



Council

Mon 14 Nov
2022
7.00 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**

**Town Hall, Walter Stranz Square, Redditch, B98 8AH
Tel: (01527) 64252 (Ext. 3072)
e.mail: jess.bayley-hill@bromsgroveandredditch.gov.uk**

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.

GUIDANCE FOR ELECTED MEMBERS ATTENDING MEETINGS IN PERSON

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 in person 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 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.

Council

Monday, 14th November, 2022

7.00 pm

Council Chamber Town Hall

Agenda

Membership:

Cllrs:

Ann Isherwood
(Mayor)
Tom Baker-Price
(Deputy Mayor)
Salman Akbar
Imran Altaf
Karen Ashley
Juliet Barker Smith
Joe Baker
Joanne Beecham
Juma Begum
Juliet Brunner
Michael Chalk
Brandon Clayton
Luke Court
Matthew Dormer
Peter Fleming

Alex Fogg
Andrew Fry
Lucy Harrison
Bill Hartnett
Sharon Harvey
Joanna Kane
Sid Khan
Anthony Lovell
Emma Marshall
Nyear Nazir
Timothy Pearman
Gareth Prosser
David Thain
Craig Warhurst

1. Welcome

2. Apologies for Absence

3. Declarations of Interest

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

4. Minutes (Pages 1 - 12)

5. Announcements

To consider Announcements under Procedure Rule 10:

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

6. Questions on Notice (Procedure Rule 9) (Pages 13 - 14)

7. Motions on Notice (Procedure Rule 11) (Pages 15 - 16)

8. Executive Committee

Minutes of the Executive Committee meeting held on 11th October 2022
(Pages 17 – 24)

8.1 Town Hall Hub (Pages 25 - 40)

The minutes of the Executive Committee meeting held on 25th October 2022
(Pages 41 – 60)

8.2 Climate Change Strategy (Pages 61 - 96)

8.3 Voluntary Bodies Scheme (Pages 97 - 118)

8.4 Fees and Charges 2023/24 (Pages 119 - 156)

9. Regulatory Committees

Audit, Governance and Standards Committee - 10th November 2022

The minutes of the Audit, Governance and Standards Committee meeting due to take place on 10th November 2022 will not be published in time for consideration at the Council meeting on 14th November 2022. However, any recommendations arising from this Committee meeting will be published in a supplementary pack for consideration at Council.

9.1 Section 24 Notice (Pages 157 - 166)

9.2 Interim External Auditor's Annual Report 2020-21 (Pages 167 - 214)

10. Urgent Business - Record of Decisions

To note any decisions taken in accordance with the Council's Urgency Procedure Rules (Part 9, Paragraph 5 and/or Part 10, Paragraph 15 of the Constitution), as specified.

(None to date).

11. Urgent Business - general (if any)

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

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



Council

Monday, 10th October, 2022

MINUTES

Present:

Councillors Ann Isherwood, Tom Baker-Price, Salman Akbar, Imran Altaf, Karen Ashley, Joe Baker, Joanne Beecham, Juma Begum, Michael Chalk, Brandon Clayton, Luke Court, Matthew Dormer, Peter Fleming, Alex Fogg, Andrew Fry, Lucy Harrison, Sharon Harvey, Sid Khan, Anthony Lovell, Emma Marshall, Nyear Nazir, Timothy Pearman, David Thain and Craig Warhurst

Officers:

Peter Carpenter, Kevin Dicks, Claire Felton and Sue Hanley

Principal Democratic Services Officer:

Jess Bayley-Hill

38. **TRIBUTES TO HER ROYAL MAJESTY QUEEN ELIZABETH II, INCLUDING OBSERVING A PERIOD OF SILENCE IN HER MEMORY**

At the start of this item, the Mayor led the Council in paying tribute to Her Royal Majesty Queen Elizabeth II by observing two minutes' silence in her memory.

Following this period of silence, the Mayor paid respects to Queen Elizabeth II on behalf of Redditch Borough Council. The Mayor commented that the monarch had been an exemplary Queen, who had been the only Head of State that many citizens had ever known. There had been various events in recent weeks that had been held in honour of Queen Elizabeth II and the Mayor commented that it had been a privilege to attend these on behalf of the Council and local community.

Members subsequently paid their respects, and in so doing commented on the 70 years in which Queen Elizabeth II had been the monarch and Head of State. Reference was made to Queen Elizabeth II's role both in relation to Great Britain and as the head of the Commonwealth and the many people and places that she had visited during her long reign. Members also commented on their personal experiences of meeting Queen Elizabeth II over the years, including through attendance at official garden party events at Buckingham Palace. Consideration was also given to Queen

Chair

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Elizabeth II's visit to Redditch in 1983, which Members noted as a local highlight of her reign.

39. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of Councillors Juliet Brunner, Bill Hartnett, Joanna Kane and Gareth Prosser.

40. DECLARATIONS OF INTEREST

There were no declarations of interest.

41. MINUTES

RESOLVED that

the minutes of the meeting of Council held on Monday 25th July 2022 be approved as a true and correct record and signed by the Mayor.

42. ANNOUNCEMENTS

The following announcements were provided at the meeting:

a) The Mayor's Announcements

The Mayor advised that she had already attended 120 civic engagements during the year, including 55 events since the previous Council meeting. A full list of engagements was tabled at the meeting (Appendix 1).

The highlights had included:

- The Astwood Bank in Bloom event on 29th July 2022, where Astwood Bank had been awarded a gold medal.
- An event celebrating the 60th anniversary of Jamaican Independence.
- An event celebrating the 75th anniversary of the declaration of independence for Pakistan, which had been attended by a consul from the Pakistani Embassy.
- The League of Friends of the Alexandra Hospital's Annual Meeting, on 25th August 2022, which had emphasised the hard work of volunteers.
- An awards event at Inspire Craft Centre, held on 4th September 2022, which had also raised the important role of volunteers in the community.
- An event on 10th September 2022 unveiling the book of condolence in memory of Queen Elizabeth II.

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- Collecting the Proclamation from Worcester for the announcement of the accession to the throne of His Royal Majesty King Charles III on 11th September 2022 and reading this at the bandstand in Redditch town centre.
- Taking the book of condolence in memory of Queen Elizabeth II to care homes throughout the Borough.
- Attending Queen Elizabeth II's memorial event at Worcester Cathedral on 18th September 2022.
- Attending Church Hill Big Local's Candlelit Vigil, also on 18th September 2022.
- Attending an event at the Bomford Hill Peace Memorial on 8th October 2022.

b) The Leader's Announcements

The Leader confirmed that it had been a privilege to attend many of the events that had been held in memory of Queen Elizabeth II over recent weeks alongside the Mayor. In addition, he had attended meetings of the Redditch Business Improvement District (BID) Board and the Redditch Town's Board. In addition, a Redditch Youth Business Board had been established to involve young people in planning economic development in the Borough. Meetings of this Board had taken place at Trinity High School and St Augustine's High School in recent weeks and these had been well attended and successful events.

During consideration of this item, Members welcomed Councillor Juliet Barker Smith, who had been elected to represent the Headless Cross and Oakenshaw ward at a byelection held on 1st September 2022. Members also thanked all the candidates who had participated in this byelection.

c) The Chief Executive's Announcements

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

43. QUESTIONS ON NOTICE (PROCEDURE RULE 9)

One Question on Notice was considered in accordance with Council Procedure Rule 9.

Agency Staff and Consultants

Councillor Joe Baker asked the Leader the following Question on Notice:

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“Can the leader tell us the following costs that the Council is paying for:

1. Part time and full time agency staff
2. Part time and full time consultants?”

The Leader responded by explaining that over the first six months of the 2022/23 financial year, the Council had spent £805,000 on agency staff. Nothing had been coded to consultancy costs in the financial year. The £805,000 costs had been spread across 15 different agencies. The highest figure had been spent on Matrix where £529,000 had been spent on 20 full time placements and 13 part time placements. Of the remaining £276,000, £165,000 had been spent on 13 agencies covering 18 placements and £111,000 was spent on the Interim Head of Finance and Customer Services.

Members were asked to note that vacancy rates in 2021/22 were running at 15%, and although the Council had a new recruitment package that had been rolled out in the summer, recruitment remained a Council wide issue.

Councillor Baker subsequently raised a supplementary question, in which he commented that £805,000 was a lot to spend on agency staff and he asked the Leader what action was being taken to address this. He also requested an opportunity to meet with the Leader to discuss the figures further.

The Leader commented that he would be happy to meet with Councillor Baker to discuss the matter further. Council was informed that recruitment to local government was challenging for many Councils across the country, not just Redditch Borough Council. Whilst agency staff were still being recruited, the number of agency staff employed by the authority had declined in recent months. Members were also asked to note that the use of consultants could be cheaper in some contexts than directly employing staff over a period of years.

44. MOTIONS ON NOTICE (PROCEDURE RULE 11)

The Mayor advised that two Motions on Notice had been received prior to the Council meeting.

Armed Forces – Defence Employer Recognition Scheme

Councillor Joe Baker opened the debate in respect of this item by explaining that, prior to the Council meeting, but following publication of the agenda, he had spoken to the Leader about a previous Motion on Notice on this subject that had been agreed in November 2021. As that Motion had been approved and there

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remained action that needed to be taken to implement the Motion, it had been agreed that the latest Motion should be withdrawn to provide Officers with time to take the necessary action.

Vote of Thanks to Her Majesty Queen Elizabeth II

Councillor Peter Fleming submitted the following Motion on Notice for Members' consideration:

"As the curtain falls on the Elizabethan Age, and we now embark on the Carolean reign of Charles III, I feel it is right to propose a vote of thanks to Her Late Majesty, Queen Elizabeth II. Over the decades we in Redditch have marked many happy moments in our country's proud history, in which the Queen has been at the centre. From Her Majesty's visit to Redditch in 1983 to this year's Platinum Jubilee celebrations, Redditch has witnessed the very best moments of Her Late Majesty's reign. For over 70 years, Her Late Majesty made good her vow of service to the peoples of the Commonwealth and United Kingdom. It has been this unswerving commitment to duty that I hope will continue to inspire us all as we continue to serve the people of this Borough.

God Save the King."

The Motion was proposed by Councillor Peter Fleming and seconded by Councillor Karen Ashley.

Members discussed the proposed Motion and in doing so commented that this could be detailed in a letter to the Royal Household. Members could then choose whether to sign up to the letter.

RESOLVED that

as the curtain falls on the Elizabethan Age, and we now embark on the Carolean reign of Charles III, I feel it is right to propose a vote of thanks to Her Late Majesty, Queen Elizabeth II. Over the decades we in Redditch have marked many happy moments in our country's proud history, in which the Queen has been at the centre. From Her Majesty's visit to Redditch in 1983 to this year's Platinum Jubilee celebrations, Redditch has witnessed the very best moments of Her Late Majesty's reign. For over 70 years, Her Late Majesty made good her vow of service to the peoples of the Commonwealth and United Kingdom. It has been this unswerving commitment to duty that I hope will continue to inspire us all as we continue to serve the people of this Borough.

God Save the King.

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45. EXECUTIVE COMMITTEE

Council considered recommendations that had been made at meetings of the Executive Committee held on 26th July and 6th September 2022 on the subjects of the UK Shared Prosperity Fund and the Budget Framework Finance and Performance Quarter 1 Monitoring Report respectively.

Budget Framework Finance and Performance Quarter 1 Monitoring Report

The recommendations from the Executive Committee on the subject of the Budget Framework Finance and Performance Quarter 1 report were proposed by Councillor Karen Ashley and seconded by Councillor Matthew Dormer.

During consideration of this item, an amendment was proposed by Councillor Joe Baker to the wording of the second recommendation from the Executive Committee. This amendment, which was seconded by Councillor Sid Khan, was as follows:

“The Asset Disposal Strategy is approved for implementation, subject to all disposals being recommended to Council for approval.”

In proposing this amendment, Councillor Baker explained that a lot of matters were determined by the Executive Committee. However, there were some subjects, particularly those which were important to the community, which he felt needed to be debated by Council and he suggested that this included the disposal of assets.

Consideration was given to this amendment and during the debate in respect of this matter, Officers explained that the disposal of Council assets was an Executive function under relevant legislation. However, Members' interest in the subject of asset disposal had been noted and the process for involving more Members in discussions about the disposal of assets could be investigated further.

Reference was made to the extent to which Members could identify the potential for a decision to be taken on the disposal of particular assets. Members noted that all items due for consideration by the Executive Committee were advertised on the Executive Committee's Work Programme, copies of which were published every month on the Council's website. In addition, the Overview and Scrutiny Committee could identify items from the work programme for pre-scrutiny, including items involving the disposal

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of assets, and this provided an opportunity for other Councillors to inform the Executive Committee's deliberations on the subject.

On being put to the vote the amendment was lost.

RESOLVED that

the minutes of the meetings of the Executive Committee held on 26th July and 6th September 2022 be received and all recommendations adopted.

46. POLITICAL BALANCE REPORT

Members considered a report detailing the political balance and allocations to Committees that had been agreed by political group leaders, following the byelection in the Headless Cross and Oakenshaw ward in September 2022.

RESOLVED that

- 1) the Political balance of the Committees of the Council be agreed, as detailed in the report;**
- 2) appointments by political group leaders to the places on each Committee etc. be noted;**
- 3) the Council appoints Chairs and Vice-Chairs to the Committees and other bodies as detailed in the report; and**
- 4) appointments to Working Groups and other bodies as detailed in the report be agreed.**

47. OUTSIDE BODY APPOINTMENTS

Members considered a list of nominations to a number of outside bodies (Appendix 2).

RESOLVED that

- 1) Councillor Alex Fogg be appointed the Council's Armed Forces Champion;**
- 2) Councillor Nyear Nazir be appointed to the Herefordshire and Worcestershire Integrated Care Partnership Assembly; and**
- 3) Councillor Nyear Nazir be appointed lead Member on the Worcestershire Health and Wellbeing Board and**

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Councillor Lucy Harrison be appointed as named substitute on this Board.

48. URGENT BUSINESS - RECORD OF DECISIONS

The Mayor advised that there had been two urgent decisions taken since the previous meeting of Council. These decisions had been made on the subjects of Plot 5, Middlehouse Lane, Redditch and the Levelling Up Parks Fund.

49. URGENT BUSINESS - GENERAL (IF ANY)

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

The Meeting commenced at 7.00 pm
and closed at 8.03 pm

Item 6(a) - Mayor's Agenda Item 4 List of civic engagements

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Agenda Item 4

Tuesday 26th July	WMCA - visit residents and plan the planting in the Orchard
Thursday 28th July	The Duck Pond Pub - Support Funday for the Children
Friday 29th July	Astwood Bank in Bloom - Looking at the planting and meeting the judges
Sunday 30th July	Carnival Royalty Competition - Forge Needle Museum
Monday 1st August	Cheque presentation to Primrose Hospice - Gymphobics
Saturday 6th August	Celebration of Jamaican 60th year of independence
Saturday 6th August	Battle of Evesham Festival - Mayor of Evesham
Sunday 14th August	Raise the Flag - Anniversary of Pakistan 75 years
Sunday 14th August	Pakistani celebrations festival - The canopies
Monday 15th August	Opening of the new youth centre - The Canopies
Monday 15th August	Raising of the Indian Flag - Nitin Sodha
Tuesday 16th August	Redditch United Football Club - personal tour
Wednesday 18th August	Welcome to the Ukrainians - Aroma Café with MP
Thursday 18th August	Apprenticeships at AMCO - Speaking to potential apprentices
Friday 19th August	Dawat e Mayor - Fundraiser for Touchstones
Saturday 20th August	Astwood Bank Flower Club - Village event & Competition - ABC Club
Saturday 20th August	Feckenham on the Square - Village event
Monday 24th August	Topping Out ceremony - New Residential home Milcroft Homes
Thursday 25th August	AGM for League of Friends - Alex Hospital
Saturday 27th August	Dorothy Terry House Summer Fete
Sunday 28th August	Summer Fayre CHBL
Sunday 28th August	Rose & Crown Feckenham Beer Fest
Monday 29th August	Polish Community event - RB football club
Monday 29th August	Redditch Borough Football 1st Match
Wednesday 31st August	Building Bridges - Opening of new shop visit
Friday 2nd September	Support booklet Maddie Atkins - promoting young talent
Friday 2nd September	Silent Disco - The Cloisters - Forge Needle museum
Saturday 3rd September	Military Match Day - Guests of Ifakara Bakery - Mosley Rugby Club
Sunday 4th September	Awards afternoon - Inspire Craft Centre
Saturday 10th September	Town Hall - Book of Condolence - Visit the Bandstand - Speaking to people in the street
Sunday 11th September	Collect Proclamation - Guildhall Worcester
Sunday 11th September	Read the Proclamation - Bandstand Redditch
Sunday 11th September	Speaking with Residents - locally in town
Monday 12th September	Student Presentation - Mayoral logo competition
Monday 12th September	Business Awards meeting - Shortlisting
Friday 16th September	Mayoral Golf Tournament - Pitcheroak
Friday 16th September	Signing of Book of Condolence - Bowood Court
Friday 16th September	Signing of Book of Condolence - Brambles
Sunday 18th September	Queens Memorial - Worcester Cathedral
Sunday 18th September	Queens Memorial - St Stephens Church
Sunday 18th September	Candlelit vigil - Church Hill CHBL
Monday 19th September	Signing of Book of Condolence - St Davids Res Home
Tuesday 20th September	Opening of Building Bridges 2 - Cutting the Ribbon
Tuesday 20th September	Initial meeting with Group Le Gruchet
Thursday 22nd September	Design Competition - HoW College
Thursday 22nd September	An Awards Evening - West Mids Safari Park - Make a difference
Friday 24th September	Tour of Redditch Town Hall - Mrs & Miss Sudlow
Friday 23rd September	Inaugural Banquet - Mayor of Worcester
Saturday 24th September	MacMillan Coffee Morning - Kensi Hope
Saturday 24th September	Ska Evening - Redditch Self Defence
Sunday 25th September	Mayoral Making - Mayor of Upton on Severn
Monday 26th September	Business Awards meeting - Shortlisting

Thursday 6th October	High Sherriffs start of Legal year - Sherriff of Warwickshire
Saturday 8th October	Bomford Hill Park Peace Memorial - CHBL
Monday 10th October	Presentation of Awards to Children - Woodrow Library - Summer Reading Challenge

Total events 55

Council Meeting – 10th October 2022**Item 11: Outside Body Appointments**

The following nominations have been made to vacancies on a number of outside bodies.

a) Armed Forces Champion

Nominees:

- Councillor Alex Fogg
- Councillor Sid Khan

b) Herefordshire and Worcestershire Integrated Care Partnership

Nominees

- Councillor Nyear Nazir
- Councillor Juliet Barker Smith

c) Worcestershire Health and Well Being Board

Nominees – lead Member

- Councillor Nyear Nazir
- Councillor Juliet Barker Smith

Nominees – Substitute Member

- Councillor Lucy Harrison
- Councillor Andrew Fry

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**Redditch Borough Council
14th November 2022**

Questions on Notice

1. From Councillor Sharon Harvey to the Leader:

“How much section 106 money has been raised during this financial year, and what current and future projects will this fund?”

2. From Councillor Joe Baker to the Leader:

“Now that the controlling group has led us into another section 24 notice. Can the leader explain why measures were not in place to ensure if the new system failed that our accounts would still run smoothly with a implemented back up plan to enable the audit was done on time?”

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Redditch Borough Council**14th November 2022****Motions on Notice****1. Bulk Waste Collection.**

Proposed by Councillor Sid Khan, seconded by Councillor Sharon Harvey.

“Council is concerned about the cost-of-living crisis having a new impact on fly tipping, with the cost of bulky waste collection becoming a disincentive for many residents. Council calls upon the Head of Environmental Services to bring a report to the Executive, to consider the costs, consequences and benefits of a pre-booked, free household bulky waste collection service for those Redditch residents who are low paid, elderly, disabled or in receipt of benefits, which will enable Members to consider options and determine what action, if any, to take.”

2. Motor Neurone Disease Charter

Proposed by Councillor Joanna Kane and seconded by Councillor Juliet Barker Smith

"That this Council adopts the Motor Neurone Disease Charter in support of local people living with this terminal disease and their carers.

The aim of adopting the Charter is to promote awareness and understanding of Motor Neurone Disease among elected members and staff. This will help to provide people with MND, their carers and families with appropriate support or signpost them to relevant services."



Executive Committee

Tuesday, 11th October,
2022

MINUTES

Present:

Councillor Matthew Dormer (Chair), Councillor Nyear Nazir (Vice-Chair) and Councillors Karen Ashley, Joanne Beecham, Peter Fleming, Lucy Harrison, Anthony Lovell and Emma Marshall

Also Present:

Councillors Joe Baker, Sharon Harvey and Ann Isherwood

Mr N. Stote

Officers:

Gavin Day, Kevin Dicks, Peter Carpenter, Claire Felton, Michelle Howell, Clayton Maponga and Victoria Swashorne

Principal Democratic Services Officer:

Jess Bayley-Hill

54. APOLOGIES

An apology for absence was received from Councillor Craig Warhurst.

