the work of risk management throughout the council, which is an important part of the council's corporate governance arrangements Monitoring corporate risks on a six monthly basis and annually in SMT meetings Reporting all new and amended risks to Insurance Officer for inclusion in the Corporate Risk Register, and to ensure they are linked to the budget planning process | | Service Managers <ul style="list-style-type: none"> Ensuring that all employees within their service understand and comply with the risk management policy & procedures Identifying, evaluating and managing operational risks and reporting any possible corporate risks to the Head of Service Ensure that operational risk registers are established for their services and regularly reviewed to ensure that risks are adequately monitored and managed Formally review all arrangements for risk management affecting their service areas at least annually as part of the business planning process |
| Members | Council The Leader of the Council is responsible for acting as the Lead Councillor for risk management. | Executive Committee Executive Committee is responsible for considering risk implications when making any decision | Audit, Standards & Governance Committee Notified of Corporate Risk Register and its contents on an annual basis. Review on a 6 monthly basis |
| All Members | <ul style="list-style-type: none"> Considering risk implications in planning and decision making Have a responsibility to understand the strategic risks facing the council Bringing to the attention and discussing with officers any risks relating to the council's policies and activities, or any risks identified when undertaking duties as an elected member Have an understanding of the key council risks falling within their portfolio area, where relevant Providing leadership and direction for the management of risk on | | |
| Internal Audit | <ul style="list-style-type: none"> Undertaking audits of the council's Risk Management system and procedures in order to assess their effectiveness and compliance with the council's requirements as part of the corporate governance process Making recommendations to improve the effectiveness of Risk Management within the council | | |

REDDITCH BOROUGH COUNCIL**Executive 12 July 2022****Revenue Monitoring Report Period 1 2022/23**

| | |
|----------------------------|---|
| Relevant Portfolio Holder | Councillor – Karen Ashley Portfolio Holder for Finance and Enabling |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Peter Carpenter |
| Wards Affected | All Wards |
| Non-Key Decision | |

1. SUMMARY

This report sets out the new “On System” format for reporting financial that will be used for the 2022/23 financial year as well as the approach being taken by Officers to ensure that the budget is balanced within the year and for future financial years.

2. RECOMMENDATIONS**Executive are asked to:**

- Note Future monitoring returns will be in the “on system” format.
- Approve the approach being taken by Officers to balance the 2022/23 budget and future years budget deficit positions.
- Approve the addition to the monitoring report of the additional financial health indicators.

3. KEY ISSUES**Financial Implications**

- 3.1 This report sets out how financial performance of the Council for the 2022/23 financial year will be reported. It also sets out the steps being taken by Officers to balance the 2022/23 budget and future years Medium Term Financial Strategy (MTFS) deficits. IN addition, it also sets out additional financial indicators that will form part of the financial monitoring report.
- 3.2 The approved revenue budget, as per the Executive and Council meetings held in February 2022 is £10.520m. The budget resolution assumed that £0.282m of General Fund balances would be used to meet this expenditure.
- 3.3 The Capital Programme is set at £4.3m. However, this does not take account of:
- any underspending from 2021/22 (see the Outturn Report) or
 - 22/23 Grant for Towns Fund initiatives (based on business cases)

REDDITCH BOROUGH COUNCIL**Executive 12 July 2022**

- 3.4 The HRA Revenue budget for the year has been set at £25.390m with an associated Capital budget of £14.180m.
- 3.5 The Council has been working with its software provider Tech1 to deliver an on system financial reporting tool which will be used for the first time in 2022/23.

Appendix A gives an example of what Managers see on system (the example being Local Planning Development). The system gives the ability:

- To RAG rate individual budget lines depending on risk levels;
- Add comments both from a finance and budget manager view-point;
- Automatically or manually create forecasts;
- Compare outcomes to the previous period.

With the finance team having recruited to their vacant positions there will be a clear split between the management accountancy team, who will be working with budget managers on creating the forecasts, and the corporate finance team who will be checking and challenging the outputs.