55. DECLARATIONS OF INTEREST

Councillor Matthew Dormer advised that he had been granted a dispensation by the Audit, Governance and Standards Committee to speak and vote on town centre regeneration matters as a member of the Redditch Business Improvement District (BID) and Town's Deal Board. He therefore remained present for the debates and votes in respect of the Redditch TIP Library Business Case and Town Hall Hub at Minute Item No.s 59 - 60.

Councillor Joanne Beecham declared that she would be leaving the room during consideration of Minute Item No. 58 – Petition – Save the Community House in Redditch - as she had professional contacts with representatives of the tenants of community house at Easemore Road, due to her business operating in a similar environment to Gemini Dance Studio. She therefore left the room

Chair

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during consideration of the item and was not present during the debate or vote thereon.

56. LEADER'S ANNOUNCEMENTS

The Leader explained that at a meeting of the Overview and Scrutiny Committee held on 6th October 2022, Members had pre-scrutinised the Redditch TIP Library Redevelopment - Business Case and the Town Hall Hub reports. The reports had been discussed in detail and, whilst an amendment had been proposed to the Library business case, this had not been approved. The recommendations had been endorsed for the Town Hall Hub item.

57. MINUTES

RESOLVED that

the minutes of the meeting of the Executive Committee held on Tuesday 6th September 2022 be approved as a true and correct record and signed by the Chair.

58. PETITION - SAVE THE COMMUNITY HOUSE IN REDDITCH

Mr Neal Stote presented a petition, for which the petition prayer called to 'Save the Community House in Redditch'.

In presenting the petition, Mr Stote commented that community house on Easemore Road was a vibrant asset for Council tenants, their customers, Voluntary and Community Sector (VCS) groups and groups and people from outside Redditch.

There had been some anger within the local community, particularly with respect to the way that the process followed by the Council for the disposal of the community house at Easemore Road had been handled. The tenants had expressed concerns that they felt that they had been involved at the end of the process. However, the tenants had subsequently met with representatives of the Council and clarification had been provided at these meetings.

Alternative premises remained to be found for many of the tenants. A decision had therefore been taken to hand in the petition, which had been signed by well in excess of 1,200 people. This demonstrated how much many people in the local community valued this asset.

Following the presentation of the petition, the Leader thanked Mr Stote for attending the meeting and for speaking to the Committee on the subject of the petition. The Leader explained that the Council was in the process of exploring the support that could be

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provided, wherever possible, to the tenants of community house, Easemore Road. However, this needed to be balanced alongside wider considerations about the Council's asset portfolio. Mr Stote was advised that the petition would be passed on to the Head of Legal, Democratic and Property Services, who would consider the matter further.

59. REDDITCH TIP LIBRARY REDEVELOPMENT - BUSINESS CASE

The Programme Delivery Manager from the North Worcestershire Economic Development Unit (NWEDR) presented the Redditch TIP Library Redevelopment – Business Case report.

Officers were proposing that there should be a public plaza and a pavilion in Redditch town centre. The pavilion would consist of three floors, comprising a ground floor dedicated to food and beverage and the other two floors used for office space. The proposal was for the library, subject to the outcomes of public consultation and decisions taken by Worcestershire County Council, to be relocated to a community hub, which was subject to consideration as part of the review of the Town Hall Hub.

During consideration of this item, Members noted that the report had been pre-scrutinised at a meeting of the Overview and Scrutiny Committee held on Thursday 6th October 2022. During this meeting, an amendment had been proposed to the recommendations detailed in the report but this had been defeated. The actual proposals had not been voted on.

Subsequent to the presentation of the report, Members discussed the following matters in detail:

- The shopping habits that people had developed during the twenty-first century, mainly involving the increasing use of online retail, and the implications of this for the High Street.
- The potential for High Streets in the UK to offer leisure activities and food and beverage outlets in order to entice people to the town centre.
- The need for economic growth in Redditch and the potential for regeneration of the town centre to contribute to that growth.
- The possibility of relocating the library to a public sector community hub and the benefits of retaining a library in the town centre.
- The libraries that had been closed in other parts of the country.
- The beneficial impact that the urban design associated with the proposals could have on rates of anti social behaviour (ASB) in the town centre.

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- The number of visitors who might be attracted to visit Redditch, should these plans be approved.

RESOLVED that

the Redditch TIP Library Redevelopment business case be endorsed and used to present summary information for submission to the Department for Levelling Up Housing and Communities on the 14th October 2022.

60. TOWN HALL HUB

The Interim Section 151 Officer presented a report on the subject of the proposed Town Hall Hub.

The Executive Committee was informed that the report detailed proposals to convert Redditch Town Hall into a community hub. Redditch Borough Council no longer required office space on all of the floors in the Town Hall and could operate on the second and third floors only. This would include a new Members' and civic suite on the second floor of the Town Hall. As part of the proposals, external organisations would rent space in the community hub, including potentially Worcestershire County Council and representatives of the NHS. Subject to the outcomes of public consultation and to deliberations by the Cabinet at Worcestershire County Council, there was the potential to relocate the central library in Redditch to the community hub. Worcestershire County Council had been consulted on the initial specification for the plans.

The cost of the scheme would be £5.2 million and funding would be via capital receipts and borrowing (depending on the timing of receipts to give maximum value). The scheme would lead to revenue savings of circa £400,000 a year. In addition, one of the partner organisations would also invest significantly in the building's infrastructure if this proposal was taken forward.

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

- The introduction of community hubs in other parts of the country and the impact that these buildings had had within local communities.
- The timescales for the Cabinet at Worcestershire County Council to review the proposals. Members were advised that the County Council's Cabinet was scheduled to discuss this matter further at a meeting on 27th October 2022.
- The date by which public consultation would be held in respect of proposals for the library. Officers clarified that further detail on this subject would be provided in the report that was due to

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be considered by Worcestershire County Council's Cabinet later in the month.

- The important role of public consultation in respect of any changes to the library, both as an opportunity to hear from the public and to outline plans for the future.
- The funding required to support the proposals detailed in the report and the extent to which there were any risks associated with accessing this funding. Officers explained three specific capital receipts had been identified for funding purposes and with this source of funding the aim was to achieve best value. In addition, all other suitable options would be considered as part of the overall process.
- The condition of the building in which the library in Redditch town centre was currently located and the long-term maintenance costs that would be required to continue to locate the library in that building.
- The support services that could be accessed at the library.
- The fact that a library would continue to be available to access in Redditch town centre should the proposals be approved.

During consideration of this item, Members noted that the Overview and Scrutiny Committee had pre-scrutinised the Town Hall Hub report. At the end of a detailed debate, the Committee had endorsed the recommendations detailed in the report.

RESOLVED that

- 1) subject to the agreement of the Town's Fund Library Business case, which itself is subject to the required public consultation, the Town Hall be repurposed as a Community Hub;**
- 2) subject to approval of recommendation 3 below, authority be delegated to the Section 151 Officer and the Head of Legal, Democratic and Property Services to finalise and implement the community hub business case and to procure and appoint contractors to undertake and deliver the works;**

The Executive Committee is asked to RECOMMEND that

- 3) building works on the Town Hall of up to £5.2m, (or reduced amount in the event that for any reason the Town's Fund Library Business Case does not proceed to fruition) to be funded from Capital Receipts, for the purpose of remodelling the Town Hall in accordance with the Town's Fund Library business case, be approved; and**

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- 4) the capital programme is increased by £5.2m to deliver these works.

61. OVERVIEW AND SCRUTINY COMMITTEE

The Leader advised that there were no outstanding recommendations from the Overview and Scrutiny Committee for consideration.

RESOLVED that the minutes of the meeting of the Overview and Scrutiny Committee held on 5th September 2022 be noted.

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

The Leader advised that there were no referrals from the Overview and Scrutiny Committee or any of the Executive Advisory Panels on this occasion.

63. ADVISORY PANELS - UPDATE REPORT

The following updates were provided on the Executive Advisory Panels and other relevant groups:

- a) Climate Change Cross Party Working Group – Chair, Councillor Anthony Lovell

Councillor Lovell confirmed that there had been no meetings of the group since the previous meeting of the Executive Committee.

Members were asked to note that the Climate Change Strategy / Carbon Reduction Implementation Plan would be presented for Members' consideration at meetings of the Overview and Scrutiny and Executive Committees later in the month.

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

Councillor Dormer advised that the following meeting of the Constitutional Review Working Party would be postponed to take place in November 2022.

- c) Corporate Parenting Board – Council Representative, Councillor Nyear Nazir

Councillor Nazir explained that she had not been able to attend the latest meeting of the Corporate Parenting Board

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held in early October. However, she advised that she would review the content of the minutes of the meeting, once published, and would subsequently report back to the Executive Committee.

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

The Executive Committee was informed that a meeting of the Member Support Steering Group was scheduled to take place on Thursday 13th October 2022.

- e) Planning Advisory Panel – Chair, Councillor Matthew Dormer

Members were advised that there had not been any meetings of the Planning Advisory Panel since the previous meeting of the Executive Committee.

The Meeting commenced at 6.30 pm
and closed at 7.00 pm

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REDDITCH BOROUGH COUNCIL**Executive
2022**11th October**Town Hall Upgrade Works**

Relevant Portfolio Holder	Councillor Ashley – Portfolio Holder for Finance and Enabling
Portfolio Holder Consulted	Yes
Relevant Head of Service	Claire Felton Peter Carpenter
Report Authors	Head of Legal, Democratic and Property Services c.felton@bromsgroveandredditch.gov.uk Interim Section 151 Officer Peter.carpenter@bromsgroveandredditch.gov.uk
Wards Affected	Abbey Ward
Ward Councillor(s) consulted	
Relevant Strategic Purpose(s)	All
Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS**The Executive Committee is asked to RESOLVE that:**

- 1) subject to the agreement of the Town's Fund Library Business case, which itself is subject to the required public consultation, the Town Hall be repurposed as a Community Hub;**
- 2) subject to approval of recommendation 3 below, authority be delegated to the Section 151 Officer and the Head of Legal, Democratic and Property Services to finalise and implement the community hub business case and to procure and appoint contractors to undertake and deliver the works;**

The Executive Committee is asked to RECOMMEND that

- 3) building works on the Town Hall of up to £5.2m, (or reduced amount in the event that for any reason the Town's Fund Library Business Case does not proceed to fruition) to be funded from Capital Receipts, for the purpose of remodelling the Town Hall in accordance with the Town's Fund Library business case, be approved; and**
- 4) the capital programme is increased by £5.2m to deliver these works.**

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2. BACKGROUND

- 2.1 This report sets out how the Town Hall will be repurposed (this has already started with the closure of the cashiers' service) as a community hub, reducing overall operational costs to the Council for the building and facilitating the use of £4.2m of Towns Funding at the existing Library site.

3. DETAILED PROPOSAL

- 3.1 The C-19 Pandemic has resulted in significant changes to how Public Sector Services (Local Government/NHS) are provided. Prior to the pandemic, One Public Estate (OPE) initiatives were suggesting a change in delivery for Public Services with multiple agency services being delivered from one location. Indeed this has been the subject of a separate study considered by the Council.
- 3.2 The closure of the Cashiers in September (Executive Report "Future Use of the Town Hall and Customer Access" on the 12th July) set out that the Town Hall would be turned into a "public sector hub".
- 3.3 In assessing the best use of the building as a result of implementing more agile working, the Council's office space requirement has reduced significantly and can now be contained within the second and third floors of the Town Hall. This would include the Members' Suite, which would move from its present Ground floor location to the second floor in a new "future proofed" space which will be designed to facilitate agile and virtual working.
- 3.4 This would leave the Basement, Ground, First and Fourth floors available to other Public Sector Organisations.
- 3.5 As mentioned in the July report, the Council are in advanced negotiations with the NHS for use of the Cashiers side of the building, covering both the Ground and First Floors. As part of this arrangement, the NHS will invest a significant sum in the building to ensure it meets their standards.
- 3.6 For the remainder of the Ground Floor, First Floor and Basement the Council are in negotiation with the County Council on the possible move of services presently delivered in the library. This would obviously be subject to a public consultation but if it were to happen, it would open up the use of the existing Library space for wider Public Realm use for which £4.2m of "Towns Fund" financing is available. This is subject to a separate report on this agenda.

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-
- 3.7 To move the projects forward, given Towns Fund funding deadlines, the Borough and County Council have agreed a draft Memorandum of Understanding (MOU), subject to the outcome of the consultation, whether a move of those services could take place. The County Council are not discussing the potential moves until their Cabinet Meeting in October but will supply the Borough Council with a letter of comfort based on the MOU in order to move both schemes forward.
- 3.8 Timing of delivery of both schemes, once approved, is a significant risk which will need careful coordination. The Towns Fund scheme has to be completed by 31st March 2026 giving both projects three and a half years to be fully delivered. Any delay to this delivery will result in the Council being responsible for all costs after this date.
- 3.9 Given these constraints, it would be prudent for the Council to move forward with a pre planning application on Town Hall changes now. The Town Hall will be used as a Community Hub what-ever the outcome of any consultation and moving this through the planning cycle now ensures that delivery timescales can be sped up.
- 3.10 The Council has draft plans and costings which have been discussed with the County Council. External artists impressions are set out in **Appendix A** and have an estimated cost of £5.2m. The Council would finance the building works through the use of Capital Receipts and some short-term borrowing (depending on receipts timing).
- 3.11 Tenants will have their own separate utilities and business rates costs and will pay a service charge. These income streams will reduce the Council's overall operational cost of the building (excluding Repairs and Maintenance) which is presently £878k. Through negotiations the Council are expecting to save between £325k - £375k a year and also reduce Repairs and Maintenance Budgets by circa £80k – an overall saving of £405k-£455k.
- 3.12 Whilst the proposals contained within this report will be subject to the County Council's required consultation process regarding the relocation of the library, members are advised that whilst it is recognised that the decision in this regard is yet to be determined that it will be necessary for officers to proceed with the necessary planning applications for the proposed changes to the Town Hall to enable the timeline for the consequential works to be achieved. It is, of course, understood that this work may be abortive if the library consultation does not for, any reason, result in the proposals being progressed.

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4. FINANCIAL IMPLICATIONS

- 4.1 There are two aspects to the financial implications.
- Payment for the Building Works
 - Revenue savings from Tenants
- 4.2 Present estimated costs of the works are £5.2m. The Council will finance this through Capital Receipts which will recoup between £3.45m and £5.65m. Any timing differences will be financed through short term borrowing. For Farmore Lane, Easemore Road, and Web Heath we will receive a combined estimated Capital Receipt between £3.45m and £5.65m
- 4.3 As set out in 3.11 above, the revenue costs (excluding Repairs and Maintenance which will reduce significantly) is £878k a year. Through apportioning present costs based on expected floor space, the Council is expecting to save £325k to £375k a year and there will also be an expected £80k savings in Repairs and Maintenance budgets. These amounts will reduce the present budget deficit position which is circa £1.2m.
- 4.4 There are wider financial and social benefits of co-locating public sector organisations within one location. This includes saving running costs (including capital benefits) through the rationalisation and colocation of single delivery centres, which in turn add social value in terms of access and ease of use of multiple services at one location for stakeholders. There is also the opportunity to further transform services across different organisations in order to achieve better outcomes for people. It should also be noted that the creation of Community Hubs is in line with the County Council's vision for the future use of libraries.

5. LEGAL IMPLICATIONS

- 5.1 No direct legal implications have been identified within the report other than the proposals for the Towns Fund Library Business Case will be subject to Public Consultation (by the County Council) and as Accountable Body for the Redditch Town Deal the Council has several obligations, including to ensure that decisions made by the Town Deal Board are in accordance with good governance principles and to support transparent delivery arrangements for the Town Deal.

Individual projects identified as interventions within the Investment Plan will be subject to individual legal advice.

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6. STRATEGIC PURPOSES - IMPLICATIONS

Relevant Strategic Purpose

- 6.1 This links to the Council's Strategic Purposes of
- Aspiration, Work and Financial Independence
 - Living Independent, Active and Healthy Lives
 - Finding somewhere to live
 - Run and Grow a Successful Business

Climate Change Implications

- 6.2 The green thread runs through the Council plan. The changes to the Town Hall will be to the latest Energy Efficiency standards which will be reviewed by climate change officers to ensure the correct procedures have been followed to ensure any impacts on climate change are fully understood.

7. OTHER IMPLICATIONS

Equalities and Diversity Implications

- 7.1 There are no direct equalities implications arising as a result of this report. The vision for the Community Hub will, by virtue of its design and digital connectivity solutions, provide a more accessible environment for our customers and as a consequence an improved customer journey.

Operational Implications

- 7.2 The works will ensure that the use of the building will be converted to that of a "community hub" will maximise its use for the medium to long terms.

8. RISK MANAGEMENT

- 8.1 The building projects will run its own Risk Management process – as governed by appropriate regulations and project management standards.
- 8.2 Members are advised that the timescales and interdependencies that govern the proposals within this report are challenging, and that consideration will need to be given to this and various critical points within the project planning and associated risk management process.

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9. APPENDICES and BACKGROUND PAPERS

Appendix A – External Artists Impression of the Building

10. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Councillors Karen Ashley and Matt Dormer	27 th Sept 22
Lead Director / Head of Service	Pete Carpenter	23 Sept 22
Financial Services	Pete Carpenter	23 Sept 22
Legal Services	Claire Felton	23 Sept 22

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Town Hall Redditch

Community Hub
Massing Visuals



12905-AEW-XX-XX-PP-A-0004

Status: S2

Revision: P01

26/08/2022

Massing View : Aerial View



Massing View : Aerial View 2



Massing View : View from Alcester Street



Massing View : View towards entrance



Massing View : View from Alcester Street





aew architects
Trinity Court
John Dalton Street
Manchester, M2 6HY
T: 0161 214 4370
www.aewarchitects.com

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Executive Committee

Tuesday, 25th October,
2022

MINUTES

Present:

Councillor Matthew Dormer (Chair), Councillor Nyear Nazir (Vice-Chair) and Councillors Karen Ashley, Joanne Beecham, Peter Fleming, Lucy Harrison, Anthony Lovell and Emma Marshall

Officers:

Ruth Bamford, Peter Carpenter, Jonathan Cochrane, Amanda Delahunty, Claire Felton, Sue Hanley, Michelle Howell, Ishrat Karimi-Fini, Guy Revans and Judith Willis

Principal Democratic Services Officer:

Jess Bayley-Hill

64. APOLOGIES

An apology for absence was received on behalf of Councillor Craig Warhurst.

65. DECLARATIONS OF INTEREST

There were no declarations of interest.

66. LEADER'S ANNOUNCEMENTS

The Leader advised that due to the length of the Leisure Strategy, he had agreed that paper copies of the full length report should not be issued to every Member. However, paper copies were placed in each of the group rooms and the full report in the Additional Papers 1 pack had been made available to access on the Council's website and on the modern.gov app. The Leader also suggested that, in line with the Council's commitment to reduce carbon emissions and to support action on the green thread, Members should increasingly refer to electronic copies of agenda packs rather than using paper copies.

Chair

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Members were asked to note that at the meeting of the Overview and Scrutiny Committee held on Thursday 20th October 2022, Members had pre-scrutinised the Leisure Strategy, the Climate Change Strategy, the Voluntary Bodies Scheme and the Asset Strategy, which were due to be debated at the Executive Committee meeting. The Committee had made recommendations on all of these items which he urged the Executive Committee to refer to during the meeting.

67. MINUTES

RESOLVED that

the minutes of the meeting of the Executive Committee held on Monday 10th October 2022 be approved as a true and correct record and signed by the Chair.

68. LOCAL LETTINGS PLANS

The Housing Strategy and Enabling Manager presented a report on the subject of the Local Lettings Plan Policy.

The Executive Committee was informed that the Council had a Housing Allocations Policy, which informed decisions about social housing allocation in the Borough. Local Lettings Plans could be utilised by Councils to vary the allocations scheme, which might be considered desirable by the local authority for a variety of reasons, including to ensure a greater mix of social housing in local developments or to address Anti Social Behaviour. Social housing landlords would be consulted on the plans, including Redditch Borough Council as a social housing provider. Relevant partners, including West Mercia Police and the Community Safety team, had been consulted in developing the policy to ensure that the process could meet the community's needs.

An Equality Impact Assessment (EIA) had been produced when developing the Local Lettings Policy and this would remain a live, working document. Additional EIAs would need to be developed for each Local Lettings Plan as and when these were proposed in the future.

RESOLVED that

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- 1) the Local Lettings Plan Policy be approved; and
- 2) authority be delegated to the Head of Community and Housing Services, following consultation with the Portfolio Holder for Housing and Procurement, to agree and adopt future local lettings policies.

69. LEISURE STRATEGY

The Head of Planning, Regeneration and Leisure Services presented the Leisure and Cultural Strategy for the Executive Committee's consideration.

The Executive Committee was advised that external consultants had been commissioned to work on the Leisure Strategy. The Leisure Strategy was designed to provide strategic direction for the Council's approach to delivering and supporting leisure and cultural activities and services in the Borough up to 2032. The strategy comprised a number of different parts, including the main Leisure and Cultural Strategy and two other strategies which underpinned this document, including the Arts and Culture Strategy and the Parks and Open Spaces Strategy. Two further leisure strategies were due to be presented for the consideration of the Executive Committee in 2023 on the subjects of built facilities strategy and playing pitches strategy.