The approach to meet the Budget Deficit in 2022/23 and future Years

- 3.6 The table below sets out the General Fund Support required to ensure the budget is balanced over the next three years.

| Financial Year | 2022-23 | 2023-24 | 2024-25 |
|-------------------------------------|----------------|----------------|----------------|
| | £000 | £000 | £000 |
| General Fund Support | 282 | 949 | 833 |
| General Fund Closing Balance | 2,010 | 1,061 | 228 |
| Unallocated saving | 347 | 347 | 347 |

Clearly, using reserves to this level is not sustainable as this will lead to an inadequate level of General Fund Reserves at the end of the 3-year MTFS period.

- 3.7 Officers are taking the following approach to addressing the in-year use of reserves to balance the budget. The key objectives are
- To reconcile organisational priorities to available resources (identifying which areas require investment and which disinvestment).
 - Integrate this into an organisation-wide business plan (to translate organisational priorities and financial constraints into an agreed action framework and budget).
 - This plan will have short-, medium- and long-term objectives to support a move away from short term financial thinking. Individual service plans will be the building blocks of this plan.

REDDITCH BOROUGH COUNCIL**Executive 12 July 2022**

3.8 Work is already underway with

- Finance;
 - Setting out present base budgets, historic places where over/underspend occur, and views of potential savings options.
 - Linkage to the 2021/22 Outturn position.
 - Engaging with our Treasury Consultants Arlingclose to review our Minimum Revenue Provision, use of debt and investment policies.
- Heads of Service and their managers;
 - Assessing present levels of service and associated requirements in the new post C-19 environment to identify where different delivery models will lead to further savings

3.9 The first Officer Review, to set the parameters of the review took place on the 18th May and the Corporate Management Team are set to review initial options on the 24th June. Once options are clarified they will move into the Member environment.

Financial Health Indicators

3.10 Along with the normal Capital and Revenue monitoring data, it is proposed that the monitoring reports going forward also include the following financial data. This is in draft format for the initial month of the 2022-23 financial year

- Payment performance monitoring
 - 726 Payments processed in April
- Tax Collection Rates
 - Council Tax - Collected 9.93%. Target 9.70%
 - National Non-Domestic Rates - Collected 9.49%. Target 9.0%
- Grant Administration
 - Delivery of Government Grant Initiatives (in this case Fuel Grants)

At 30th April

| Council Tax Band | 1 st April Estimate of Eligible households | Paid/Under Verification | Available for application |
|------------------|---|-------------------------|---------------------------|
| A | 7,521 | 2,565 | 4,311 |
| B | 11,845 | 6,312 | 4,793 |
| C | 7,770 | 5,561 | 1,917 |
| D | 4,350 | 3,396 | 854 |
| Disabled Band E | 32 | 27 | 8 |
| Total | 31,518 | | |

At 31 May

REDDITCH BOROUGH COUNCIL**Executive 12 July 2022**

| Council Tax Band | 1st April Estimate of Eligible households | Paid/Under Verification | Available for application |
|-------------------------|---|--------------------------------|----------------------------------|
| A | 7,521 | 4,016 | 2,860 |
| B | 11,845 | 8,434 | 2,671 |
| C | 7,770 | 6,545 | 933 |
| D | 4,350 | 3,871 | 379 |
| Disabled B and E | 32 | 29 | 6 |
| Total | 31,518 | | |

Debtor and Housing Benefit indicators will be added in due course.

3.11 **Earmarked Reserves**

The position will be updated following the approval of the Outturn report for 2021/22.

3.12 **General Fund Position**

The position will be updated following the approval of the Outturn report for 2021/22. Given the data in Section 3.6 above, significant work is underway to ensure reserves are maintained and not reduced.

The Council's 2020/21 accounts have not been formally approved and audited at the time of writing.

4. **Legal Implications**

4.1 No Legal implications have been identified.

5. **Strategic Purpose Implications**

Relevant Strategic Purpose

5.1 The Strategic purposes are included in the Council's corporate plan and guides the Council's approach to budget making ensuring we focus on the issues and what are most important for the borough and our communities. Our Financial monitoring and strategies are integrated within all of our Strategic Purposes.

Climate Change Implications

5.2 The green thread runs through the Council plan. The Financial monitoring report has implications on climate change and these will be addressed and reviewed when relevant by climate change officers to ensure the correct procedures have been followed to ensure any impacts on climate change are fully understood.

6. **Other Implications**

REDDITCH BOROUGH COUNCIL**Executive 12 July 2022****Customer / Equalities and Diversity Implications**

6.1 None as a direct result of this report.

Operational Implications

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

7. RISK MANAGEMENT

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

8. APPENDENCES

Appendix A – Revenue Monitoring by Service – New Template

AUTHOR OF REPORT

Name: Pete Carpenter– Interim Financial Services Manager (Deputy S151)
E Mail: Peter.Carpenter@bromsgroveandredditchbc.gov.uk

REDDITCH BOROUGH COUNCIL**Executive 12 July 2022****Appendix A - Revenue Monitoring by Service - New Template**

| Account Number | Entity Description | Cost Centre | Cost Centre Desc... | Activity | Activity Description | Nominal | Nominal Description |
|-----------------------|--------------------------|-------------|---------------------|----------|----------------------|---------|------------------------------|
| 10-0-1000-90010-41139 | Redditch Borough Council | 1000 | Finance | 90010 | Redditch Charge Only | 41139 | Efficiency Savings |
| 10-0-1000-90010-41140 | Redditch Borough Council | 1000 | Finance | 90010 | Redditch Charge Only | 41140 | Fees and Charges Income |
| 10-0-1000-90010-41282 | Redditch Borough Council | 1000 | Finance | 90010 | Redditch Charge Only | 41282 | SLA Income |
| 10-0-1000-90010-41312 | Redditch Borough Council | 1000 | Finance | 90010 | Redditch Charge Only | 41312 | Other - Insurance Commission |

| 2022/23 Original Budget | 2022/23 Working Budget | 2022/23 Actuals | YTD to P1 Budget | YTD to P1 Actuals | Un-Invoiced Receipts | YTD to P1 Spend | YTD to P1 Variance | YTD to P1 Variance % | *INFO ONLY* Outstanding PO |
|-------------------------|------------------------|-----------------|------------------|-------------------|----------------------|-----------------|--------------------|----------------------|----------------------------|
| (50,000) | (50,000) | | (4,167) | | | | 4,167 | 100 | |
| (10) | (10) | | (1) | | | | 1 | 100 | |
| (42,000) | (42,000) | | (3,500) | | | | 3,500 | 100 | |
| (9,000) | (9,000) | | (750) | | | | 750 | 100 | |

| Forecast Description (please choose from the drop down list) | Auto Forecast | Adjustments | Final Forecast | Variance to Budget | Forecast Variance % | RAG Calc 2 | RAG Text |
|--|---------------|-------------|----------------|--------------------|---------------------|------------|----------|
| To Budget | (50,000) | | (50,000) | | | | Green |
| To Budget | (10) | | (10) | | | | Green |
| To Budget | (42,000) | | (42,000) | | | | Green |
| To Budget | (9,000) | | (9,000) | | | | Green |

| Account Number | Final Forecast Last Period | Movement | Budget Holder Comments | Accountancy Comments |
|-----------------------|----------------------------|----------|------------------------|----------------------|
| 10-0-1000-90010-41139 | | (50,000) | | |
| 10-0-1000-90010-41140 | | (10) | | |
| 10-0-1000-90010-41282 | | (42,000) | | |
| 10-0-1000-90010-41312 | | (9,000) | | |



Overview and Scrutiny Committee

Thursday, 9th June, 2022

MINUTES

Present:

Councillor Bill Hartnett (Chair), Councillor Joanna Kane (Vice-Chair) and Councillors Salman Akbar, Michael Chalk, Brandon Clayton, Sid Khan and Timothy Pearman

Officers:

Peter Carpenter (on Microsoft Teams), Kevin Dicks (on Microsoft Teams), Claire Felton (on Microsoft Teams), Sue Hanley and Deb Poole (on Microsoft Teams).

Democratic Services Officers:

Jo Gresham

1. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were received by Councillor Imran Altaf and Councillor Gareth Prosser.