In developing the Leisure Strategy, Officers and the consultants had identified a number of actions that could be taken within budget to enhance leisure and cultural service provision in the Borough. These actions were the subject of recommendations detailed in a table within the Leisure Strategy. Any actions that would require additional financial expenditure would need to be outlined in business cases and presented for Members' consideration.

The vision of the Leisure and Cultural Strategy was to ensure that communities were physically active and connected to leisure and cultural spaces in the Borough. There was the potential for participation in Leisure and Cultural activities to have a positive impact on people's health and wellbeing.

During consideration of this item, Members noted that at the meeting of the Overview and Scrutiny Committee held on 20th

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October 2022, Members had pre-scrutinised this report. At the end of the debate, Members had proposed the following recommendation on the Leisure Strategy:

“O&S to advise the executive on Social Prescribing as there is no mention in the strategy of the Council working with the NHS, CCG and Rubicon. Other Councils (e.g. Cannock Chase) have such arrangements where patients who have recently been discharged from hospital with e.g. Stroke/ Heart Conditions can greatly benefit from gentle exercise. I think this strategy has missed an opportunity and I ask executive to consider including such a strategy. The benefits are many to individuals and the costs are low to the NHS.”

The Executive Committee considered this recommendation and in doing so noted that there would be some benefit to making reference to social prescribing in the Leisure Strategy. However, Members concurred that the recommendation from the Overview and Scrutiny Committee in its current wording would be difficult to implement. With that in mind, the Executive Committee agreed that an amendment should instead be made to the end of paragraph 1.7 of the Leisure Strategy, as detailed below:

“The priority of Improved Health and Wellbeing is key to this Leisure and Culture Strategy. The addendum to the Council Plan 2019-2024 states that Redditch Borough Council will work with communities to help them identify and develop their strengths. We will look at ways to encourage physical movement into people’s everyday routines. We will prioritise aligning leisure and culture services with the emerging Integrated Care System (ICS) in order to best achieve this including the role that social prescribing can play to support health and wellbeing.”

Members subsequently discussed the recommendations detailed in the table within the Leisure and Culture Strategy in detail. Questions were raised about the seventh recommendation, which referred to the planning development process and Members queried how the Leisure Strategy could shape the planning process. The Executive Committee was advised that, in relation to planning and heritage matters, there were limits to the amount of influence that the Leisure Strategy could have on the planning development process. The Council’s Local Plan also had implications in this context and Members could influence the

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content of the Local Plan, including through attendance at meetings of the Planning Advisory Panel.

Reference was made to plans to develop a partnership with the National Trust, working on the 8 Hills Project and Members questioned what this would entail. Officers explained that the National Trust had received funding from the Government to create a regional park in eight relatively local hills, including the Clent Hills and Lickey Hills. Research suggested that residents in the region, including in Redditch, would be more likely to visit these hills should the area be designated as a regional park and this could have a positive impact on their health and wellbeing.

Consideration was also given to progress that was being achieved by the Council in working towards green flag status for parks in the Borough. The Executive Committee advised that work was being undertaken to enable four parks in the Borough to achieve green flag status over the following five year period. The first park that the Council would aim to help to achieve green flag status would be Morton Stanley Park, which had been subject to a number of changes in recent years, including the introduction of a new café in the park. A submission would be made in the green flag process in January 2023 and it was likely that the outcome of this submission would be confirmed in September 2023.

Members also noted that the sixteenth recommendation referred to a feasibility study being undertaken in respect of the allotments and Officers were asked to confirm when this would take place and whether allotment holders would be consulted as part of the process. Officers advised that at a corporate level there was already work ongoing to review the allotments, taking into account the approach in place at other local authorities. Consideration would subsequently be given to a pilot project.

RESOLVED that

- 1) subject to amending paragraph 1.7 to add the line “including the role that social prescribing can play to support health and wellbeing”, the Leisure and Culture Strategy and its supporting documentation, the Arts and Culture Strategy and the Parks and Open Spaces Strategy, are endorsed; and**

Executive Committee

Tuesday, 25th October, 2022

- 2) that delegated authority is given to the Head of Planning, Regeneration and Leisure Services, following consultation with the Portfolio Holder for Leisure services, to implement the following Recommendations 1, 2,8,9,10,11,12 13,15,16,17,20,22,24,25, 40,41, 42,43,44,45,46 and 47 as set out in the Leisure and Culture Strategy.

70. CLIMATE CHANGE STRATEGY

The Head of Community and Housing Services presented the Climate Change Strategy / Carbon Reduction Implementation Plan for Members' consideration.

The Executive Committee was informed that the strategy would apply over the following three year period, although would be considered twice a year by the Climate Change Cross Party Working Group and would be reviewed annually. The strategy detailed how the Council was aiming to achieve net zero by 2040.

Following the presentation of the report, Members discussed the content and in doing so commented that the strategy was necessary in a context in which the country was increasingly experiencing extreme weather patterns and other impacts of climate change. Reference was made to recent work undertaken by Members who were also serving as County Councillors, in which Worcestershire County Council had been benchmarking its progress in tackling climate change and it was suggested that Redditch Borough Council was performing well compared to other local authorities in the country. Members also welcomed the transparency of the report, in terms of highlighting both action taken to date and forthcoming challenges.

During consideration of this item, reference was made to the Overview and Scrutiny Committee's pre-scrutiny of the report at a meeting held on 20th October 2022. At the meeting, reference had been made to actions, such as the installation of solar panels, which could help to reduce climate emissions. Members were asked to note that this would require action in relation to the Council's planning process which could be investigated further through work on the Local Plan. The Overview and Scrutiny Committee had concluded by endorsing the Climate Change

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Strategy and Action Plan and Members thanked the Committee for their contribution.

RECOMMENDED that

the Council's Carbon Reduction Strategy and Action Plan be endorsed and adopted.

71. VOLUNTARY BODIES SCHEME

The Head of Community and Housing Services presented a report on the subject of the Voluntary Bodies Scheme for Members' consideration.

The Executive Committee was advised that the Council's existing Voluntary Sector grants scheme was due to expire in March 2023. For the new scheme, Officers were proposing that the concessionary rents element of the existing scheme should be removed and that there should be a budget of £100,000 from which Voluntary and Community Sector (VCS) groups could apply for funding, together with a £50,000 grant for Financial Advice and Problem Solving. In addition, it was suggested that the income from the community lottery scheme should be allocated to the VCS grants budget.

A consultation exercise had been undertaken with VCS groups. In the feedback received from VCS organisations, it had been consistently reported that groups needed funding to help cover both core costs and the costs of delivering new projects. Four options had been identified for the VCS grants scheme moving forward and the feedback from VCS groups had indicated that the second option would be appreciated the most by the sector. This would entail implementing the proposed changes to the scheme, together with allowing two types of application to be submitted; the first for smaller grants valued at between £500 and £2,000 and the second for larger grants valued at over £2,000 up to £10,000.

During consideration of this item, reference was made to the Overview and Scrutiny Committee meeting held on 20th October 2022 at which the report had been pre-scrutinised. The Committee had concluded by recommending that the Council should adopt the second option. The Executive Committee discussed this recommendation and in doing so noted that this corresponded with

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the feedback that had been received from VCS organisations. Taking this into account, the value of the work delivered by VCS groups in the local community, and the potential additional flexibility that would be created from offering two different types of application, the Executive Committee also agreed to support the second option in the report.

RECOMMENDED that

- 1) the funding for the VCS Grants Scheme be agreed for a further three year period in line with option 2**

RESOLVED that

- 2) delegated authority be given to the Head of Community and Housing Services, following consultation with the Leader of the Council and Portfolio Holder for Planning, Economic Development, Commercialism and Partnerships, to agree a revised VCS Grants Policy in accordance with the proposals within this report.**

72. ASSET STRATEGY

The Head of Legal, Democratic and Property Services presented a report on the subject of the Council's Asset Disposal Strategy.

Members were advised that the Council needed to manage a range of assets in a way that supported the authority's strategic purposes and also achieved best value. Whilst the Energy Performance Regulations 2012 currently required all non-domestic rental buildings to have an Energy Performance Certificate (EPC) rating of E, by 2026 the Council would need to ensure all assets had an EPC rating of at least C and by 2030 they would need to achieve a B rating. Work was being undertaken by the Council to improve the EPC ratings of Council assets that were rented out. However, the financial costs and other wider considerations, such as the value of those assets, needed to be taken into account when determining how the assets should be managed and whether disposal would be appropriate.

During consideration of this item, Members noted that the Overview and Scrutiny Committee had pre-scrutinised the report at a meeting that took place on 20th October 2022. Members had endorsed the

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recommendation detailed in the report. In addition, a request had also been made by some Members of the Committee for all reports concerning the potential disposal of assets to be scrutinised by the Overview and Scrutiny Committee prior to a decision being taken by the Executive Committee. Members discussed this suggestion and in doing so noted that all of the business due to be transacted at meetings of the Executive Committee was advertised in advance on the Executive Committee's Work Programme, copies of which were considered at every meeting of the Overview and Scrutiny Committee. Members of the Overview and Scrutiny Committee could therefore identify items for pre-scrutiny, which could include items proposing the disposal of assets, on an ongoing basis.

Members subsequently discussed the content of the report and in doing so commented that the Council had a responsibility to ensure that the authority's assets were managed effectively. The condition of assets needed to be monitored and Members commented that if the condition deteriorated this could impact on the value of those assets.

RESOLVED that

the Asset Disposal Strategy be approved for implementation.

73. MEDIUM TERM FINANCIAL PLAN 2023/24 TO 2025/26 - UPDATE

The Interim Section 151 Officer presented an update on the Medium Term Financial Plan (MTFP) 2023/24 to 2025/26.

The Executive Committee was advised that the Council would run the MTFP process in two tranches in the build up to setting the budget in February 2023. The Council set an MTFP every year, which covered a three-year period, with the final Council Tax Resolutions being approved by Council in February.

Work on the budget was being undertaken in a challenging context, due to the following factors:

- Starting the process from an initial deficit position from the 2022/23 MTFP.
- This being the first year that the Government would start to pay for the Covid-19 pandemic.

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- The cost of living crisis.
- Changes at a national level, in respect of the Prime Minister and Cabinet.
- The Council having limited Reserves and Balances.

As such, it was considered prudent to split the budget process into two tranches. The initial tranche would seek to close as much of the deficit as possible using information known as at the end of September 2022 and seeking approval for those savings to be implemented at Council in January 2023. The second tranche would be considered after the Christmas break, which would be approved in February 2023. This would take into account the Local Government Settlement, the final detail for which was not due to be known until early January 2023.

The starting position for the 2023/24 MTFP, was to consider the three year “gap” that needed to be bridged for the Council’s budget to come back into a balanced sustainable position. The revised gap was because the MTFP had been rolled on a year to include 2025/26. During the period, the gap was expected to increase from £949,000 in 2023/24 to £1.04 million in 2025/26. In addition, there were unallocated savings in the existing MTFP. These would need to be addressed as part of the ongoing 2022/23 budget setting process and would be set out in the Q2 Finance and Performance Report.

The emerging national picture, including the expected settlement dates, remained unclear by the date of the Executive Committee meeting. There was the potential that clarity would be provided in the Chancellor’s statement on the 31st October 2022. Should this proceed on this date, it was likely that the Local Government Financial Settlement would be confirmed in the final week before Christmas, like previous years. There was also uncertainty about whether Councils would be offered a single year settlement or multiple year settlement. However, in the current national context, it was suggested that it might be better for Councils to have a single year settlement.

In reviewing the initial tranche, Officers had made a number of base assumptions, including the following:

- That Council Tax would increase by the maximum 1.99 per cent possible without triggering a local referendum and that

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there would be the ability to increase this by £104,000 from 2024/25.

- An assumption that there would be no growth in the business rates base. Members were asked to note that this was being reviewed in light of the post Covid-19 environment.
- An assumption that the Council would receive no New Homes Bonus (NHB) funding from 2023/24 onwards.
- An assumption there would be no local services grant from 2023/24 onwards
- Assumptions about the Local Government Pension Fund for Worcestershire, taking account of the latest triennial valuation which was received in September 2022.
- The severe impact of increasing inflation on Council budgets including:
 - the £1,925 proposed increase to staff wages, which would cost the Council an additional £928,000.
 - 10% inflation on contracts and transport, which would cost an additional £251,000.
 - An assumption that there would be at least a 200 per cent increase on utilities costs, representing an extra £1.14 million.
- Assumptions regarding increases to fees and charges of 10 per cent, with some exceptions, to cover increasing costs due to inflation.

From a strategic perspective, the Council had come into the 2023/24 budget process with a number of conflicting issues. These included:

- An ongoing budget deficit position from the 2022/23 MTFP of £1.0 million.
- Significant inflationary increases due to the cost of living crisis.
- Limited reserves to call on to reduce any deficit (the existing MTFP general fund balances were due to fall to £0.228 million by 2025/26 should no action be taken). Earmarked reserves were valued at just under £7 million.
- Increases in Council Tax had to be limited to 1.99 per cent or £5, which was significantly lower than the rate of inflation.

The Council needed to move to financial sustainability over the timescale of the next MTFP. Given the magnitude of the savings to be made, Members were informed that it was not prudent to expect the movement to sustainability to happen by 2023/24. However, the level of reserves and balances presently held suggested that

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moving to sustainability by 2025/26 would be too late and would leave inadequate resources for any emergency situations. As such, the strategy needed to move the Council to financial sustainability by the 2024/25 financial year.

To get to this position, there would be the need for investment and possibly the requirement to fund redundancies (both from reserves and balances). For both these requirements, there would be outputs from the Council having to implement changes to the way it operated in order to continue to be a viable entity going forward and this would take 18 months to implement fully.

Tranche two of the budget would adjust for any funding that the Government would provide and also look at other options to close any deficit should the Government settlement not bridge any resultant gap. Initiatives that would be assessed in tranche two, for which more time was required to analyse the individual options, included:

- Ensuring grants were maximised.
- Ensuring agency work reflected the income provided for its delivery.
- Minimisation of Bed and Breakfast temporary accommodation costs.
- Reviewing the effectiveness of the Council's largest contracts.
- Maximising the efficiency of the Council's refuse fleet.
- Reviewing the location and effectiveness of the Council's depot.
- Assessing the Council's leisure and cultural strategy in terms of affordability.
- Reviewing recharging mechanisms between Redditch Borough and Bromsgrove District Councils for appropriateness.
- Rationalisation of back office services as the Council increasingly made use of additional technology for service delivery.

Many of these initiatives would require investment, for which the only source of funding was reserves. Key areas of investment would be documentation of processes, investment in automation and robotic processes as well as possible redundancy costs arising from restructures.

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For tranche one, overall, the Council had identified £1.5 million of savings. This more than offset the £1.0 million budget deficit. However, when inflationary pressures, not including utilities costs, were added to the calculations, the Council moved to a deficit position of £599,000 which reduced to £125,000 over the three-year period. Officers were reviewing utilities costs separately, due to the potential for significant Government support to be made available in future. Should this not materialise, then the overall deficit position would increase to £1.7 million and then reduce to £1.3 million on present working assumptions.

The existing MTFP had anticipated that general fund balances would reduce from £2.292 million to £228,000 by 2024/25, should no action be taken to address the budget gap. However, this was not a sustainable level of general fund reserves and Members were advised that a level of 5 per cent of gross budget was usually advised, representing £2.5 million for Redditch Borough Council.

The Council also had earmarked reserves which were held for specific purposes. These earmarked reserves were valued at £6.666 million in total. All reserves would be reviewed for their ongoing applicability.

The Council, over a number of years, had not spent its capital programme allocations in year. A review had therefore been launched of all schemes that had not started, both from 2022/23 and from previous years, as well as schemes that had yet to start. This would assess deliverability and links to the Council's revised strategic purposes. Any scheme that had not yet started, unless this was grant funded or in receipt of S106 funding, would be required to rebid for funds as part of the 2023/24 budget process. There would be the need to add items to the capital programme (which would be finalised over the following couple of weeks) to include sums for ICT hardware, such as laptops and property maintenance budgets, and significant work was required to ensure energy efficiency compliance.

The priority in the capital programme was for the Council to spend its grant funding. By the date of the Executive Committee meeting, the Council was in receipt of the following capital grant funding:

- Towns Funding of £17.2 million.
- UK Shared Prosperity Funding (UKSPF) of £2.4 million.

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- A bid had been submitted for Levelling Up Funding of £20 million for the redevelopment of Matchborough and Winyates District Centres.

This funding was time limited, and all needed to be spent by 2026, except for funding for the UKSPF, which needed to be spent by 2025. Therefore, consideration needed to be given to what resources would be available to manage any significant capital spend above these schemes.

In terms of the robustness statement for the Council, the MTFP highlighted that the current financial position was untenable without some form of intervention. Whilst a balanced budget for 2022/23 was approved with the use of reserves and balances in February 2022, the Council was forecasting a £1.7 million overspend in 2023/24, due to the additional demands placed on the authority by the present rates of inflation, which in turn would require the Council to utilise the remaining available reserves and balances to fund these pressures unless other action was taken.

Given all the uncertainty, Officers had made assumptions based on the best available information to the Council at the time. Work would continue in validating all assumptions, robustly challenging estimates and ensuring the delivery of existing saving plans. Updates would also be included in tranche two of the MTFP and balanced budget setting process.

Following the presentation of the report, Members discussed the content and as part of this process commented that developments at a national level were clearly having a significant impact on the Council's financial position as well as the potential to plan for the future. The Executive Committee noted that it was the collective responsibility of all Portfolio Holders to work closely with their lead Heads of Service to identify further savings that could be made. Members also concurred that, given the number of variables and the level of uncertainty, a one year settlement from the Government would be preferable at this time.

RESOLVED

- 1) **that the inputs into the Council's Medium Term Financial Plan as at the start of October 2022, and the associated risks and opportunities, be endorsed;**

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- 2) to note that these inputs have been used, along with the 2022/23-24/25 Medium Term Financial Plan agreed by Council in February 2022, to project an initial “gap” to be closed;
- 3) to note that an initial tranche of savings proposals, as set out in the associated Savings Proposal Document, was published on the 16th October and any feedback will be considered by Executive Committee in December 2022 and at Council in January 2023; and
- 4) to note that tranche two of this process will add further information such as the Local Government Settlement to give a final financial position for the Council.

74. FEES AND CHARGES 2023/24

The Interim Section 151 Officer presented the Fees and Charges 2023/24 report for the Executive Committee’s consideration.

Members were informed that the MTFP was being prepared on the basis that additional income would be generated from fees and charges. The process being followed for the review of income to be realised from 1st April 2023 included an assessment of each fee to identify how it met the Council’s strategic purposes and the level of increase that was proposed as well as taking account of present economic conditions, including inflation running at over 10 per cent. The levels of increase had been based on a robust estimate of the impact of cost increases and demand within the services and the Council’s overall financial position. This included assessing the affordability of any of these increases to residents and customers.

The Council’s proposal was to increase all fees and charges by 10 per cent, with some exceptions. The 10 per cent increase had been applied to contributions and fees and charges budgets and not to Income from Service Level Agreements (SLAs), not to the Lifeline Service, where charges were set statutorily, and not to Regulatory Services, where a 5 per cent increase to fees had been proposed for all Councils forming part of Worcestershire Regulatory Services (WRS) to ensure consistency across the county. In addition, higher increases were proposed for Dial a Ride and Shopmobility, at 35 per cent.

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The estimated growth in income generated from the proposed increases would rise from £339,000 in 2022/23 to £342,000 in 2025/26. Should these increases be agreed, these figures would be incorporated into the first tranche of the MTFP. Increases did not apply to the Housing Revenue Account (HRA) Rents, which would be addressed in a separate report later in the municipal year.

Following the presentation of the report, Members discussed the proposal to increase fees and charges in general by 10 per cent, with a few exceptions. Members commented that there was the potential in some cases that a 10 per cent increase might not cover the Council's costs involved in delivering those services, given the potential impact of inflation. Officers were urged to review fees and charges carefully on an ongoing basis and to report back to Members should further increases to fees be required.

RECOMMENDED that

all of the proposed fees and charges for 2023/24 be approved.

75. QUARTERLY RISK UPDATE

The Interim Section 151 Officer presented the Quarterly Risk Update report for Members' consideration.

The Executive Committee was informed that progress had been made in relation to the initial action plan for risk management that had been considered by the Audit, Governance and Standards and the Executive Committees in July. This included:

- An initial Officer Risk Board meeting had taken place on 8th April 2022 and two further meetings had taken place on 22nd June and the 21st September, helping to embed the process.
- Each department had nominated a representative to a Council Risk Board. These representatives met on a quarterly basis and reported back to their management teams.
- Each department was due to complete an updated Risk Register by April. This report would be the second update of the Risk Register, following initial re-baselining in April 2022.
- The Audit, Governance and Standards Committee, at a meeting in April 2022, had received a verbal update on progress. Subsequently, the Committee had reviewed the Risk

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Register in July 2022 and was due to receive a further update in October. These reports had also been presented for the consideration of the Executive Committee.