2. DECLARATIONS OF INTEREST AND OF PARTY WHIP

There were no Declarations of Interest nor of any Party Whip.

3. MINUTES

The minutes of the meeting held on 17th March 2022 were submitted for Members' consideration.

RESOLVED that

Chair

Overview and Scrutiny Committee

Thursday, 9th June, 2022

the minutes of the meeting of the Overview and Scrutiny Committee held on 17th March 2022, be approved as a true and correct record and signed by the Chair.

4. PUBLIC SPEAKING

There were no public speakers registered on this occasion.

5. REDDITCH TOWN INVESTMENT PLAN BUSINESS CASES - PRE-SCRUTINY

The Chair informed Members that since the publication of the meeting agenda the Redditch Town Investment Plan Business Cases had been deferred and would now be considered at an extra meeting of the Committee. Members agreed that the date for the extra meeting would be 23rd June 2022.

6. LEVELLING UP FUND 2 BID - PRE-SCRUTINY

The Chair informed Members that since the publication of the meeting agenda the Redditch Town Investment Plan Business Cases had been deferred and would now be considered at an extra meeting of the Committee. Members agreed that the date for the extra meeting would be 23rd June 2022.

7. COUNCIL PLAN (RECOVERY AND RESTORATION PLAN)

The Head of Business Transformation, Organisational Development and Digital Strategy presented the report in respect of the Council Plan (Recovery and Restoration Plan). During consideration of this report, Members were informed that the current Council Plan was developed prior to the Covid-19 pandemic. However, a review of the priorities contained within the Plan was undertaken in 2021. As a result of this review, an Addendum was produced which was designed to sit alongside the approved Council Plan. The Addendum included the previous priorities, which were still considered fit for purpose, however more prominence was given to the Green Thread. This Addendum would provide an intermediary position prior to the review of the Council Plan due to take place in 2024.

Overview and Scrutiny Committee

Thursday, 9th June, 2022

Following the presentation of the report Members queried the following areas:

- The procurement of an energy advice service – It was clarified that Act On Energy had recently been procured by the Council to provide residents with information, advice and support in managing and reducing energy costs.
- Asset Based Community Development (ABCD) – Members were informed that in this instance, the assets referred to within the report were ‘human resources’ within a community rather than ‘physical’ assets. It was clarified that Bromsgrove and Redditch Network (BARN) had secured funding for three Community Development Officers to work within the identified wards to help build on the strengths and skills already present within those communities.
- The allocation of Safer Streets Funding – Members were interested in better understanding the rationale behind the choice of Woodrow as the recipient of the funding and whether this kind of funding would be made available to other wards in the future. Officers explained that this funding was a Central Government initiative that was linked to specific funding criteria. It was reported that a partner based approach had been undertaken when bidding for the funding, and that data and evidence collected as part of the bidding process had to highlight a clear indication of need within the ward. Officers acknowledged that this kind of funding would be beneficial to other wards. However due to the availability of grants and funding and the specific nature of the criteria this was not possible.
- Redeployable Cameras – Members were informed that the use of redeployable cameras were used in areas of specific need and that there were criteria, as set out by the Police and Crime Commissioner, that needed to be met in order to redeploy them to specific areas. Officers undertook to contact the CCTV & Telecare Services Manager to provide further information regarding this to Members.
- ❖ *Green Thread – It was requested that a potential additional success measure in terms of the Green Thread should be increased access to brown garden waste bins within the Borough. Members noted that residents currently had no*

Overview and Scrutiny Committee

Thursday, 9th June, 2022

access to these bins and that this should be made a priority for the future. It was acknowledged that this was a very popular service and needed to be expanded to benefit the residents. The Committee agreed that this issue needed to be highlighted to the Executive Committee for them to consider for the future.