- The Corporate Management Team (CMT) had been updated at a meeting on 13th April 2022 on progress and were presented with an initial draft Corporate Risk Register.
- The Officer Group was updating the Risk Register and formally reporting to CMT on this subject on a quarterly basis. These quarterly updates had happened on the 29th June and the 28th September 2022.

The total number of departmental risks had reduced from 96, as reported previously, to 83 by the end of September 2022. There remained some risks that were considered to be more concerning. This included:

- Performance data for the Revenues team was not considered to be robust.
- Failure to identify, maintain and test adequate disaster recovery arrangements for IT software.
- The system functionality for managing records from an ICT perspective.
- Within Housing, a failure to meet Care Quality Commission (CQC) requirements at St David's House.

All the items on the Risk Register had been reviewed by the risk champions and respective Departmental Management Teams in each Service Area, as required by the Risk Board. Risks were being reviewed departmentally on a monthly basis across all services (with one exception in August 2022). Service representatives continued to challenge individual items to ensure that all controls and assurances were properly monitored and assured.

The Officer Risk Board had reviewed risks using a new definition of what constituted a corporate risk. These corporate risks had also been reviewed by CMT, and one extra corporate risk had been added since the previous review of the risk register. This related to risks involved in the delivery of the Levelling Up, UKSPF and Town's Fund projects within the timescales set by the Government. Members were asked to note that many Councils were competing for the same contractors to deliver these works in tight timescales and this could impact on the feasibility of meeting those deadlines.

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Members welcomed the report and the work that had been undertaken by the Council in respect of risk management during the year. Reference was made to the availability of contractors to work on large infrastructure projects and Members suggested that demand had potentially peaked and was even starting to decline, which might make it easier for the Council to secure contractors to deliver works in the timescales required by the Government.

RESOLVED that

- 1) the present list of Corporate Risks be approved; and**
- 2) the progress made on the Action Plan approved by CMT on the 16th March 2022 be noted.**

76. OVERVIEW AND SCRUTINY COMMITTEE

The Executive Committee was advised that there were no minutes from the Overview and Scrutiny Committee for consideration on this occasion.

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

The Chair confirmed that there were no referrals from either the Overview and Scrutiny Committee or any of the Executive Advisory Panels on this occasion.

78. ADVISORY PANELS - UPDATE REPORT

The following verbal updates were provided on the Executive Advisory Panels and other groups:

- a) Climate Change Cross Party Working Group – Chair, Councillor Anthony Lovell

Councillor Lovell explained that he was hoping to arrange for a meeting of the Climate Change Cross Party Working Group to take place shortly. During this meeting, Members would be invited to consider further information about the climate change implications of the planning process.

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

The Executive Committee was advised that a meeting of the Constitutional Review Working Party was in the process of being organised and it was likely that this would take place in November 2022.

- c) Corporate Parenting Board – Council Representative, Councillor Nyear Nazir

Councillor Nazir confirmed that there were no updates from the Corporate Parenting Board on this occasion.

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

Councillor Dormer explained that the latest meeting of the Member Support Steering Group had had to be rescheduled as it had not been quorate on 13th October 2022. The meeting was now due to take place on 3rd November 2022.

- e) Planning Advisory Panel – Chair, Councillor Matthew Dormer

Members were informed that there had been no meetings of the Planning Advisory Panel since the previous meeting of the Executive Committee.

The Meeting commenced at 6.30 pm
and closed at 7.41 pm

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CARBON REDUCTION STRATEGY AND ACTION PLAN

Relevant Portfolio Holder		Councillor Anthony Lovell
Portfolio Holder Consulted		Yes
Relevant Head of Service		Judith Willis, Guy Revans
Report Author	Name: Judith Willis Job Title: Head of Community and Housing Services Contact email: Judith.willis@bromsgroveandredditch.gov.uk Contact Tel: Ext 3348	
Wards Affected		No specific ward relevance.
Ward Councillor(s) consulted		N/A
Relevant Strategic Purpose(s)		Communities which are safe, well maintained & green
Non-Key Decision		
If you have any questions about this report, please contact the report author in advance of the meeting.		

1. RECOMMENDATIONS

The Executive RECOMMEND that

The Council's Carbon Reduction Strategy and Action Plan be endorsed and adopted

2. BACKGROUND

2.1. Globally, governments have committed to keep within a 1.5°C increase in temperature to avoid catastrophic impacts from climate change. The UK Government has committed to Net Zero by 2050.

2.2 Redditch Borough Council has a significant role to play in taking and influencing action on climate change due to the services it delivers, the regulatory functions, strategic functions, procurement powers and responsibilities as a major employer. Evidence supports that Redditch Borough Council should make carbon reduction key to what it does as a council to support national, regional & local targets.

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- 2.3 Redditch Borough Council declared a climate emergency at Council on 24th July 2019. On declaration of a climate emergency, an LA is affirming that it will place the Climate Emergency at the centre of its decision-making process. LA's are then expected to develop carbon reduction targets and action plans to assist in the reduction of carbon emissions, from their own council functions and, using their sphere of influence.
- 2.4 Each of the council's service areas have contributed to the Carbon Reduction Strategy and Action Plan (attached as Appendix 1) in order to produce 'carbon reduction pathways'. Through this approach carbon reduction will become 'business as usual' and truly embedded throughout the organisation.
- 2.5 The views of residents and partners are reflected in this plan and they have helped to shape the actions that we are going to take. Redditch Borough Council undertook a residents consultation in 2020 and a partners consultation in 2021 to gather an understanding of how our residents and partners wanted us to react to the climate emergency. Questions were asked around energy, renewables, travel, transport, biodiversity and land management. The consultation ran online and was very successful with nearly 500 responses in Redditch.

3. **FINANCIAL IMPLICATIONS**

- 3.1 The strategic objectives and projects outlined in the strategy and action plan will require financial and resource investment to be made to achieve carbon reduction. In some instances this may lead to longer term savings e.g. reduction in energy consumption costs.
- 3.2 Delivery of this strategy and Implementation plan will need to be properly managed with both project management and service support. Whilst we currently have a climate change officer in post who covers both Redditch and Bromsgrove, it is acknowledged that given the importance of this area of work additional staffing resources are required at a more strategic level. The Climate Change Officer is currently supported by an Environmental Policy and Awareness Officer, with both posts shared across both Redditch and Bromsgrove Councils. The latter post has been assisting greatly with this agenda but it is likely this postholder will be required to return fully to Environmental Services in light of the major changes to waste services that will be required over the next few years, as a result of the Environmental Act 2021 and the government's Waste and Resources Strategy 2018. The additional staffing resource required to deliver this agenda will form part of the financial budget bid process later this year.

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- 3.3 All projects and proposals detailed in the action plan that are not currently resourced and which have financial implications, will be subject to business plans which including all of the financial requirements (staffing costs and all revenue and capital resources) which will be considered and require endorsement via the appropriate decision-making processes.
- 3.4 The 3 year Implementation plan identifies that the latest carbon emission figure for Redditch Borough Council is 1,746 tonnes.. In order to reach an interim target of 50% by 2030 we will need to reduce our emissions by approximately 110 tonnes of carbon dioxide per year. To achieve net zero in the remaining 10 years to 2040 we will need a target of approximately 87 tonnes of savings per year. Officers will work on proposals to close this gap with initiatives needing to be fully costed and included in the medium term financial strategy. In addition, closing this gap will be a key factor in reviewing the Strategy and Implementation Plan in 2025 and addressing this in the next 3 year Strategy

4. LEGAL IMPLICATIONS

- 4.1 The Climate Change Act 2008 sets the legally binding UK-wide target to achieve net-zero carbon emissions by 2050.
- 4.2 The Environment Act, 2021, acts as the UK's new framework of environmental protection. The Act provides the Government with powers to set new binding targets, including for air quality, water, biodiversity, and waste reduction.
- 4.3 As a requirement of the Climate Change Act, the government published the Clean Growth Strategy in October 2017. This strategy has two key aims: To meet domestic emissions reduction commitments at the lowest possible net cost to UK taxpayers, consumers and businesses; and to maximise the social and economic benefits for the UK of doing so.
- 4.4 The Home Energy Conservation Act 1995, obliges us to submit biennial reports setting out the practical, cost-effective measures, which are likely to significantly improve the energy efficiency of residential accommodation in our area.
- 4.5 Chapter 14 of the National Planning Policy Framework covers meeting the challenge of climate change.

5. STRATEGIC PURPOSES - IMPLICATIONS

Relevant Strategic Purposes

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- 5.1 The Strategy and Action Plan support the Council's strategic purpose of 'Communities which are safe, well maintained & green'. In addition, it underpins the green thread that runs through the Council Plan and supports the delivery of achieving carbon reduction across council services. It also contributes to each of the Council's four other Strategic Purposes all of which have measures that support climate change initiatives.
- 5.2 It is recognised that the Council needs to concentrate on areas of work that will deliver the highest levels of carbon reduction. The strategy and action plan detail these areas but also acknowledges other actions of lower importance from a carbon reduction point of view, but which contribute to the overall greening of the authority.
- 5.3 In addition to the Strategic purposes, the Council's Plan also sets out its organisational priorities, and within a sustainability framework a requirement on any review of services to understand how we can adapt to climate change. The development of this Strategy supports this action.
- 5.4 To deliver on the Council's declaration of a climate emergency, it will be essential that carbon reduction projects are prioritised. Further that there is Officer capacity to deliver on the Strategy's Action Plan and the ability to secure appropriate grants and sufficient resources to deliver the targets.

6. Climate Change Implications

- 6.1 This Strategy is specifically to achieve carbon reduction and net zero for our internal activities. Further, the Strategy also identifies our influencing role in supporting the reduction of carbon emissions from other organisations eg our contractors.
- 6.2 The Section on Measuring and Setting Emissions Targets in the Strategy outlines the targets to be achieved to ensure net zero by 2040. The Strategy is key to addressing Climate Change. The Strategy and action plan seek to deliver a 50% reduction by 2030 and 100% by 2040. As part of our current work to establish a figure for the council's activities we have arrived at an estimated figure of 1,746 tonnes of carbon emissions per year for 2021. In order to reach an interim target of 50% by 2030 we will need to reduce our emissions by approximately 110 tonnes of carbon per year. To achieve net zero in the remaining 10 years to 2040 we will need a target of approximately 87 tonnes per year.
- 6.3 The Council was able to achieve radical change in response to a pandemic by the many actions taken and so there is every opportunity to

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respond and develop our actions in response to global warming and biodiversity collapse

7. OTHER IMPLICATIONS

Equalities and Diversity Implications

- 7.1 Any equality implications of carbon reduction proposals changing will be considered on a project by project basis through the use of Equality Assessments, if required.

Operational Implications

- 7.2 The proposals set out in the Action Plan will require changes to or new ways of working and operating by service areas. Any operational changes brought about as a consequence will be considered in the business case for each project and as part of any project planning.
- 7.3 This Strategy and Action Plan will be our route map to 'net zero' for our internal activities. It also highlights where we are trying to influence the reduction of carbon emissions from other places outside the council's activities.
- 7.4 This plan will be refreshed every 3 years, and reviewed annually. Progress against targets will be reviewed twice a year and by the Climate Change Panel and annually by Executive.
- 7.5 The key actions of the strategy and action plan will provide the focus, steer and priority for the Climate change Panel for the next 3 years.

7. RISK MANAGEMENT

- 7.1 The Strategy sets out the Council's plan to achieve net zero by 2040. This target will only be achieved if all services deliver on the actions set out in the Strategy over the next three years and beyond.
- 7.2 To ensure the actions are implemented the Strategy will be reviewed a by an Internal Officer Group and the Climate Change Panel will receive regular reports on progress and at least twice yearly.
- 7.3 Failure to provide adequate resources will mean an increased risk that the strategy and action plan will not be delivered.

8. APPENDICES and BACKGROUND PAPERS

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Appendix 1 – Carbon Reduction Strategy and Action Plan 2022-2025

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr Anthony Lovell Portfolio Holder for Climate Change	4.10.2022
Lead Director / Head of Service	Judith Willis Head of Community & Housing Services Guy Revans Head of Environmental and Housing Property Services	16.08.22
Financial Services	Peter Carpenter Interim Director of Finance	17.08.22
Legal Services	Clare Flanagan Principal Solicitor	16.08.22
Policy Team	Deb Poole Head of Transformation, Organisational Development & Digital Services	18.08.22
Climate Change Officer	Kath Manning Climate Change Officer	16.08.22

04/10/2022

Redditch Borough Council Carbon Reduction Strategy & Implementation Plan V4.4



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Background & Introduction

Globally, governments have committed to keep within 1.5°C increase in temperature to avoid catastrophic impacts from climate change¹. UK Government has committed to Net Zero by 2050. Local Authorities (LA's) are key in taking and influencing action on climate change due to the services they deliver, their regulatory functions, strategic functions, procurement powers and responsibilities as social landlords and major employers. This evidence supports that Redditch Borough Council should make carbon reduction key to what we do as a council.

Redditch Borough Council declared a climate emergency in 2019. On declaration of a climate emergency, an LA is affirming it will place the Climate Emergency at the centre of its decision-making process. LA's are then expected to develop carbon reduction targets and Implementation plans to assist in the reduction of carbon emissions, from their own council functions and, using their sphere of influence.

Our thanks go to Alex Pearson from Nottingham City Council and the Midlands Net Zero Hub for his support and work authoring this document.

This plan will be refreshed every 3 years, and reviewed annually.
Progress against targets will be reviewed twice a year.

Climate Change is a very real and existing threat and is no longer an issue we can afford to ignore. Redditch Borough Council has acknowledged the climate and environmental crisis declaring a climate emergency.

Our outline Climate Change Strategy and Action Plan sets out how we will work collaboratively, to protect our future together in the uncertain times ahead.

To achieve our target date of carbon neutrality, we need to radically rethink how we live, work and invest in the Borough. To do this we have to work effectively.

We therefore call on you, as people who live, work, visit and invest in our borough, to join us in creating a Redditch Borough that is resilient to the impacts of climate change and work towards a zero carbon, sustainable future for all.

Councillor Anthony Lovell, Portfolio Holder



Figure 2 Kevin Dicks - Chief Executive, Bromsgrove & Redditch Councils



Figure 1 Councillor Anthony Lovell, Portfolio Holder - Climate Change

Commitment & Integration

Background: The council is committed to carbon reduction through its declaration of a climate emergency in 2019. Our commitment to reducing our carbon emissions and influencing the reduction of local carbon emissions goes hand in hand with the 'net zero by 2050' target set by the UK Government, a goal that requires us and all sectors to pull together to achieve.

What we are currently doing? We have embarked on a journey of delivering Carbon Literacy Training to our Staff and Councillors and this will put climate action into the hands of everyone and can deliver between 5-15% real carbon savings per individual. Each of the council's service areas has contributed to this plan in order to produce 'carbon reduction pathways'. Through this approach carbon reduction will become 'business as usual' and truly embedded throughout the organisation. The Council employs a Climate Change and Energy Support Officer currently supported by an Environmental Policy and Awareness Officer, these posts are shared across both Bromsgrove & Redditch Councils. Each service area in Redditch Borough Council has been involved in the formulation of this plan and are committed to delivering the actions in the implementation plan.

What further actions are we going to take? This Plan will be our route map to 'net zero' for our internal activities. It will also highlight where we are trying to influence the reduction of carbon emissions from other places outside the council's activities.

The views of residents and partners are reflected in this plan and they have helped to shape the actions that we are going to take. We are committed to considering the environmental impact of our decisions as a council at every stage.

Our implementation plan (forming part of this strategy) will deliver real and quantifiable carbon reductions. This strategy will be monitored twice yearly by the Climate Change Panel within the council with annual progress reports being sent to the Executive committee. Key to the delivery of this strategy is the integration of plan objectives and targets with every aspect of council service delivery. To this end a collaborative approach involving all heads of service and their teams has been taken. We will link this strategy to corporate performance indicators, and provide a specific 'project based' focus for the council.

Our Key Successes and Top Five Future Actions

Key successes: The council has been successful in securing funding through to install new more efficient glazing, better heating controls and a heat pump at the town hall. When this project is completed over 100 tonnes of carbon emissions will be saved per year. Over the past year the council has also participated in a 'micro mobility trial' seeing hi tech electric scooters available for hire by Redditch residents. The crematorium has been supplying surplus heat to the Abbey Stadium leisure centre for nearly 10 years now, saving both costs and carbon emissions from the sports facility. Greenlands business centre has also received funding in order to improve the fabric of the building and install a low carbon heating system. We will be looking to continue these successes with similar projects as shown in the table below.

Top five future actions:

Measure	Estimated Saving in tonnes CO ₂	Service area	Target Completion Date / Review Date
Assess low carbon fleet fuel options	486	Environmental Services	Review Spring 2023, completion of fuel switch 2040
Refurbish Crossgates depot to include renewable energy & resource efficiency	100	Environmental & Housing Property Services / Legal, Democratic & Property Services	June 2023 for review
Apply for funding to improve energy efficiency of the council's housing stock	250	Community & Housing Services	June 2023 for completion of some funded schemes
Set up a rolling programme of works to improve energy efficiency / renewable generation in the buildings with the highest consumption	100	Legal, Democratic & Property Services	Various deadlines for applications to the Salix funding scheme
Work with Rubicon leisure to further reduce carbon emissions at Abbey Stadium, Needle museum & Forge Mill visitor centre	66	Legal, Democratic & Property Services	Dec 2025

Partnership Working

Background: In order to deliver this it is vital that we work closely with our partners, in order to reduce the carbon emissions of the district as a whole. The council's own emissions are a small part of the overall figure and it is important that we use our sphere of influence to encourage others to address their own emissions. Shared learning is a powerful tool to enable carbon reduction and the council can both learn from and influence a wide range of stakeholders across the Borough. The council can also benefit from partnership working with county, regional and national organisations by seeking out and engaging the support that may be available.

What are we currently doing? We currently work closely on a borough level with partners such as 'Rubicon Leisure' who run our sports and leisure facilities. Rubicon Leisure have benefitted from council led actions to reduce energy usage at sites such as Abbey Stadium where waste heat from the crematorium makes a meaningful contribution to the facility's annual energy needs. Our Housing team work closely with Act on Energy, an energy advice charity - to advise tenants on the best ways to cut carbon and reduce bills. Our 'Local plan' will ensure that new developments meet new higher standards for building efficiency. We work closely with the county council to ensure that homes and businesses can benefit from the advice and grants that are made available through the sustainability team. The council is also part of the Joint Worcestershire and Herefordshire Waste Partnership group working towards waste reduction and better waste management across the county. We are also working closely with Worcestershire Regulatory Services to promote Electric Taxi's through the licencing system. Another county wide organisation that we enjoy a close working relationship with is the Local Enterprise Partnership and some of the targets set in this strategy reflect the LEP Energy Strategy of 2019. On a regional level we work with the Midlands Net Zero Hub on several carbon reduction projects (some of which form part of the implementation plan), the West Midlands Combined Authority, and Sustainability West Midlands. On a national Level we have recently worked with the Energy Saving Trust to look at carbon reduction options across our vehicle fleet.

What further actions are we going to take? Redditch Borough Council will continue to work with local, regional & national partners to share learning, refine our carbon reduction plans and make the best possible use of funding opportunities. We will investigate opportunities for carbon reduction with our suppliers and delivery partners whilst ensuring that our carbon reduction strategy is in line with the other Worcestershire district councils. We will work with Worcestershire Regulatory Services to investigate how we might develop street trading policy to encourage low carbon and sustainable trades to operate in the local area. We will also continue to explore options with Worcestershire County Council & local businesses to encourage walking and cycling to work.

Community Engagement & Communication

Background: The residents of Redditch have expressed a wish for their council to address the climate emergency and lead the way through carbon reduction. A recent survey indicated that 85% of residents are concerned about climate change and the impact it is having and 76% told us that dealing with climate change should be a key priority for the Council.

What we are currently doing? Carbon reduction has a dedicated webpage on the council's site and there is consistent messaging around waste & Recycling. Community engagement events are held regularly on a diverse range of subjects relating to energy, waste & environment. The green fair & 'fun-day' is a key event to communicate the message of a low carbon future to the wider community and 2022 will see the return of this popular event in Arrow Valley Country Park. Within the council a regular electronic internal staff newsletter is used when there is news relating to carbon savings projects that staff should be aware of.

What further actions are we going to take? All service areas will have Email footers promoting carbon saving and resource reduction, we will update our website more regularly with news on carbon reduction in addition to regular e-mail newsletters and a refreshed social media policy. Develop a communications plan to promote biodiversity and land management actions within the authority and engage residents in conversations around increasing biodiversity in the residential settings, and the importance of biodiversity in relation to climate change. There are also opportunities at Arrow Valley Country Park to engage with the public on carbon reduction issues and we will work with our partner Rubicon Leisure to explore options. We will apply for funding to install further renewable technologies on the building in the park that serves as a visitor centre. Our housing teams will apply for funding to ensure that the council owned housing stock is as efficient as possible – taking carbon saving to the heart of the community. We will include energy efficiency advice in 'tenant packs' for householders moving into council housing in addition to information on waste & recycling. We will also seek to learn from other comparable local authorities in order to make the most of the opportunity presented by the 'Green Fair'.