- Face-to face interaction with officers within the Council – Members highlighted that some residents had raised concerns with difficulties in accessing face-to-face interactions with officers within the Council, particularly in respect of Housing. Officers noted that a project looking at the way in which Customer Services worked was currently being undertaken and that it was envisaged that any changes implemented would enable residents to access more general advice and guidance in one place rather than having to contact multiple officers. Some Members commented that although some residents were happy with a more digital way of accessing Council services there would be residents that wished to speak to officers in person and that this should be considered when looking at services for the future.
- Rough Sleepers – Members were informed that the number of rough sleepers within the Borough were identified as part of a count on a particular night. Therefore, the information included within the Recovery and Restoration Plan was a snapshot in time and could change. Officers outlined to the Committee that the Housing Options Team provided significant support to those in need within Redditch. This support included finding permanent accommodation to those who were rough sleeping.
- ❖ *Recruitment and Retention of Staff – Members commented on the priority of High Quality Services included in the Council Plan Addendum. It was noted that although it was important to recruit more staff, equally important was the retention of staff. Particularly at the current time when it was difficult to recruit staff to vacancies, within the Public Sector. This was acknowledged by the officers present and Members were informed that the Head of Business Transformation, Organisational Development and Digital Strategy was undertaking a piece of work looking at workforce planning and the development of skills for the*

Overview and Scrutiny Committee

Thursday, 9th June, 2022

future. It was agreed by Members that this was another area to highlight to the Executive Committee for consideration.

RECOMMENDED that

subject to the concerns raised, as detailed in the preamble above, regarding the Garden Waste Service and the future retention of Council staff, being noted by the Executive Committee for future inclusion in the Council Plan

- 1) The Council Plan Addendum 2022/23, as set out in Appendix 1, be approved and included alongside the current RBC Council Plan 2020/24; and**
- 2) The Recovery and Restoration Plan 2020/21, as set out in Appendix 2, be agreed and closed.**

8. COUNCIL TAX SUPPORT SCHEME - UPDATE - PRE-SCRUTINY

The Interim Head of Finance and Customer Services (Deputy S151) presented the Council Tax Reduction Scheme report and provided information on the review of the current scheme and the proposed consultation process for the 2023/2024 scheme.

During consideration of this report the following was discussed in detail:

- As part of the review of the current scheme options to assist with the current rise in the cost of living would be considered.
- The way in which the consultation would be carried out. It was confirmed that it was a legal requirement under Section 1A (3) of the Local Government Finance Act 1992 that consultation must be undertaken and that this would be carried out later this year. Along with the public it was clarified that major precepting authorities must also be consulted regarding review of the Council Tax Reduction scheme. Members were keen to understand the process that would be undertaken when consulting with the public. Particularly as the details of the scheme were technical and might be difficult for residents to understand fully. Members were informed that the documentation would be vastly

Overview and Scrutiny Committee

Thursday, 9th June, 2022

simplified in order for it to be more understandable to all residents and that the consultation would be carried out so that it could be accessed by as many residents as possible. There was a query regarding how the consultation was undertaken in the previous year and officers undertook to provide this information to the Committee.

The recommendations contained within the Executive report were proposed and seconded and it was

RECOMMENDED that

- 1) the present scheme be noted the present scheme;
and**
- 2) that the proposed consultation process for the
2023/24 scheme be approved.**

9. EXECUTIVE COMMITTEE MINUTES AND SCRUTINY OF THE EXECUTIVE COMMITTEE'S WORK PROGRAMME - SELECTING ITEMS FOR SCRUTINY

The minutes from the Executive Committee meeting held on Tuesday 22nd March 2022 were submitted for Members' consideration. Members noted that the decision in respect of the Declaration of Land surplus to requirement at Lodge Road/ Union Street, Smallwood and available for disposal had been resolved at the last meeting of the Executive Committee. Some Members felt that this was a positive move for the Council as this parcel of land would now be available to provide housing that was needed by residents.

The Chair requested that information on Key and Non-Key Decisions be provided to Members at this meeting. The Senior Democratic Services Officer provided the information and informed Members that if they needed any further clarification, they could approach the Democratic Services team who would be happy to provide further assistance.

RESOLVED that

Overview and Scrutiny Committee

Thursday, 9th June, 2022

the Executive Committee Minutes and Scrutiny of the Executive Committee's Work Programme be noted.