Co – benefits

Co-benefits of Climate Action



Health

- Addressing **air quality**, **mental health**, lifestyle **diseases** (heart disease, diabetes etc).
- Less pressure on the **NHS**.



Jobs & Economy

- New **green jobs**.
- E.g. to **create** and **build** the necessary **infrastructure**, and to maintain new services.



Equity & Community

- Safe, prosperous communities **for all**, regardless of status, wealth, race, religion etc.
- **Accessibility** and mobility for residents.



Co-benefits of Climate Action



Green space

- Increased area or access to **green space**.
- Green spaces include **tree planting** but can also be created in less obvious projects.



Resilience

- The ability to **prepare**, **recover** and **adapt** to climate impacts.
- This can be related to **extreme weather** events, access to **resources**, economic recovery etc.



Council capacity

- Climate actions that **raise money** for the **council**.
- These additional funds can be spent on other **green initiatives**.



Background: Co benefits can be described as an outcome linked to a carbon reduction action. An example could be cleaner air in a town centre as a benefit of the adoption of zero emission vehicles, or financial benefits accruing to the council as a result of energy efficiency measures. Co benefits can also be related to habitat creation and improved access to existing green spaces, development of the low carbon economy, skills and training or job creation and retention.

What we are currently doing? We are making use of our open spaces such as Arrow Valley Country Park to promote health and well-being through our cultural and leisure services in order to lift levels of physical activity. We are also delivering efficiency improvements to council owned housing stock and sheltered accommodation through a government funded scheme, which will improve living standards for the tenants and help reduce fuel poverty.

What further actions are we going to take? Clean air is an important co benefit associated with low and zero carbon transportation and we will continue to evaluate the most appropriate size and location of electric vehicle charge points. The council will examine the type of fuel used in its fleet vehicles in order to build on work commissioned from the Energy Savings Trust to assess the current fleet and provide guidance. Further the Council will promote reduced use of cars through active travel initiatives as part of its Leisure Strategy. If the council is successful in securing government funding for the retrofit of council housing stock, 200 households per year will see their living standards improved through energy and resource efficiency. Our new Parks Strategy will provide opportunities for further health & well-being co-benefits to the wider community through the use of our open spaces. The council will also look to use a standardised method of assessing co benefits to help inform investment decisions in the future. We will also assess how we can better signpost business to available funding in order to stimulate and grow the green economy within the Borough of Redditch.

Equality, Diversity & Inclusion

Background: Carbon reduction and social justice have historically gone hand in hand in support of the United Nations Sustainable development goals. Green spaces are open to all residents and facilities will continue to be improved. Through the Boroughs social housing it will be ensured that low carbon technologies and energy saving will not be the privilege of a select few.

What we are currently doing? As an employer and deliverer of services, **Redditch Borough Council** has stated in its Equality Strategy 2022-2026 that it is committed to eliminating unlawful discrimination, promoting equal opportunities and fostering good relations between people from all communities.

What further actions are we going to take? We can align our equality strategy with the United Nations Sustainable development goals, when the review occurs in 2026. We will work with local training providers to ensure that opportunities in the green economy are available to all. Redditch Borough Council will ensure that where funding is available to support green entrepreneurs from all backgrounds, it will be effectively applied.



Ecological emergency

Background: The natural environment is vital to the health and wellbeing of society and provides 'eco system services' to regulate our environment, produce clean air and pollinate our crops. An ecological emergency is when the natural environment has been damaged and the ability to provide 'eco system services is reduced'. The ecological and climate emergencies are linked. Significant carbon dioxide emissions are caused by land use change, which is also a key driver for ecological loss. The interdependencies between the species in the natural world are not all fully understood and it is vital that we act to protect bio-diversity on a local, national and global level.

The borough of Redditch contains several areas of land ranked moderate to high value for conservation and wildlife. Corridors of land linking these areas are also important for the ecology of the area. In areas where the public has access co benefits such as improved health and well-being should be considered and opportunities explored.

What are we currently doing? Redditch Borough Council works closely with Worcestershire County Council to manage sites for wildlife where possible. Currently we are implementing new management techniques for road verges in certain agreed areas, this allows native species to flourish and set seed, whilst providing a useful wildlife corridor and habitat for pollinators. We also have a Water courses and wildlife scheme of work managing land to reduce flooding and improve diversity. Our woodland management plan ensures that individual trees and wooded areas are maintained across the borough. The council has been communicating this policy through a dedicated web page and newsletter, in order to keep the public informed.

What further actions are we going to take? Conduct a survey of council sites for wildlife, continue and expand wild verges policy. and ensure. We could also investigate the use of urban space for living walls, and investigate opportunities for local carbon offsetting through tree planting and habitat creation. We will ensure that any such schemes are appropriate and do not degrade the biodiversity value of the existing land. We will look to ensure that the right species in the right place will enhance bio-diversity in the local area. Communicating policies to protect the natural environment is key to public acceptance. The Council will develop a communications plan to promote biodiversity and land management actions within the authority. Where new facilities are planned we will include habitat creation and biodiversity from the start. Where landscapes and habitat areas are managed by the council we will look to eliminate petrol powered hand tools such as strimmers and chainsaws as soon as is practicable. The Council will ensure that new developments include biodiversity net gain. Amongst other things this means that if flora or fauna is to be lost from a site to enable development to occur, the biodiversity lost on site will be more than compensated off site, so that in biodiversity terms there is a net gain. So, for example a tree lost due to development would have to be replaced elsewhere in the Borough or biodiversity net gain provided in some other way. The Council via its parks could be a receiver of biodiversity net gain opportunities and the developer would be expected to make a contribution to the council for related management costs.

Education skills and training

Background: High quality jobs in the growing 'clean tech' sector will ensure that the borough of Redditch remains an attractive place for people to live and work. It is vital that we support our further education establishments to deliver high quality vocational training to our young people and those who wish to retrain for roles in the 'Low carbon economy'. The 'heart of Worcestershire College' has a campus in Redditch and there are opportunities for local companies to provide apprenticeship places through national, regional and county wide schemes.

What are we currently doing? We are working with the Midlands Net Zero Hub to understand the findings of their 'Low carbon Goods & Services' study of Worcestershire. Potential skills gaps have been identified that our local further education providers could help resolve. We work with the colleges through the Redditch Partnership Executive Group, Redditch Towns Deal Board and both the Greater Birmingham & Solihull Local Enterprise Partnership and the Worcestershire Local Enterprise Partnership on the skills agenda.

What further actions are we going to take? As part of the Towns Deal funding we are considering establishing a 'Youth council' to cover the issues surrounding climate change and ensuring that training is available for the future skills required for the low carbon economy in Redditch. We will work closely with further education training providers and both local enterprise partnerships to ensure that any new suitable funding streams can be sign posted. We will also continue to work with the Midlands Net Zero Hub to make use of the findings in the Low Carbon Goods and services report.

Governance, Development & Funding

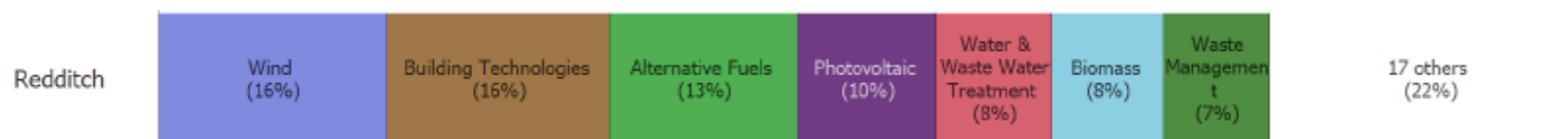
Background: The climate emergency declaration means that the current governance structure of the council is used to provide direction and oversee delivery of low and zero carbon initiatives. Carbon reduction projects are currently developed within the council and resourced through existing service areas. To make the best use of council resources, other funds are sought in order to maximise carbon savings. Government funding for decarbonising homes and buildings becomes available periodically in funding 'rounds'. In addition to these funds from central government there are regional and county administered schemes that the council is able to make use of. There are also investment opportunities in areas such as renewable heat and power generation through joint ventures and direct investment.

What are we currently doing? Currently many of our community buildings and sheltered accommodation are benefitting from solar panels on the roof and other efficiency measures. The council has also been successful in securing over £1million from the Public Sector Decarbonisation Scheme for Redditch town hall and Greenlands Business Centre. There are over 200 tonnes of carbon savings per year associated with these projects. The council was also successful in bids for funding to improve its housing stock under the Local Authority Delivery Scheme (LADS) and this will not only yield carbon reductions but improve health and well-being for the residents.

What further actions are we going to take? The governance required to deliver this plan will be provided by the Climate Change Panel in order to monitor progress against targets and evaluate potential new projects, before submission to the Executive Committee. The council will ensure that it is in a position to take advantage of future funding opportunities by maintaining a pipeline of suitable projects, the steering group will have a role to play in recommending schemes and projects to the Executive, particularly where there is a resource implication. Where projects are funded directly through council resources, a measure of best value for carbon reduction will be applied in conjunction with affordability to ensure the most efficient and effective use of council resources.

Low Carbon Economy

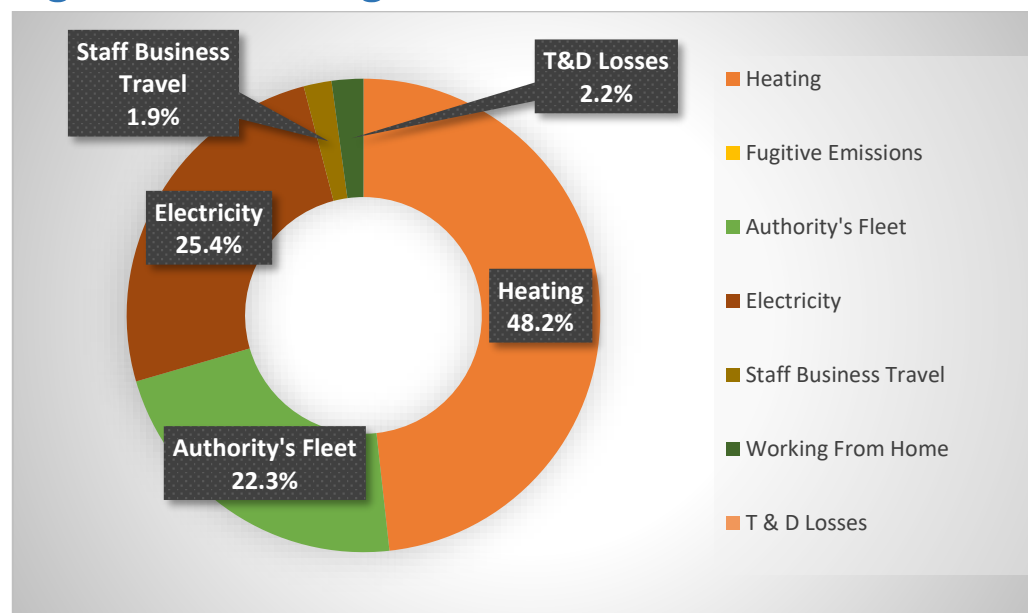
Background: The borough of Redditch has 17% of the overall Worcestershire sales figure for the low carbon economy. Redditch also has 25% of the companies engaged in this sector, and 14% of the total number of this sectors employees. The low carbon economy in Redditch grew by 14.6% in 2019/20 and employs 1,388 people across the borough. A breakdown of the local low carbon economy is shown below:



What are we currently doing? The economic strategy for Redditch is delivered by North Worcestershire Economic Development and Regeneration. Appropriate grants administered by the County Council and others are signposted to local businesses. Both Worcestershire Local Enterprise Partnership and Greater Birmingham & Solihull Local Enterprise Partnerships have growth hubs that cover the area.

What further actions are we going to take? At present the low carbon economy does not feature in the 'North Worcestershire Economic Growth Strategy' document and when this strategy is reviewed, the opportunity will be taken to include the findings of the Midlands Net Zero Hub 'low Carbon Economy Goods & Services report'.

Measuring and setting emissions targets



A breakdown of the council's current carbon emissions is shown above

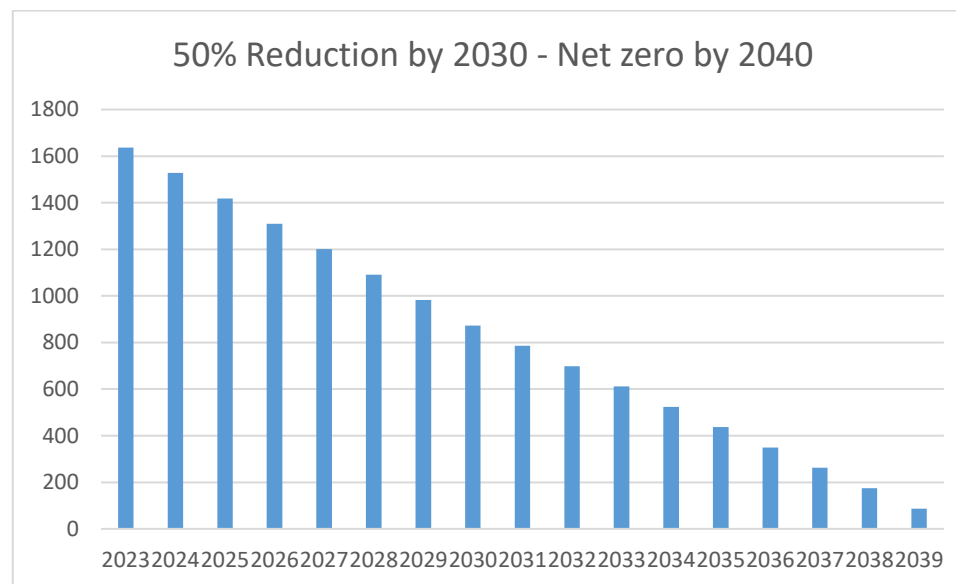
Background: Official carbon emission figures for the Borough of Redditch are currently available from the department of Business Energy & Industrial Strategy (BEIS). These figures are for the activities that take place within the borough, the totals represent both the direct emissions from the activities of the council and the emissions that the council has influence over. All councils must be 'net zero' by 2050, this means that direct emissions from services must be as low as possible and the remaining emissions are likely to require 'offsetting'.

What are we currently doing? Redditch Borough Council is working hard to quantify and understand the emissions associated with our activities. By using the latest data resulting from this exercise we can set meaningful targets that inform our implementation plan and lead to effective carbon reduction projects and measures.

What further actions are we going to take? The council will re commence carbon reporting, and these figures will be used to monitor performance against this plan. Carbon reduction targets in line with the other Worcestershire districts are adopted through this plan in addition

to the Local Enterprise targets of 50% by 2030 and net zero by 2040. Currently the carbon emission figure for the Borough of Redditch is 326,000 tonnes per year (2019). As part of our current work to establish a figure for the council's activities we have arrived at an estimated figure of 1,746 tonnes of carbon emissions per year for 2021. In order to reach an interim target of 50% by 2030 we will need to reduce our emissions by approximately 110 tonnes of carbon per year. To achieve net zero in the remaining 10 years to 2040 we will need a target of approximately 87 tonnes per year.

The implementation plan has been designed to deliver these savings and will be reviewed bi-annually by the Climate Change Panel and annually by the Executive Committee.



Mitigation & Adaptation

Background: The actions that the council can take to reduce carbon emissions and address the ecological emergency fall into two categories, measures that influence others and direct measures with an associated figure for carbon reduction. The first actions are to address the emissions associated directly with council activities such as service delivery. Mitigation is where we adapt our services to try and prevent the severity of climate change, Adaptation is where we have to change what we do as a consequence of the impacts of climate change we can't affect. Like selecting water resistant species in parks or emptying bins in the cooler part of the day as temperatures increase.

What are we currently doing? All heads of service and managers have provided input to help formulate this plan. Most of the mitigation and adaptation measures have grown from projects and practices that are already in place. As an organisation we appreciate that we can always do more, whilst recognising the resources that we have available within the council. Projects such as switching to a lower carbon fuel for our vehicle fleet and the low carbon heating installed in the town hall are key to reducing our emissions and playing out part in achieving the nationwide target of net zero by 2050.

What further actions are we going to take? The implementation plan included in this document details what we are going to do over the coming years and how much carbon we expect to save (for direct measures). The implementation plan has been produced from discussions with the heads of service covering all areas of council operations. We are continually improving the level of data that we have on the energy consumption of our buildings from the offices and buildings that we use for the delivery of our services, to our council owned housing stock. In terms of adaptation we must ensure that these buildings are able to maintain a comfortable internal temperature in winter but also to cope with hotter summers and extreme weather events. We could look at other actions that we could take to reduce the effects of climate change locally, for example increasing tree cover in urban areas to reduce the temperature in summer, or creating wetland habitat to control flooding. We have considered our transport fleet, our sports and leisure facilities (managed by Rubicon Leisure for us), our infrastructure and our natural environment and we are looking for carbon saving opportunities. We are also keen that the messages of carbon reduction, resource efficiency and nature conservation are communicated to our citizens in a clear and concise way through a variety of channels.

Waste & Recycling

Background: The 'Environment Act 2021' is a piece of legislation that affects all local authorities in England. The Bill will require us to deliver consistent and frequent recycling collections and it will also require us to operate weekly separate food waste collections, preventing food waste from going to landfill or being incinerated. Waste collection and disposal has carbon emissions associated with it. These emissions are from the vehicles that transport the waste, and whatever process the waste undergoes once disposed of.

What are we currently doing? Redditch Borough Council is a 'collection authority' and the disposal of the waste collected is the responsibility of Worcestershire County Council. Currently the County Council has a 'Waste Core Strategy' that covers the period to 2027. Our council website provides information to help residents find their local recycling centre, in addition to guidance on what can and can't be recycled. We also provide links to inform residents about waste reduction (The let's waste less programme). Teachers can find learning resources for schools on our web page and we are keen to encourage children to take the message of waste reduction and recycling home to their parents.

What further actions are we going to take? According to the 'Department for Environment, Food & Rural Affairs (DEFRA) the recycling rates in the borough of Redditch are at 29% (2019 / 2020 figures). There is clearly more that we can do to promote waste reduction and recycling through existing channels and we will do this as part of a wider net zero communications strategy. New legislation will require changes to our waste collection service including the requirement for us to separate and collect food waste in the near future and we will investigate the potential to turn this waste into a resource through conversion to gas. (Anaerobic Digestion). We are working with the 5 other district Council's and the County Council through the Worcestershire Waste Partnership on how all the changes required by the Environment Act can be implemented.

Implementation Plan – Measures with quantified carbon savings

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Assess low carbon fleet fuel options	486	Environmental & Housing Property Services	Review Spring 2024, completion of fuel switch 2040	Positive effect on local air quality. Healthier community	Vegetable oil as a replacement for diesel will be a transitional measure providing a pathway to other fuels such as hydrogen / biomethane or electricity. Use of EST fleet review data / Midlands Net Zero Hub electrification of council depots guide will assist with this measure. This measure will also require a report to Executive Committee regarding options and costs.
Refurbish Crossgates depot to include renewable energy & resource efficiency	100	Environmental & Housing Property Services / Legal Democratic & Property Services	01/06/2023 for review	Positive effect on local air quality, continuation of the site secures employment. The project will help to facilitate a fuel swap to reduce vehicle emissions.	Successful grant applications required to maximise carbon savings for this project. The carbon saving figure is estimated at this stage

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Set up a rolling programme of works to improve energy efficiency / renewable generation in the buildings with the highest consumption	100	Legal, Democratic & Property Services	01/06/2023 for review	Reduction in running costs and contribution to net zero target.	Successful grant applications required to maximise carbon savings. Estimate based on 10 buildings saving a minimum of 20%
Improve energy efficiency of current housing stock making use of LADS and other government schemes	250	Environmental & Housing Property Services	To coincide with release of funding and deadlines for 2023/4	Important positive health outcomes for residents, enhanced health and well-being, reduction in fuel poverty	Key team members to receive training on Air Source heat-pumps. When work takes place on a property the opportunity to facilitate future low and zero carbon options will be considered.