10. OVERVIEW AND SCRUTINY WORK PROGRAMME

The Chair presented the Overview and Scrutiny Committee Work Programme for consideration by the Committee. He explained to Members that generally the use of PowerPoint should be kept to a minimum during presentation of reports, with the exception of short presentations of very specific areas of scrutiny.

Councillor Khan suggested that a potential area of work for the Committee could be scrutinising health inequalities within the BAME community in Redditch. Officers confirmed that if this was to be proposed as a Task Group investigation then a scoping document would need to be submitted for approval by the Committee at a future meeting.

RESOLVED that

The Overview and Scrutiny Work Programme be noted.

11. TASK GROUPS, SHORT SHARP REVIEWS AND WORKING GROUPS - UPDATE REPORTS

Councillor Kane, in her role as Chair of the Budget Scrutiny and Performance Working Groups updated the Committee in respect of the meetings for the next municipal year. Members were informed that the dates of the first meeting had been confirmed and that further meetings dates would be sent out once Members of the Working Groups had confirmed their availability.

RESOLVED that

the Task Groups, Short Sharp Reviews and Working Groups - Update Reports be noted.

12. EXTERNAL SCRUTINY BODIES - UPDATE REPORTS

Overview and Scrutiny Committee

Thursday, 9th June, 2022

Councillor Chalk provided an update to Members regarding the meetings of the External Scrutiny Bodies that had taken place since the last meeting of the Overview and Scrutiny Committee.

It was confirmed that he would continue to provide written updates to the Committee.

RESOLVED that

the External Scrutiny Bodies - Update Reports be noted.

13. LEARNING ONLINE- PRE-SCRUTINY (REPORT TO FOLLOW)

The Head of Legal, Democratic and Property Services presented the update in respect of Learn Online. During consideration of this report the following was highlighted for Members' attention:

- The Learn Online service was not part of the Council's core business and had limited attendance. It was reported that there were other providers in this space that did provide this kind of service. Members were informed that currently there were 40 registered users that utilised the service. It was clarified to Members that the savings of £70k would help to alleviate the current gap in funding of £900k within the Council's finances.

Members were interested as to whether this service was available in Bromsgrove and officers clarified that this was not a service provided in Bromsgrove. In addition to this, Members queried how the current users felt about the potential changes to the service and the impact that this would have on them. It was highlighted that an Equalities Impact had been carried out and although there was no guarantee that a third party provider would deliver exactly the same service, officers would work with partners to help signpost the services that would be available in the Borough in order that residents could access these in the future.

It was queried as to why the service had been set up in the first instance as presumably there was a need for this kind of provision. The officers present did not know the details as to why the service

Overview and Scrutiny Committee

Thursday, 9th June, 2022

was initiated but undertook to provide further information to Members.

Members asked it to be noted that there was some hesitation from some Members in ceasing the Learn Online service however on being put to the vote it was

RECOMMENDED that

- 1) the Council cease to provide the Learning Online service by the end of the 2022/23 academic year; and**
- 2) authority be delegated to the Head of Legal, Democratic and Property Services and the Head of Financial and Customer Services to undertake work to enable existing customers of the Learning Online Service to complete their studies by the end of the academic year.**

The Meeting commenced at 6.30 pm
and closed at 8.02 pm

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REDDITCH BOROUGH COUNCIL**Executive Committee****28 June 2022**

Sale of Land Adjacent to the Former St Gregory's Church at Winyates Way/Woodcote Close, Redditch

| | |
|--|---|
| Relevant Portfolio Holder | Cllr Matthew Dormer |
| Portfolio Holder Consulted | |
| Relevant Head of Service | Claire Felton |
| Report Author | Clare Flanagan Job Title: Principal Solicitor Contact email: clare.flanagan@bromsgroveandredditch.gov.uk Contact Tel: 01527 64252 Extn 3173 |
| Wards Affected | Winyates Ward |
| Ward Councillor(s) consulted | |
| Relevant Strategic Purpose(s) | |
| Key Decision / Non-Key Decision | Key Decision |
| If you have any questions about this report, please contact the report author in advance of the meeting. | |
| 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. RECOMMENDATIONS**That the Executive Committee RESOLVES:-**