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Report on carbon saving as a result of streamlining operations	2	Transformation & Organisational Development	ongoing	Helps the council to put a value on carbon saving, and assists with the monitoring of this implementation plan	Good practice examples from other local authorities to be shared
Energy audit of server rooms to enable energy saving practices	1	Legal, Democratic & Property Services	To be completed by Dec 2022	Reduction in running costs and contribution to net zero target.	Assistance available from Midlands Net Zero Hub

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Moving more IT capacity to cloud based servers	1	Transformation & Organisational Development	Review annually	Reduced running costs for the council in relation to IT	It should be ensured that cloud servers are using low carbon power sources in order for the carbon saving to be claimed
Reduce staff travel and make further use of video conferencing	0.5	All service areas	To be completed by Dec 2022	Reduces the number of payments for staff travel and cuts down on unproductive travelling time	This measure fits in with the council's desire to further adopt agile working

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Walk through energy assessment of shop mobility hub at kingfisher centre	1	Community & Housing Services	To be completed by Dec 2022	Reduced running costs for the council and contribution to overall carbon reduction target	Assistance available from Midlands Net Zero Hub
Implement Recommendations of the 2020 EST report for the 'grey fleet and include' Travel plans across all service areas and encouraging wider use / accessibility of public transport through partnership working	36	Transformation & Organisational Development Service./All Service areas	2025 to review progress.	Improvements in local air quality & Savings of £34k quoted in the EST report.	Travel plans are a low cost way of reducing emissions associated with staff travel. This measure will preempt the government's bans on the sale of petrol & diesel Vehicles. Ultimately one or more 'Electric pool cars' could be the aim for staff

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Cut the council's paper waste by offering papers electronically	2.5	All Service Areas	Review by Spring 2023	Will save more money than it costs. Should be relatively easy to implement.	This is a measure that many other councils have implemented successfully
Work with Rubicon leisure to further reduce carbon emissions at Abbey Stadium, Needle museum & Forge Mill visitor centre	66	Legal, Democratic& Property Services/Planning, Regeneration and Leisure Services / Environmental & Housing Property Services	Dec-25	Reduced running costs and contribution to overall carbon reduction target	Midlands Net Zero hub to assist with funding applications for this work
Grid decarbonisation	443	* Grid electricity to be net zero by 2035 - electricity use from the council & our service delivery partners			
Total of above measures	1046				
Target	1746				
Remainder	257				

Implementation Plan – Enabling Measures without quantified carbon savings

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Assess the viability of Council Car Parks and other sites for EV chargers and work with Worcestershire County to Council to implement the County Wide Electric Vehicle strategy contributing to toward a comprehensive network for Worcestershire		EV Project Working Group	Projects to be aligned with funding deadlines where possible	Air quality & Health and Well-being benefits accrue to the wider area	We will consider carefully both on street and off street locations, to ensure that residents without off street parking will have more charging options where practical. Savings can be calculated when sizes of chargers and locations are known. Assessment of charger locations for council owned leased housing stock will also form part of this measure.
Investigate options for heating & cooling networks across the borough as part of a place based approach		Legal, Democratic & Property Services/Planning, Regeneration and Leisure Services	Projects to be aligned with funding deadlines where possible	Air quality & Health and well-being benefits accrue to the wider area	Capacity Support available through Midlands Net Zero Hub

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Work in partnership with Worcestershire County Council to Manage verges and other council owned parks and open spaces for nature		Environmental Services / Leisure Services	Ongoing	Benefits for nature, insects and pollinators, can act as wildlife corridors	Pilot scheme in progress. Can be one of a suite of schemes to help address the ecological emergency. This measure will require a report to Cabinet regarding areas and costs.
Eliminate petrol powered tools (chainsaws, etc)		Environmental & Housing Property Services / Planning, Regeneration and Leisure Services	Reviewed annually	Better working environment, less noise.	Legislation may bring the deadline forwards as petrol and diesel is banned in other areas

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Continue to evaluate green tariffs and local energy purchase agreements		Finance & Customer Services / all service areas	Ongoing	Supports local renewable energy projects / creates a demand for renewable energy	Though the focus should always be demand reduction and renewable energy generation, green tariffs can be a good way to deal with any remaining carbon emissions
Use a recognised standardised carbon calculation methodology		Finance & Customer Services / all service areas	Ongoing	Improved accuracy of 'carbon accounting' can be applied to validate the claims of suppliers who tender for council contracts	The Treasury green book provides the methodology and standardised assumptions to be used.
Record the impact of financial decisions on carbon emissions as part of a wider aim to record emissions across all council operations		Finance & Customer Services	ongoing	Helps the council to put a value on carbon saving, and assists with the monitoring of this implementation plan	Essential to the monitoring of this plan

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Include questions on Carbon to evaluate tenders for services during the procurement process		Legal, Democratic & Property Services	To be completed by Dec 2022	Helps the council to better understand emissions that are not directly in its control	This is the start of the councils journey to understand 'scope three' emissions (emissions other than those directly from fuel and power)
Mapping exercise to link forthcoming Parks & Open spaces strategy with this strategy		Planning, Regeneration and Leisure Services	To be confirmed when the open spaces strategy is complete	Better health and well-being outcomes for residents through improved access to open spaces / opportunities to engage with the natural environment	Opportunities for funding should be explored with Worcestershire County Council, such as the 'Natural Networks' scheme.

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Review local plan where there is particular reference to renewables / provision for renewables in the future or heat networks		Planning, Regeneration and Leisure Services.	To coincide with local plan review dates.	Ensures that local plan is in line with the other districts to avoid inconsistency in requirements for low & zero carbon technologies.	Good opportunities for learning and sharing best practice with the other districts of Worcestershire and beyond.
Reduce waste production across the borough		Environmental Services	ongoing	Co- benefits include reduction in direct emissions, but also fleet mileage of refuse collection vehicles leading in improvements to local air quality	Ongoing work with learning opportunities available from other local authorities.

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Encourage zero carbon and sustainability through the supply chain		Finance & Customer Services / all service areas	Ongoing	Encourages further carbon savings where the council has influence and is a step towards addressing scope 3 emissions	This measure will be incorporated into the forthcoming 'Social Value Policy' This is also currently the subject of a study to produce template documents and procedures by GBSLEP.
Assess all existing assets and new assets for suitability for renewable energy generation and energy storage		Housing Property Services / Legal, Democratic & Property Services	Ongoing	New generation opportunities can contribute to the overall target and lead to cost savings / incomes for the council.	Ensures new opportunities are not missed, some of this work has been completed as part of a wider building energy audit process. Any projects identified will be subject to a detailed business case accompanying the proposal.

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Evaluate current e-micro - mobility pilot in Redditch (e-scooters) with a view to establishing a more permanent scheme		Planning, Regeneration and Leisure Services	To be confirmed when the current trial is complete	Increased mobility for residents without access to their own transport/ improved access to education and employment opportunities	Learnings from other Councils experience with cycle hire and micro mobility. Carbon savings can be estimated from the results of the evaluation. This project will require a report to Executive Committee regarding options and costs
Complete Carbon Literacy training for Corporate Management Team, 4th Tier managers and Councillors		All service areas	Ongoing	Better understanding of carbon reduction and related issues will	This programme is almost complete and the majority of CMT and tier 4 managers have received this training. Councillor training is being rolled out in 2022.

REDDITCH BOROUGH COUNCIL**Executive
2022****25th October****Support to the Voluntary and Community Sector 2023/24 – 2025/26**

Relevant Portfolio Holder	Councillor M. Dormer -Leader of the Council and Portfolio Holder for Planning, Economic Development, Commercialism and Partnership
Portfolio Holder Consulted	Yes
Relevant Head of Service	Judith Willis
Report Author	Job Title: Head of Community and Housing Services Contact email: Judith.willis@bromsgroveandredditch.gov.uk Contact Tel:
Wards Affected	All
Ward Councillor(s) consulted	No
Relevant Strategic Purpose(s)	Aspiration, work & financial independence Living independent, active & healthy lives Communities which are safe, well maintained and green
Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS**The Executive Committee RECOMMEND that:-**

1. the funding for the VCS Grants Scheme be agreed for a further three year period with either option 1 or 2 as set out in section 6.12

The Executive Committee RESOLVE that:-

2. delegated authority be given to the Head of Community and Housing Services following consultation with the Leader of the Council and Portfolio Holder for Planning, Economic Development, Commercialism and Partnership, to agree a revised VCS Grants Policy in accordance with the proposals within this report.

2. BACKGROUND

**Executive
2022**25th October

-
- 2.1 The current VCS Grants Policy was set up following consideration of a report at the Executive Committee and Council meetings in January 2020, when a number of options were put forward. In 2022-23 the final year of the current VCS Grants Policy, £101k was available for the Main Grants Pot and applicants could apply for between £500 and £10k.
- 2.2 It was also agreed that there would be a Financial Advice and Problem Solving Grant which was granted to Bromsgrove and Redditch Citizens Advice (CA). This grant was awarded for three years 2020-23 and quarterly monitoring is required and subject to satisfactory information being provided payment is made to CA quarterly. Data covering the period 2021/22 and the first quarter of 2022/23, is attached at appendix 1.
- 2.3 It was agreed that in 2020 due to the Covid-19 pandemic and following consultation with the VCS sector, that two funding rounds would be held per year with £5k from each round being used for a separate Mental Health and Wellbeing pot. This continued for 2021-22, however for 2022-23 the Policy reverted to one round, whilst retaining the £10k for a separate Mental Health and Wellbeing pot.
- 2.4 Appendix 2 shows the grants which have been paid out during the three years that the current Policy has been in place. For 2022-23 a total of 31 applications were received for the Main Grants pot and 3 applications for the Mental Health and Wellbeing Pot, with an overall total of 18 grants being awarded (appendix 3 provides a summary of those grants and projects). It should be noted that only three applications were received for the Mental Health and Wellbeing Pot and that only £5k was paid out, with the remainder returned to the Main Grants Pot for distribution.

3. FINANCIAL IMPLICATIONS

- 3.1 Should Members wish to continue to provide a VCS scheme it is proposed that £100k be allocated for each year, together with £50k for the Financial Advice and Problem Solving Grant, giving an annual total of £150k. This would be reviewed in three years. The removal of the concessionary rents element of the policy provides a saving of £25k per year.
- 3.2 See also paragraph 6.6 and 6.7 in respect of savings made to the budget via other sources of income to support the VCS.

**Executive
2022**25th October

4. LEGAL IMPLICATIONS

- 4.1 The Council needs to continue to ensure that it has a transparent and fair grants scheme, ensuring that we comply with the 2015 Local Government Transparency Code.
- 4.2 Whilst grant funding and concessions to the VCS are not statutory function, under Section 137 of the Local Government Act 1972, the Council has the power to incur expenditure which in its opinion is in the interest of and will bring direct benefit to its area or any part of it or all or some of its inhabitants. The direct benefit accruing must also be commensurate with the expenditure to be incurred.
- 4.3 There is a further power to make grants to voluntary organisations providing recreational facilities under Section 19 of the Local Government (Miscellaneous Provisions) Act 1976. Depending on the option within this report that is approved, a new VCS Grants Policy will be required.
- 4.4 Local Authorities must comply with the 2015 Local Government Transparency Code and Best Value duties.

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

The Grants to Voluntary Bodies scheme supports work across this 3rd sector that support the following Council Strategic purposes:

- Aspiration, work & financial independence
- Living independent, active & healthy lives
- Communities which are safe, well maintained and green

Climate Change Implications

- 5.2 It is proposed that should the scheme continue for 2023/24 an additional question would be included within the application form, although not included within the scoring process, which would ensure that applicants were giving consideration to the impact of Climate Change moving forwards.

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

- 6.1 The VCS support many members of the community and add social value, alongside this the sector support community relations and cohesion. In submitting funding applications, organisations are asked “Who is your targeted audience and how do you ensure that your proposed project/service reaches them and will be open and accessible to all?” and the Panel score this element of the applications. Organisations are also asked, where appropriate, to confirm that they have an Equal Opportunities & Diversity Policy in place.

Operational Implications

- 6.2 The current Policy has generally worked well, although a number of recommendations have been put forward following a review by the Internal Audit Team and should the Policy be extended for future years, then those recommendations could be included within the Policy going forwards. The recommendations were:
- Limit how many times an organisation can apply, and review what organisations are being targeted and broaden the advertising. This was due to the funds being distributed in two rounds during 2019/20 and 2020/21. For 2021/22 and following consultation with BARN it was agreed to revert back to one round per year, which would partially address this concern, with an organisation only being able to make one application per funding pot in a 12 month period and the promotion of the scheme will be reviewed to ensure every opportunity is given to VCS organisations to apply for funding.
 - Consider the possibility of having a smaller grants fund with a less onerous application form for smaller organisations – a short online survey has been carried out with the VCS community and from the results it shows that they are in support of this suggestion. A summary of the findings of the survey can be found at appendix 4.
 - Review unsuccessful applications to ascertain if there are any trends that can be used for learning. Officers will carry out a review at the conclusion of each application process.

**Executive
2022**25th October

-
- 6.3 Due to the pandemic, it was agreed that the policy would set aside funds for projects specifically related to Mental Health. It is suggested that the policy should be amended to include an element of flexibility to allow grants to reflect the changing needs of the local community in the future. For example, the cost of living, suicide prevention, carbon reduction.
- 6.4 It is proposed that the VCS Grants Policy be amended to take account of the removal of the concessionary rents element and the above recommendations. This would include £100k for the main grant pot with a further £50k continuing to be used for the Financial Advice and Problem Solving Grant. Giving a total of £150k to support the VCS community. This would be an annual amount for the next 3 years.
- 6.5 Under the current Policy grants of £3k or less are paid in one instalment with larger grants being paid in 2 instalments, the second of which is subject to satisfactory monitoring.
- 6.6 Following consultation with the VCS community it is suggest that the terms of the policy continue to support both specific projects and the overall core costs for organisations.
- 6.7 In September 2018, the Executive Committee approved the establishment of a local lottery. As part of its commercialism programme, The Council has a contract in place with its External Lottery Manager (ELM), Gatherwell Ltd. who delivers the online lottery on the Council's behalf. On average this generates approximately £10k per annum.
- 6.8 Periodically the Council receives community donations through the procurement process, where a not-for-profit organisation it uses, chooses to distribute all operating surplus to its membership in the form of Community Donations. These donations are split proportionately between members based on their spend through the organisations' frameworks. On average this generates £8k.
- 6.9 The new UK Shared Prosperity Fund, which is part of the Government's Levelling Up agenda as presented to this Committee on 26 July 2022, contains two interventions that could support the VCS: E9: Impactful volunteering and/or social action projects and E11: Capacity building & infrastructure support local groups. The process for any funding allocated to the VCS could be through the Grants Policy and offset against the Council's Grant budget.
- 6.10 To support commercialisation and the Council's financial position, it is proposed that funds received from the above three sources are put into

**Executive
2022**25th October

the following years Voluntary Sector Grants Budget. An associated savings is then made to the Council's VCS grant scheme.

- 6.11 Further support provided by the Council to the VCS goes in helping to identify which VCS groups receive funding through the Institute of Cemetery and Crematorium Management (ICCM) Recycling of Metal Recovered from Cremation Scheme. The national scheme provides that this funding is ring fenced to local bereavement charities. Local Authorities are able to send (with permission of the families) metal parts recovered after cremation for recycling for money which is then gifted back to the Local Authority to be redistributed to the local VCS. The Grants Panel reviews the applications received and makes its recommendation to the ICCM, who make the final decision on whether to award the grant. The average annual funding is approximately £15k.

6.12 Options

Option 1 - Continue with current scheme (removing the element in respect of the concessionary rents) for a 3 year period. With a total grant pot of £150k, which would include £50k being available for a Financial Advice and Problem Solving Grant.

Option 2 – As detailed in option 1 above, but also to update the current policy and break down into 2 types of application – smaller £500 to £2k and larger over £2k up to £10k.

Option 3 - Something completely different.

Option 4 – As this is not a statutory service, it is determined that the Council no longer funds and operates a scheme.

7. RISK MANAGEMENT

- 7.1 By reducing the amount available in the VCS Grants pot, the Council will not be able to fund the breadth and diversity of projects it currently funds. However, Members have decided to retain the VCS Grants Co-ordinator post as a means of helping to build capacity in the sector and to support more inexperienced groups in finding and applying for other sources of funding.

8. APPENDICES and BACKGROUND PAPERS

Appendix 1 – CAB Monitoring Data 2021/22

Appendix 1a – CAB Monitoring Quarter 1 2022/23

**Executive
2022**25th October

Appendix 2 – Summary of grants paid 2020-2023

Appendix 3 – VCS Grants Awarded 2022-23

Appendix 4 – Results of VCS Online Survey

Background Papers

- VCS Grants Policy 2020-2023
- Financial Advice and Problem Solving Contract Quarterly Monitoring Reports submitted by Bromsgrove and District Citizens Advice 2020-2022.
- Various Executive Committee and Council agendas/minutes

**Executive
2022**25th October**9. REPORT SIGN OFF**

Department	Name and Job Title	Date
Portfolio Holder	Councillor Matthew Dormer	
Lead Director / Head of Service	Judith Willis, Head of Community & Housing Services	21.09.22
Financial Services		
Legal Services	Mike Rowan, Interim Legal Services Manager	21.09.22
Policy Team (if equalities implications apply)		
Climate Change Officer (if climate change implications apply)	Judith Willis, Head of Community & Housing Services	21.09.22



Redditch Statistics

2021 – 2022

Q4

Client Numbers

(Clients are only counted only once per month even if they have contacted us a number of times during that month)

Month	Clients	Simple Queries	Total
April	193	52	245
May	192	48	240
June	218	64	282
Totals	603	164	767
July	211	35	246
August	212	47	259
September	239	24	263
Totals	662	106	768
October	201	29	230
November	217	15	232
December	162	7	169
Totals	580	51	631
January	254	16	270
February	243	28	271
March	248	27	275
Totals	745	71	816

*We are now able to pick up Redditch clients that have been helped by other offices. These numbers have been included to show all Redditch clients helped in the period

Appointments

When clients need further help with their advice issue, they are given an appointment with an adviser.

April - June	85
July - September	77
October - December	94
January - March	135

Visits to our Website

Number of people who have accessed our CABR website during this quarter was **1,475**.

Client Advice Issues

	Issues		Issues
Q1	1,306	Q3	1,410
Q2	1,494	Q4	1,631

Areas of Main Advice

	Benefits	U.C.	Employment	Debt	Housing	Relationships	Other	Totals
Q1	277	160	93	259	103	92	322	1,306
%	21%	13%	7%	20%	8%	7%	24%	100%
Q2	296	200	128	252	87	123	408	1,494
%	19%	12%	9%	18%	7%	9%	26%	100%
Q3	358	196	82	177	96	88	413	1,410
%	24%	14%	6%	13%	7%	6%	30%	100%
Q4	538	154	86	152	179	121	401	1,631
%	33%	10%	5%	9%	11%	7%	25%	100%

Appendix 1a**Redditch Statistics 2022 – 2023****Q1 April – June 2022 – 2023**

Clients - Clients are only counted once per month even if they have contacted us a number of times during that month

No. Clients = 605

No. Simple Queries = 60

Total = 665

Partner Referrals = 25

Outcomes

Debts Managed = £158,281

Income gained = £40,137

Volunteers

Total no. = 26

Q1 April – June 2022**Clients**

(Clients are only counted only once per month even if they have contacted us a number of times during that month)

Month	Clients	Simple Queries	Total
April	201	14	215
May	192	21	213
June	212	25	237
Totals	605	60	665

Appendix 1a**Visits to our Website**

Number of people who have accessed our CABR website during this quarter was 1,808 (not included: clients searching for us through Citizens Advice main website).

Client Advice Issues

	Issues		Issues
Q1	1,662	Q3	
Q2		Q4	

Areas of Main Advice

	Benefits	U.C.	Employment	Debt	Housing	Relationships	Other	Totals
Q1	439	133	99	308	152	116	415	1,662
%								
Q2								
%								
Q3								
%								
Q4								
%								

Appendix 2

Applicant (highlighted in yellow if successful - Y if applied but unsuccessful - N if did not apply for that round)	RBC Grants 2022/23	RBC Grant 2021/22 - Round 1	RBC Grant 2021/22 - Round 2	RBC Grant 2020/21 - Round 1	RBC Grant 2020/21 - Round 2
1 Your Ideas	Spectrum Clubs	Y	N	N	£3,226
2 Youth Engagement Partnership -	Anti Knife Crime & ASB Project	N	Y	N	Y
3 Oasis Christian Centre	Community Shop Woodrow	N	Y	N	N
4 Building Bridges	Community Shop & Café	N	N	N	N
5 Redditch First Responders / H&W First Responders	First Responder Vehicle	N	N	N	N
6 Relate -	Future Proofing the Service	Y	Counselling Service £3,000	Counselling Services	N
7 Carers Careline -	Running costs	N	Core Costs £7,500	Telephone & Email Services	N
8 Old Needleworks -	Step Forward Work Placement Project	Problem Solving Parents £5,745	Media & Marketing Project £5,640	Parenting Provision £2,530	Positive Me Project £2,912
9 New Road Parenting Support Group -	Running Costs & Pride Event	N	N	N	Y
10 Redditch & Bromsgrove Talking Newspaper -	Running Costs	N	N	N	N
11 Acorns Children's Hospice -	Sibling Support Service	N	N	N	N
12 Age UK -	Info hub at Matchborough Charity Shop	N	N	Y	£1,000
13 NewStarts -	Furniture Outreach	Y	N	N	N
14 Church Hill Big Local	Queen's Platinum Jubilee Celebrations	N	N	N	N
15 WhereNext Assoc -	Glasshouse Repairs	Bulbs, Plants & Seeds £2,000	Y	Y	£2,499

16 Astwood Bank Welfare Assoc -	Rent & Promotion	N	N	Y	N
17 Reach CIC -	Running Costs	N	Y	N	N
18 HomeStrart North -	Addressing the impact of loneliness	N	N	N	N
19 Redditch Common Neighbour Trust -	Community House	N	N	N	N
20 What's Your Point -	Improving how we feel	N	N	N	N
21 Astwood Bank Community Group -	running costs	N	N	N	N
22 The Koala Tree -	Running Costs	N	N	Y	N
	Dads Group	N	N	N	N
23 Redditch Skatepark / Redditch Wheels	Transfiguration	Y	Redditch Wheels Project £5,500	Vision 2020 £5,000	N
24 BluWave Community -	Community Transport	N	Y	Y	£2,000
25 GlastonBeoley - festival	Festival	N	N	N	N
26 Primrose Hospice -	Community Day	Y	Y	N	N
	Mental Health & Wellbeing	Y	N	N	N
27 ARCH Redditch -	sport with ARCH	N	N	N	N
28 Boomerang Re-use -	New vehicle	N	N	N	N
29 Redditch Nightstop -	Accommodation & Support Project	SAS Project £7,500	N	N	N
30 Redditch Carnival -	Carnival event	N	N	N	N
31 Redditch Pentacostal Church -	The Craft Table	N	N	N	N
	MBSR 8 week Programme	N	N	N	N
BARN	N	Volunteer Centre £7,171.68	N	Volunteer Centre £4,709.80	N
ISOC UK	N	Sports £3,000	Y	N	N
Reddithc Local History Museum	N	£3,000	N	N	Y
Sandycroft	N	Core Costs £6,500	Y x 2	Y	Y
YMCA	N	Mental Health Champions £5,000	N	N	N

BENS Groups	N	N	Core Costs £6,750	Community Groups £2,350	Y
Disability Support Project	N	N	£5,000	N	N
Touchstones	N	N	N	N	Child Bereavement £5,000
Redditch Scouts	N	N	N	N	£4,719
Moons Moat Community Group	N	N	N	N	£2,500

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Appendix 3**Welcome to Redditch Borough Council's Voluntary & Community
Sector Grant Funding Programme for 2022/23****Grants Awarded****Main Grant Pot**

VCS groups can bid for funding from £500 up to £10,000 to help with their core costs or to support them to deliver great community projects and activities. This year the Council ringfenced £10,000 of this funding to create a separate 'Mental Health and Wellbeing' pot. VCS groups could bid for between £500 to £5k to help them deliver specific projects to support those Redditch residents who have suffered from mental health and wellbeing issues or increased mental health and wellbeing issues as a direct result of the Coronavirus pandemic. However, it has been agreed to only make one payment under the Mental Health and Wellbeing pot on this occasion and the remaining funds have been used to fund additional projects under the Main Grants pot.

Group / Organisation	Project	Grant Award
Relate	Future proofing the service	£5,500
Carers' Careline	Running Costs	£10,000
The Old Needleworks	Step Forwards Work Placement Project	£9,780
New Road Parenting Support Group	Running Costs and Pride Event	£2,000
Redditch & Bromsgrove Talking Newspaper	Running Costs	£2,500
Acorns Children's Hospice	Sibling Support Group	£5,000
Age UK	Information Hub at the Matchborough Charity Shop	£1,100
NewStarts	Furniture Outreach	£5,000
Church Hill Big Local	Platinum Jubilee Celebrations	£3,000
Where Next	Glasshouse Repairs	£7,000
Astwood Bank Welfare Association	Rent and promotion of the service	£920
Reach CIC	Running Costs	£10,000
Home Start North East Worcestershire	Addressing the impact of loneliness	£10,000
Redditch Common Neighbourhood Trust	Community House	£8,497
What's Your Point	Improving How We Feel	£1,675
BluWave Community	Community Transport	£2,925
Redditch Nightstop	Accommodation and Support Project	£10,000

Mental Health and Wellbeing Pot

Group / Organisation	Project	Grant Award
Primrose Hospice	Mental Health and Wellbeing for Terminal Illness	£5,000

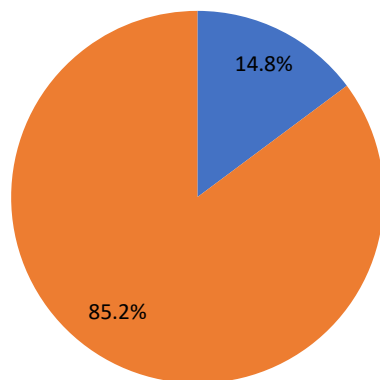
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Future of how Redditch Borough Councils Grants Scheme will support the Redditch Voluntary and Community Sector

Currently the scheme provides organisations the opportunity to apply for support in the delivery of a specific project and/or core costs such as rent and staffing. Thinking about this, which option do you think the future scheme should support?

Answer Choice		Response Percent	Response Total
1	Funds to cover specific projects only	14.8%	4
2	Funds to cover specific projects and/or core costs	85.2%	23
		answered	27
		skipped	0

Currently the scheme provides organisations the opportunity to apply for support in the delivery of a specific project and/or core costs such as rent and staffing. Thinking about this, which option do you think the future scheme should support?



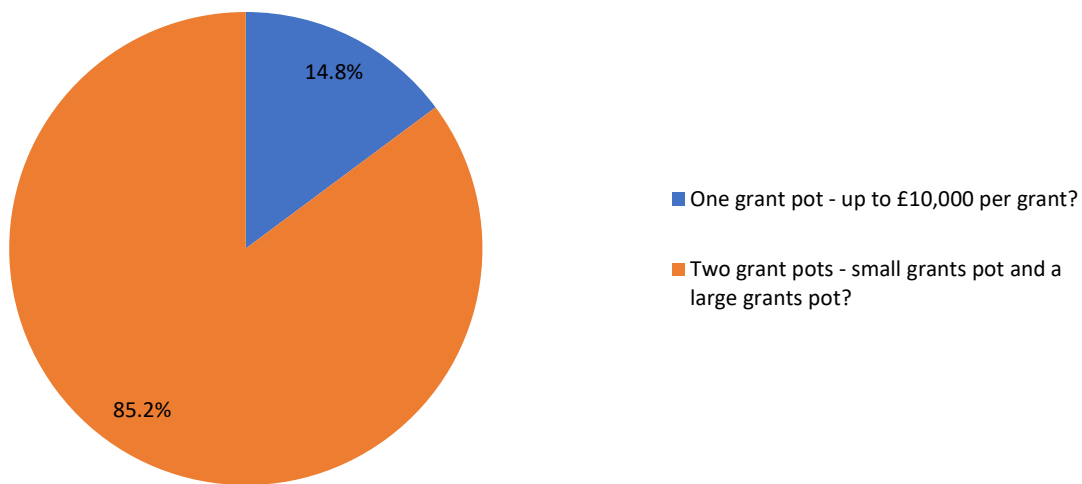
- Funds to cover specific projects only
- Funds to cover specific projects and/or core costs

Future of how Redditch Borough Councils Grants Scheme will support the Redditch Voluntary and Community Sector

The current scheme provides organisations the opportunity to apply for grants up to £10,000 from one grant pot. Would you like to see the current scheme stay the same or a scheme where funds are split into a smaller grants pot, with a less onerous application form, e.g. between £500 to £2,000 and a larger pot for grants between e.g. £2,000 to £10,000? The total amount in the pot would be the same with either option. Please provide your preferred option below

Answer Choice		Response Percent	Response Total
1	One grant pot - up to £10,000 per grant?	14.8%	4
2	Two grant pots - small grants pot and a large grants pot?	85.2%	23
		answered	27
		skipped	0

The current scheme provides organisations the opportunity to apply for grants up to £10,000 from one grant pot. Would you like to see the current scheme stay the same or a scheme where funds are split into a smaller grants pot, with a less onerous applica

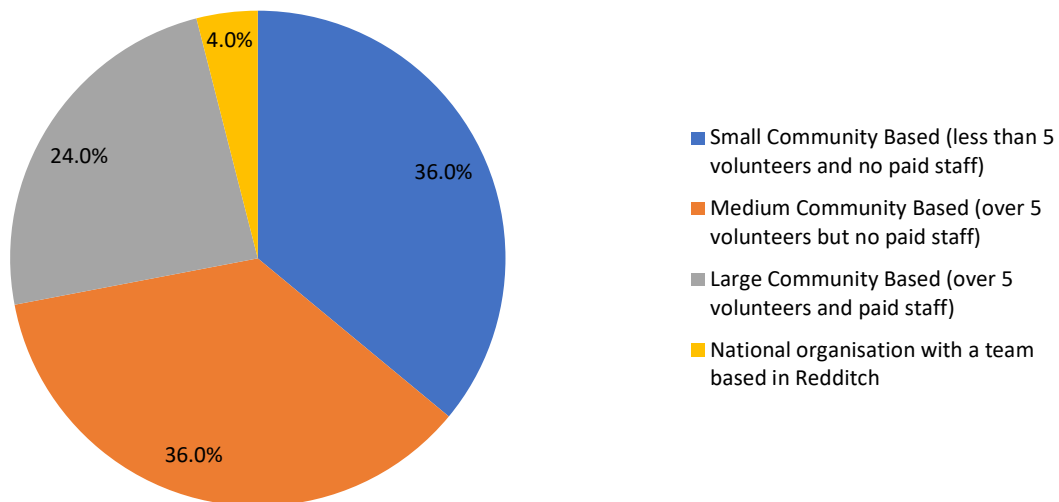


Future of how Redditch Borough Councils Grants Scheme will support the Redditch Voluntary and Community Sector

To help us understand the needs of those VCS organisation we are supporting, please could you let us know the size of your organisation. Please note: One survey response per organisation.

Answer Choice		Response Percent	Response Total
1	Small Community Based (less than 5 volunteers and no paid staff)	36.0%	9
2	Medium Community Based (over 5 volunteers but no paid staff)	36.0%	9
3	Large Community Based (over 5 volunteers and paid staff)	24.0%	6
4	National organisation with a team based in Redditch	4.0%	1
		answered	25
		skipped	2

To help us understand the needs of those VCS organisation we are supporting, please could you let us know the size of your organisation. Please note: One survey response per organisation.



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REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**25th October 2022**FEES AND CHARGES 2023-24**

Relevant Portfolio Holder	Cllr. Karen Ashley, Finance and Enabling Portfolio Holder
Portfolio Holder Consulted	Yes
Relevant Head of Service	Michelle Howell
Report Author	Job Title: Head of Finance & Customer Services email:michelle.howell@bromsgroveandredditch.gov.uk Contact Tel:
Wards Affected	All
Ward Councillor(s) consulted	No
Relevant Strategic Purpose(s)	All
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. SUMMARY OF PROPOSALS

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

2. RECOMMENDATIONS

It is recommended that Executive consider the fees and charges as included at Appendix 1 and;

- **recommend to Council** to approve all of the fees and charges that are included in Appendix 1

3. KEY ISSUES**Financial Implications**

- 3.1 The Medium-Term Financial Plan is being prepared on the basis that additional income will be generated from fees and charges. The process being followed for the review of income to be realised from 1st April 2023 includes an assessment of each fee to identify how it meets the Councils strategic purposes and the level of increase that is proposed as well as taking account of present economic conditions, including inflation running at over 10%. The levels of increase have been based on a robust estimate of the impact of cost increases and demand within the services and the Councils overall financial position. This includes assessing at the affordability of any of these increases to our residents and customers.

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**25th October 2022

3.2 Fees were to be considered using the following criteria:

- Service to be subsidised by the Council
- Service to break even
- Service to make a surplus to offset other overhead costs

3.3 Appendix 1 details all the fees and charges for each area with a commentary against each block. The Council's proposal is to increase all Fees and Charges by 10%. The 10% has been applied to Contributions and Fees and Charges budgets and not on SLA Income, lifeline, where charges are set statutorily, and charges across more than one area. Dial a Ride and Shopmobility have 35% increases

3.4 The estimated increase in income generated from the proposed increases are set out in the table below. If agreed, these will be included in the Medium-Term Financial Plan Tranche 1 which is another report on this agenda. Increases do not include the Housing Revenue Account Rents which are addressed in a separate report later this year.

Year	2023/24	2024/25	2025/26
Base Budget	3,395,000	3,404,000	3,416,000
10% Increase	339,000	340,000	342,0000

Legal Implications

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

Service / Operational Implications

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

Customer / Equalities and Diversity Implications

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

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**25th October 2022**4. RISK MANAGEMENT**

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

5. APPENDICES

Appendix A – Fees and Charges

6. BACKGROUND PAPERS

None.

7. KEY

None

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REDDITCH BOROUGH COUNCIL					Appendix 1		
<u>Business Transformation & Organisational Development</u>							
Rounded to the nearest 10p.							
Service Category	Charge 1st April 2021	% Change	increase/ decrease	Proposed charge from 2022	Proposed Increase 23/24	New Charge 1st April 2023	COMMENTS
	£		£	£		£	
<u>New & Existing Properties</u>							
Naming a Street	312.80	5.00%	15.60	328.40	10%	361.20	
Additional charge for each new premise on a street	130.00	5.00%	6.50	136.50	10%	150.20	
Naming and numbering of an individual premise	146.70	5.00%	7.30	154.00	10%	169.40	
Additional charge for each adjoining premise (eg Blocks of flats)	77.00	5.00%	3.90	80.90	10%	89.00	
Confirmation of address to solicitor/conveyancer/ occupier or owner	36.40	5.00%	1.80	38.20	10%	42.00	
Additional charge including naming of building	72.30	48.45%	35.00	107.30	10%	118.00	

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REDDITCH BOROUGH COUNCIL							
<u>Chief Executive</u>							
Roundings to the nearest 10p.							
Service Category	Charge 1st April 2021 £	% Change	increase/ decrease £	Proposed charge from 2022 £	Proposed Increase 23/24	New Charge 1st April 2023 £	COMMENTS
Photocopying per copy							
A4 (black & white)	0.30				Full cost	Full Cost Recovery	All printing costs rationalised, individual quotes will be provided.
A4 (colour)	0.40				Full cost	Full Cost Recovery	
A4 binding	Variable rate				Full cost	Full Cost Recovery	
A4 plastic cover	Variable rate				Full cost	Full Cost Recovery	
A3 (black & white)	0.40				Full cost	Full Cost Recovery	
A3 (colour)	0.70				Full cost	Full Cost Recovery	
A2 (black and white)	5.00				Full cost	Full Cost Recovery	
A2 (colour)	5.00				Full cost	Full Cost Recovery	
A1 (black and white)	7.00				Full cost	Full Cost Recovery	
A1 (colour)	7.00				Full cost	Full Cost Recovery	
A0 (black and white)	10.00				Full cost	Full Cost Recovery	
A0 (colour)	10.00				Full cost	Full Cost Recovery	
Other Corporate Charges							
Copy P60	5.90	0.00%	0.00	5.90	10%	6.50	
Replacement ID badge	5.90	0.00%	0.00	5.90	10%	6.50	
Attachment of Earnings per deduction	1.10	0.00%	0.00	1.10	10%	1.20	
Venue hire additional services				0.00			
Feature on official social media & website	Please contact us £30-£100				Full cost	Full Cost Recovery	
Place your promotional material in reception	10.00			Request a quote	Full cost	Full Cost Recovery	
Print your materials	Request a quote				Full cost	Full Cost Recovery	
Full design & print services:							
Luxury roll-up banner - Flat rate	100.00				Full cost	Full Cost Recovery	
- any additional	50.00				Full cost	Full Cost Recovery	
Vinyl banner	50.00			Request a quote	Full cost	Full Cost Recovery	
- any additional	25.00				Full cost	Full Cost Recovery	
Posters (10)	25.00				Full cost	Full Cost Recovery	

- any additional	Request a quote			Request a quote	Full cost	Full Cost Recovery	
Leaflets (500)	50.00				Full cost	Full Cost Recovery	
- any additional	Request a quote				Full cost	Full Cost Recovery	
Printing up to A0 size, with a range of finishing options on papers and cards. Tiny labels to large banners, binding and laminating, booklets, copies, reports, posters, duplicate pads, brochures, leaflets, flyers, & more. Integrated in-house Design team services also available.	Request a quote			Request a quote	Full cost	Full Cost Recovery	Quote based on how many copies, size, media, finishing and design requirements, using current paper and contract pricing.
Your bespoke requirements	Request a quote	0.00%		Request a quote	Full cost	Full Cost Recovery	

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 - o Show up on Google with our special website options
 - o Promote your event in our busy public spaces
- Design services
 - o Stand out
 - o Bespoke for you, from our professional design team
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- Add table plans, place settings, & more
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- Signs
 - Use your own designs, or our designers

To find out more just contact 01527 881296 or weddings@bromsgrove.gov.uk.
www.bromsgrove.gov.uk/weddings

REDDITCH BOROUGH COUNCIL								
Community Fees and Charges								
Roundings to the nearest 10p.								
Service Category	Charge 1st April 2021	VAT Treatment	% Change	increase/decrease	Proposed charge from 2022	Proposed Increase 23/24	New Charge 1st April 2023	COMMENTS
	£				£		£	
Private Sector Housing								
House Fitness Inspections	127.00	Exempt	5.00%	6.40	133.40	10%	146.70	New Charge this year
First Homes Application	0.00		0.00%	0.00	0.00	New	150.00	
Registration of housing in multiple occupation: per occupant	125.00	Exempt	5.00%	6.30	131.30	10%	144.40	
Service and Administration of Improvement, Prohibition, Hazard Awareness or Emergency Measures Notices under Housing Act 2004, per hour	35.00	Exempt	5.00%	1.80	36.80	10%	40.50	
Enforcement of Statutory Notices, Supervision of Work in Default etc	Actual + officer p/hr + 10% admin				Actual + officer p/hr + 10% admin	Full cost	Full Cost Recovery	
Lifeline								
Installation Fee - New Charge (Private & HRA)	52.00	Exempt	0.00%	0.00	52.00	0%	52.00	Insatllation charge to remain unchanged and weekly charge at lower percentage to remain competitive in the market place. private
Lifeline (per week)	4.25	Exempt	4.71%	0.20	4.45	5%	4.70	
Alarms private user pre April 2004 x 52 weeks*	2.60	Exempt	0.00%	0.00	2.60	0%	2.60	
Replacement Pendant	Actual cost + 17% admin fee				Actual cost + 17% admin fee	Full cost	Full Cost Recovery	
- Key Safe	Manufacturers cost + 17% admin fee				Manufacturers cost + 17% admin fee	Full cost	Full Cost Recovery	
- GSM Alarm Hire	5.50	Exempt	0.00%	0.00	5.50	0%	5.50	Prices to reflect encouraging customers to change to digital GSM but price is prohibitive. price reduction is to reamin competitive and
- GPS Tracker Hire	7.00	Exempt	5.00%	0.40	7.40	-25%	5.50	
- Daily Living Activity Equipment	7.00	Exempt	5.00%	0.40	7.40	0%	7.40	
*This is a lifetime set price and cannot be increased								
Hire Products (Linked to Lifeline and activated in the monitoring centre)								
Hire of smoke alarm per week	1.40	Exempt	5.00%	0.10	1.50	0%	1.50	to be retained at the current cost to remain competitive
CO2 Detector per week	1.40	Exempt	5.00%	0.10	1.50	0%	1.50	
Bogus Caller Panic Button (per week)	1.40	Exempt	5.00%	0.10	1.50	0%	1.50	
Flood Detector (per week)	1.40	Exempt	5.00%	0.10	1.50	0%	1.50	
Falls Detector (per week)	1.40	Exempt	5.00%	0.10	1.50	0%	1.50	
Additional pendant (per week)	1.40	Exempt	5.00%	0.10	1.50	0%	1.50	
Dial a Ride Service								
Minibus - single journey	4.00	Exempt	0.00%	0.00	4.00	35%	5.00	costs increased above inflation to closer reflect the actual cost of the service
Minibus - single journey with concessionary pass	3.00	Exempt	0.00%	0.00	3.00	35%	4.00	
Customers with a concessionary bus pass (per single medical journey)	4.00		0.00%	0.00	4.00	35%	5.00	
Customers without a concessionary bus pass (per single medical journey)	5.00		0.00%	0.00	5.00	35%	6.00	
Registration fee	15.00	Exempt	0.00%	0.00	15.00	35%	16.50	
Promotional offer for customers who register with both dial a ride and shopmobility (with the new charges it would normally be £30.00 - £15.00 per service)	20.00		0.00%	0.00	20.00	10%	22.00	
Shopmobility								
Annual registration fee	15.00		0.00%	0.00	15.00	10%	16.50	costs increased above inflation to closer reflect the actual cost of the service
Daily Charge (Redditch resident)	3.50		0.00%	0.00	3.50	35%	4.50	
Daily Charge (Non Redditch resident)	5.00		0.00%	0.00	5.00	35%	6.00	
Daily Escort fee charge	2.50		0.00%	0.00	2.50	35%	6.00	
Daily Pay as you go charge (no registration fee)	6.50		0.00%	0.00	6.50	35%	7.50	
Manual Wheelchair (resident)	2.00		0.00%	0.00	2.00	35%	3.00	
Manual Wheelchair (non-resident)	3.00		0.00%	0.00	3.00	35%	4.00	
Wheelchair Hire - per day	5.00		0.00%	0.00	5.00	35%	6.00	
Wheelchair Hire - per week	20.00		0.00%	0.00	20.00	25%	25.00	
Wheelchair Hire - per month	70.00		0.00%	0.00	70.00	20%	80.00	