- 1.1 Authority be delegated to the Head of Legal, Democratic and Property Services to negotiate and finalise terms for the sale of Council owned land as shown coloured pink within the area edged red on Appendix 1 and in return for the capital sum referred to in Appendix 3; and

RECOMMENDS that:-

- 1.2 The Council's budget is augmented by the capital receipt as described in Appendix 3

2. BACKGROUND

- 2.1 The Council owns the land shown coloured pink on Appendix 1.
- 2.2 The Council has been approached by a Developer looking to develop the former St Gregory's Church site and adjoining land for a development of 25 units of affordable housing, with a mix of social rent, rent to buy and shared ownership properties. The Developer's scheme is shown detailed within the area edged red on Appendix 1.
- 2.3 Access to the development site is restricted and terms have been agreed to sell the Council owned land shown coloured pink within the area edged red on Appendix 1 to the Developer in return for the capital sum referred to in Appendix 3.

REDDITCH BOROUGH COUNCIL**Executive Committee****28 June 2022**

- 2.4 The area subject to this recommendation consists mainly of grassed verges and general amenity land as shown in the photograph at Appendix 2.
- 2.5 The Developer is currently awaiting the outcome of their planning application (Ref: 22/00333/FUL).
- 2.6 The sale of land is supported by the Council's Land & Building Asset Group, which sees this as an opportunity to:
- a) Regenerate an area of Winyates that has fallen into disrepair through the provision of a mix of Social Rent, Shared Ownership and Rent to Buy housing;
 - b) Secure the provision of footpaths to Winyates Way and Woodcote Close and a pedestrian crossing linking this development and the neighbouring houses to the Winyates Shopping Centre
- 2.7 The capital sum referred to in Appendix 3 is supported by the Council's Valuer and an independent valuation.
- 2.8 The agreement to sell would be subject to planning and the Developer agreeing to carry out accommodation works

3. FINANCIAL IMPLICATIONS

- 3.1 The sum referred to in Appendix 3 represents a capital receipt for the Council in that amount.

4. LEGAL IMPLICATIONS

- 4.1 Non other than those usually associated with the freehold sale of land.

5. STRATEGIC PURPOSES - IMPLICATIONS**Relevant Strategic Purpose**

- 5.1 Supporting Housing Provision within the Borough

Climate Change Implications

- 5.2 As this is a Redditch Coop Homes/ GreensquareAccord site, they will be using their own housing system, which they manufacture, and which includes solar power and high levels of insulation as they are an exemplar developer of low carbon housing.

6. OTHER IMPLICATIONS**Equalities and Diversity Implications**

REDDITCH BOROUGH COUNCIL**Executive Committee****28 June 2022**

6.1 None

Operational Implications

6.2 None

7. RISK MANAGEMENT

7.1 Whilst there is no cost to the Council in entering into an Agreement with the Developer, as the Council's costs are being met, the Council will not benefit from the capital receipt if the Developer fails to secure planning consent for the proposed development.

8. APPENDICES and BACKGROUND PAPERS

Appendix 1 : Plan showing Council Owned Land, Area Subject to this Report & Development Site

Appendix 2: Street View

Appendix 3: Confidential Information

9. REPORT SIGN OFF

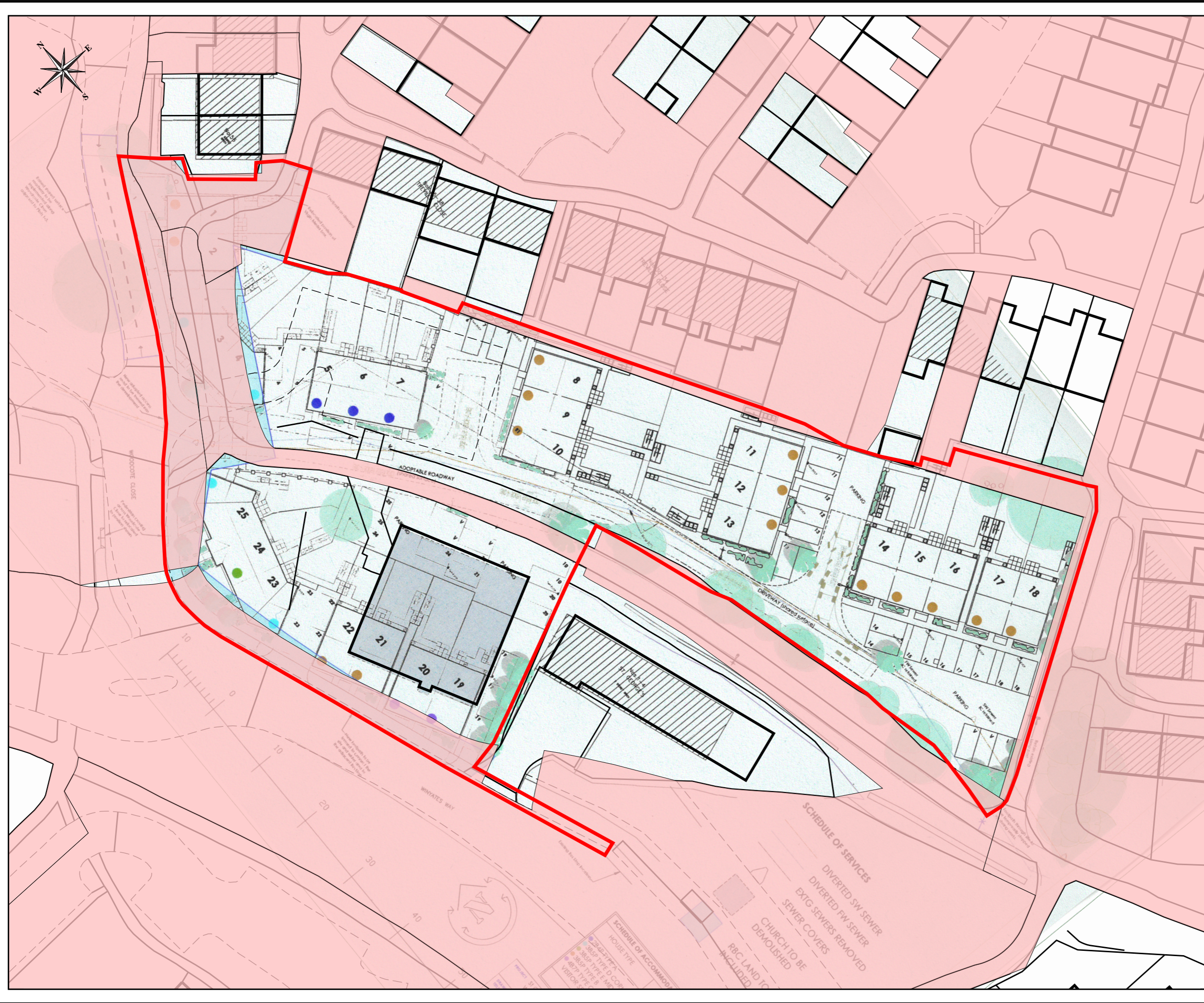
| Department | Name and Job Title | Date |
|---|---------------------------|-------------|
| Portfolio Holder | Cllr Matt Dormer | |
| Lead Director / Head of Service | Claire Felton | |
| Financial Services | Peter Carpenter | |
| Legal Services | Clare Flanagan | |
| Policy Team (if equalities implications apply) | | |
| Climate Change Officer (if climate change implications apply) | | |

REDDITCH BOROUGH COUNCIL

Executive Committee

28 June 2022

| | | |
|--|--|--|
| | | |
|--|--|--|



Key

- RBC Land Ownership
- Developer - Red Line boundary

| Date | Rev | Details |
|------|-----|---------|
| | | |

Project:

**St Gregory's Church,
Winyates Way, Redditch**

Drawing:

RBC Land Ownership Details

| | | | |
|-----------|----|--------|------------|
| Drawn: | JH | Scale: | 1/500 @ A3 |
| Surveyed: | OS | Date: | May 2022 |

Drawing No: **P2049/188**

Engineering and Design Services
 Town Hall
 Walter Stranz Square
 Redditch
 Worcs B98 8AH



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