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REDDITCH BOROUGH COUNCIL							
Environmental							
Roundings to the nearest 10p.							
Service Category	Charge 1st April 2021 £	% Change	increase/ decrease £	Proposed charge from 2022 £	Proposed Increase 23/24	New Charge 1st April 2023 £	COMMENTS
<u>Bulky Household Waste</u>							
The Bulky Service operates based on a standard unit price based on size and weight, with collection from the boundary of the property with the public highway. 1 Unit is equivalent to an under unit appliance, and this measure is multiplied up for multiple or larger items and items that cannot be lifted by two people will need to be quoted seperately.							
Bulky collection - per single unit*	9.00	5.56%	0.50	9.50	Full cost	Full Cost Recovery	
*Dependant on size, these items charged for as a multiple of units.							
Items that are classed by WCC as non domestic waste	Quotation						
Items not on the boundary of the property	Quotation						
Mechanically Sweep Private Road / Car Park - HGV Sweeper per Hour	50.00	0.00%	0.00	50.00	10%	55.00	
Garden Waste Collection Service - new charge	46.00	0.00%	0.00	46.00	10%	50.60	
Garden Waste Set up fee - new charge	20.00	0.00%	0.00	20.00	10%	22.00	
Re-issue of service - new charge	40.00	0.00%	0.00	40.00	10%	44.00	
<u>MOT</u>							
Class 4 (car)	Set by VOSA			Set by VOSA	Stat	Set by VOSA	
Class 7 (van)	Set by VOSA			Set by VOSA	Stat	Set by VOSA	
Class 5 vl (minibus)	Set by VOSA			Set by VOSA	Stat	Set by VOSA	
VOSA have yet to set a revised charge.							
Council have agreed that the workshop can increase fee in line with VOSA charges (rounded down to the nearest whole £) as VOSA change them.							
<u>Crematorium/Cemetery</u>							
The following charges would be subject to 25% plus or minus in year adjustment facility delegated to Bereavement Services Manager or Head of Service to allow for supplier increases such as utilities or memorial suppliers etc							
<u>Interment</u>							
Full earth interment under 1 year (non resident only)	0.00	0.00%	0.00	0.00			
Full earth interment under 1 year (Redditch resident)	No Charge			No Charge			
Interment 1 year to 17 (inc) years (non resident only)	0.00	0.00%	0.00	0.00			
Interment 1 year to 17 years (inc) (Redditch Resident)	No Charge			No Charge			
<u>Interment 18 years and over*</u>							
Single Depth	649.00	5.00%	32.50	681.50	10%	749.70	
Double Depth	649.00	5.00%	32.50	681.50	10%	749.70	
Interment of cremated remains *	216.00	5.00%	10.80	226.80	10%	249.50	
Interment of cremated remains - non resident under 18 years	No Charge			No Charge			
Interment of cremated remains (Redditch Resident under 18 years only)	No Charge			No Charge			
Scattering cremated remains in grave or in rose/memorial garden (roll back turf)	90.00	5.00%	4.50	94.50	10%	104.00	
<u>Charges for Burials</u>							
<u>Exclusive Right of Burial for 75 years</u>							
In adult size grave	1,634.00	5.00%	81.70	1,715.70	10%	1,887.30	
In babies grave	281.00	5.00%	14.10	295.10	10%	324.60	
In child's grave (4 x 2)	299.00	5.00%	15.00	314.00	10%	345.40	
In ashes grave	625.00	5.00%	31.30	656.30	10%	721.90	
<u>Extending Rights in existing grave for 25 years</u>							
In existing full earth grave	466.00	5.00%	23.30	489.30	10%	538.20	
In child's grave	99.00	5.00%	5.00	104.00	10%	114.40	

In ashes grave	182.00	5.00%	9.10	191.10	10%	210.20
Assignment / Transfer of Exclusive Right	106.00	5.00%	5.30	111.30	10%	122.40
Certified copy of entry in Register of Burials	23.00	5.00%	1.20	24.20	10%	26.60
Disinterment of Remains - Cremated Remains	568.00	5.00%	28.40	596.40	10%	656.00
<u>Cemetery Memorials</u>						
Memorial application administration fee	106.00	5.00%	5.30	111.30	10%	122.40
<u>Cremation related fees</u>						
Direct Cremation 18+ years	434.00	5.00%	21.70	455.70	10%	501.30
Cremation 17 years and under	No Fee			No Fee	10%	No Fee
Cremation 18+ years 09:00am and 09:30am	577.00	5.00%	28.90	605.90	10%	666.50
Cremation 18+ years 10:15am onwards	746.00	5.00%	37.30	783.30	10%	861.60
<u>None Resident Cremation Fees</u>						
Cremation 18+ years 9:00 am ans 09:30am	677.00	5.01%	33.90	710.90	10%	782.00
Cremation 18+ years 10:30am onwards	846.00	5.00%	42.30	888.30	10%	977.10
Scattering of ashes from other Crematoria	64.00	5.00%	3.20	67.20	10%	73.90
Certified extract from Register of Cremations	23.00	5.00%	1.20	24.20	10%	26.60
Replacement certificate of cremation	12.00	5.00%	0.60	12.60	10%	13.90
Organist's fee	58.00	5.00%	2.90	60.90	10%	67.00
Extra Service Time in Chapel	181.00	5.00%	9.10	190.10	10%	209.10
Use of chapel for burial service of child 16 or under (not RBC Cemeteries)	251.00	5.00%	12.60	263.60	10%	290.00
Use of Chapel for burial service (RBC Cemeteries)	181.00	5.00%	9.10	190.10	10%	209.10
Use of Chapel for burial/ memorial service (not RBC Cemetery) 9.00 am and 09:30am	577.00	5.00%	28.90	605.90	10%	666.50
Use of Chapel for burial/ memorial service (not RBC Cemetery) 10:15am onwards	746.00	5.00%	37.30	783.30	10%	861.60
Use of chapel for burial service of child 16 or under (RBC Cemeteries)	84.00	5.00%	4.20	88.20	10%	97.00
Late arrival at Crematorium (only if service runs into next time slot)	181.00	5.00%	9.10	190.10	10%	209.10
Cremation of a body part where the original cremation was elsewhere -	168.00	5.00%	8.40	176.40	10%	194.00
<u>Caskets</u>						
Wooden cremated remains casket	119.00	5.00%	6.00	125.00	10%	137.50
<u>Chapel music additional options</u>						
Webcast of Chapel Service inc VAT	88.00	5.00%	4.40	92.40	10%	101.60
Webcast Live & 28 Day view inc downloadable version inc VAT	50.00	5.00%	2.50	52.50	10%	57.80
Keepsake copy of Webcast (DVD/USB) inc VAT	74.00	5.00%	3.70	77.70	10%	85.50
Single Photo inc VAT	27.00	5.00%	1.40	28.40	10%	31.20
Slideshow (up to 25 photos) inc VAT	75.00	5.00%	3.80	78.80	10%	86.70
Pro Tribute (up to 25 photos set to music) inc VAT	99.00	5.00%	5.00	104.00	10%	114.40
Family made video for checking inc VAT	24.00	5.00%	1.20	25.20	10%	27.70
Keepsake copy of Pro Tribute (DVD/USB/Downloadable) inc VAT	30.00	5.00%	1.50	31.50	10%	34.70
Additional physical copies (DVD/USB) inc VAT	44.00	5.00%	2.20	46.20	10%	50.80
Each extra 25 photos inc VAT	38.00	5.00%	1.90	39.90	10%	43.90
Extra work (such as adding videos to pro tribute) inc VAT	38.00	5.00%	1.90	39.90	10%	43.90
<u>Memorials</u>						
Book of Remembrance - Name + 1 line	94.00	5.00%	4.70	98.70	10%	108.60
Each additional line in the Book	35.00	5.00%	1.80	36.80	10%	40.50
Miniature Book of Remembrance - Name + 1 line	83.00	5.00%	4.20	87.20	10%	95.90
Remembrance Card - Name + 1 line	41.00	5.00%	2.10	43.10	10%	47.40
Additional lines in miniature and cards	29.00	5.00%	1.50	30.50	10%	33.60
Crests - Floral depiction	59.00	5.00%	3.00	62.00	10%	68.20
- Badge or other	71.00	5.00%	3.60	74.60	10%	82.10
Bench with 10 year lease & top rail engraving (max 40 letters) -	880.00	35.00%	308.00	1,188.00	10%	1,306.80
Bench with 10 year lease & standard silver plaque (max 60 letters) -	837.00	35.01%	293.00	1,130.00	10%	1,243.00
Bench replacement plaque - £110.00	121.00	35.04%	42.40	163.40	10%	179.70
<u>Wall Plaques – Internal</u>						
Indoor single (12" x 3") - 5 year lease	200.00	5.00%	10.00	210.00	10%	231.00
Indoor single (12" x 3") - 10 year lease	318.00	5.00%	15.90	333.90	10%	367.30
Indoor single (12" x 3") - 20 year lease	436.00	5.00%	21.80	457.80	10%	503.60
Indoor double (12" x 6") - 5 year lease	318.00	5.00%	15.90	333.90	10%	367.30
Indoor double (12" x 6") - 10 year lease	436.00	5.00%	21.80	457.80	10%	503.60
Indoor double (12" x 6") - 20 year lease	554.00	5.00%	27.70	581.70	10%	639.90
<u>Outdoor Wall Plaques</u>						
5 year lease	224.00	5.00%	11.20	235.20	10%	258.70
10 year lease	342.00	5.00%	17.10	359.10	10%	395.00
20 year lease	459.00	5.00%	23.00	482.00	10%	530.20

Photo or motif	188.00	5.00%	9.40	197.40	10%	217.10	
<u>Bird Bath Memorial</u>							
5 year lease							
Size 1 - small	212.00	5.00%	10.60	222.60	10%	244.90	
Size 2	236.00	5.00%	11.80	247.80	10%	272.60	
Size 3	260.00	5.00%	13.00	273.00	10%	300.30	
Size 4	283.00	5.00%	14.20	297.20	10%	326.90	
Size 5 - large	307.00	5.00%	15.40	322.40	10%	354.60	
10 year lease							
Size 1 - small	330.00	5.00%	16.50	346.50	10%	381.20	
Size 2	354.00	5.00%	17.70	371.70	10%	408.90	
Size 3	378.00	5.00%	18.90	396.90	10%	436.60	
Size 4	401.00	5.00%	20.10	421.10	10%	463.20	
Size 5 - large	423.00	5.00%	21.20	444.20	10%	488.60	
20 year lease							
Size 1 - small	448.00	5.00%	22.40	470.40	10%	517.40	
Size 2	472.00	5.00%	23.60	495.60	10%	545.20	
Size 3	496.00	5.00%	24.80	520.80	10%	572.90	
Size 4	519.00	5.00%	26.00	545.00	10%	599.50	
Size 5 - large	543.00	5.00%	27.20	570.20	10%	627.20	
Motif	118.00	5.00%	5.90	123.90	10%	136.30	
Barbican Memorial							
Inscribed tablet including 3 year lease	262.00	5.00%	13.10	275.10	10%	302.60	
Standard Motif	105.00	5.00%	5.30	110.30	10%	121.30	
Photo of 1 person	126.00	5.00%	6.30	132.30	10%	145.50	
Photo of 2 people	199.00	5.00%	10.00	209.00	10%	229.90	
Photo of 3 people	257.00	5.00%	12.90	269.90	10%	296.90	
Other items are available but quoted individually							
Additional inscription on plaque							
	147.00	5.00%	7.40	154.40	10%	169.80	
<u>Indoor Memorial Tree</u>							
Standard Leaf - 3 year lease - new charge	69.00	5.00%	3.50	72.50	10%	79.80	
Additional Leaves - new charge	48.00	5.00%	2.40	50.40	10%	55.40	
<u>Memorial Vaults</u>							
Double Unit - 20 year lease including first interment and casket	1,324.00	5.00%	66.20	1,390.20	10%	1,529.20	
2nd interment of remains including casket	182.00	5.00%	9.10	191.10	10%	210.20	
Inscribed tablet upto 80 letters	148.00	5.00%	7.40	155.40	10%	170.90	
Additional Letters (per letter)	4.20	5.00%	0.20	4.40	10%	4.80	
Standard Motif	106.00	5.00%	5.30	111.30	10%	122.40	
Photo of 1 person	127.00	5.00%	6.40	133.40	10%	146.70	
Photo of 2 people	201.00	5.00%	10.10	211.10	10%	232.20	
Photo of 3 people	259.00	5.00%	13.00	272.00	10%	299.20	
Other items are available but will be quoted individually							
	QUOTED INDIVIDUALLY	QUOTED INDIVIDUALLY	QUOTED INDIVIDUALLY	QUOTED INDIVIDUALLY	Full cost	Full Cost Recovery	
High Hedge Complaints							
	237.60	5.00%	11.90	249.50	10%	274.50	
<u>Memorial Posts</u>							
Memorial plaque - 3 year lease	254.00	5.00%	12.70	266.70	10%	293.40	
Motif	48.00	5.00%	2.40	50.40	10%	55.40	
Replacement Plaque	127.00	5.00%	6.40	133.40	10%	146.70	
<u>Private Memorial Garden</u>							
Including memorial - 20 year lease	1,694.00	5.00%	84.70	1,778.70	10%	1,956.60	
<u>Purchase of memorial plaque (bronze)</u>							
	191.00	5.00%	9.60	200.60	10%	220.70	
Road Closures	87.70	5.00%	4.40	92.10	10%	101.30	
<u>Parking Fines PCN's On Street - statutory</u>							
Set by Statute							
Certain Contraventions	70.00	0.00%	0.00	70.00	Stat	70.00	
If paid within fourteen days	35.00	0.00%	0.00	35.00	Stat	35.00	
Other Contraventions	50.00	0.00%	0.00	50.00	Stat	50.00	Set by Statute

If paid within fourteen days	25.00	0.00%	0.00	25.00	Stat	25.00	
These charges will increase if the charge remains unpaid after the 28 days given on the NTO (Notice to Owner)							
Road Closures							
New Charge - £80 per Road closure plus VAT						80.00	New

REDDITCH BOROUGH COUNCIL							
Legal, Democratic and Property Services							
Roundings to the nearest 10p.							
Service Category	Charge 1st April 2021	% Change	increase/ decrease	Proposed charge from 2022	Proposed Increase 23/24	New Charge 1st April 2023	COMMENTS
	£		£	£		£	
Legal Costs							
Legal work - General hourly rate	146.80	6.00%	8.80	155.60	10%	171.20	
Legal Consent - Admin Fee	26.10	6.00%	1.60	27.70	10%	30.50	
Mortgage Redemption Fee	69.60	6.00%	4.20	73.80	10%	81.20	
Second Mortgage questionnaire	47.80	6.00%	2.90	50.70	10%	55.80	
Surrender of Garage Lease	79.50	6.00%	4.80	84.30	10%	92.70	
Discount questionnaire	36.30	6.00%	2.20	38.50	10%	42.40	
Leasehold Questionnaire	83.80	6.00%	5.00	88.80	10%	97.70	
Notice of Postponement during Right to Buy	26.40	6.00%	1.60	28.00	10%	30.80	
Notice of Postponement post Right to Buy	36.30	6.00%	2.20	38.50	10%	42.40	
Re-mortgage	62.20	6.00%	3.70	65.90	10%	72.50	
Consent for alterations to former Council house/flat	161.20	6.00%	9.70	170.90	10%	188.00	
Retrospective Consent for alterations to former Council house/flat	201.60	6.00%	12.10	213.70	10%	235.10	
Garden licence - initial administration fee (plus annual fee)	249.80	6.00%	15.00	264.80	10%	291.30	
WayLeave Agreement	374.70	6.00%	22.50	397.20	10%	436.90	
Deed of Grant/Easement	392.70	6.00%	23.60	416.30	10%	457.90	
* Licence to Assign	392.70	6.00%	23.60	416.30	10%	457.90	
* Rent Deposit Deed	392.70	6.00%	23.60	416.30	10%	457.90	
* Authorised Guarantee Agreement	392.70	6.00%	23.60	416.30	10%	457.90	
* Licence for Alterations	392.70	6.00%	23.60	416.30	10%	457.90	
* Licence to Sub-let	392.70	6.00%	23.60	416.30	10%	457.90	
* Deed of Variation	392.70	6.00%	23.60	416.30	10%	457.90	
* Grant of Lease	531.10	6.00%	31.90	563.00	10%	619.30	
* Extended Lease	531.10	6.00%	31.90	563.00	10%	619.30	
* Deed of Surrender	392.70	6.00%	23.60	416.30	10%	457.90	
* Please note that each document shall be charged for separately, except where one transaction involves more than two documents, in which case fees will be capped at £765.00							
Tenancy at Will	392.70	6.00%	23.60	416.30	10%	457.90	
Renewal of Lease	392.70	6.00%	23.60	416.30	10%	457.90	
Minor land sales - legal fees upto the value of £1,000	515.70	6.00%	30.90	546.60	10%	601.30	
Major land sales - legal fees £10,000+ - 2.75% of the purchase price, with a minimum charge of £500	Fixed fee			Fixed fee	Full cost	Full Cost Recovery	
Major land sales - legal fees £50,000+ - 2.75% of the purchase price, with a minimum charge of £750	Fixed fee			Fixed fee	Full cost	Full Cost Recovery	
Deed of release of covenant - 1% of the release consideration with a minimum of £750	Fixed fee			Fixed fee	Full cost	Full Cost Recovery	
Footpath Diversion Orders	2,165.50	6.00%	129.90	2,295.40	10%	2,524.90	
Freehold reversions - admin fee	392.70	6.00%	23.60	416.30	10%	457.90	
Copy of lease (up to 25 pages)							
Copies of RTB service charges (up to last three years)							
Extra copies of valuation - S.125 Notice							
Section 106							
Private Owner	529.50	6.00%	31.80	561.30	10%	617.40	
Each additional unit added (up to a maximum of £1,500) *	71.10	6.00%	4.30	75.40	10%	82.90	
100% Affordable housing schemes	984.10	6.00%	59.00	1,043.10	10%	1,147.40	
Deed of Variation **	374.00	6.00%	22.40	396.40	10%	436.00	
Fee for agreeing a unilateral undertaking	374.00	6.00%	22.40	396.40	10%	436.00	
LOCAL LAND CHARGES							
Search Type							
Official Certificate of Search (LLC1) only	29.20			Not Applicable			LLC searches now carried out by HMLR
CON29R Enquiries of Local Authority (2016)							
- Residential	111.60		0.00	111.60	10%	122.80	
- Commercial	156.30		0.00	156.30	10%	171.90	
Standard Search Fee: LLC1 and CON 29R combined							
- Residential	138.40			Not Applicable			
- Commercial	184.40			Not Applicable			
CON 290 Optional enquiries of Local Authority (2007)							

(Questions 5,6,8,9,11,15) per question	13.50	5.00%	0.70	14.20	10%	15.60
(Questions 7,10,12,13,14,16-21) per question	6.80	5.00%	0.30	7.10	10%	7.80
(Question 22)	30.00	0.00%	0.00	30.00	10%	33.00
(Question 4)	15.10		0.00	15.10	10%	16.60
Extra written enquiries (Refer to Worcestershire County Council for Highways enquiries)	52.70	5.00%	2.60	55.30	10%	60.80
Each additional parcel of land (LLC1 and CON29R)	24.70	5.00%	1.20	25.90	10%	28.50
Expedited (within 48 hrs)	33.70	5.00%	1.70	35.40	10%	38.90
<u>Committee Room 1:</u>						
4 hour minimum - Standard	58.52	5.00%	2.90	61.45	10%	67.60
Concession 25	43.91	5.00%	2.20	46.11	10%	50.70
Concession 50	29.26	5.00%	1.50	30.72	10%	33.80
Concession 75	14.66	5.00%	0.70	15.39	10%	16.90
8 hour minimum - daytime and/or evening	77.28	5.00%	3.90	81.14	10%	89.30
Concession 25	57.94	5.00%	2.90	60.84	10%	66.90
Concession 50	38.66	5.00%	1.90	40.59	10%	44.60
Concession 75	19.33	5.00%	1.00	20.30	10%	22.30
<u>CIVIC SUITE COMMERCIAL CHARGES</u>						
<u>Committee Room 2/3:</u>						
4 hour minimum - daytime	118.14	4.37%	5.20	123.30	10%	135.60
Concession 25	88.62	4.27%	3.80	92.40	10%	101.60
Concession 50	59.10	4.23%	2.50	61.60	10%	67.80
Concession 75	29.52	4.34%	1.30	30.80	10%	33.90
8 hour minimum - daytime and/or evening	167.63	4.40%	7.40	175.00	10%	192.50
Concession 25	125.70	4.14%	5.20	130.90	10%	144.00
Concession 50	83.78	4.44%	3.70	87.50	10%	96.30
Concession 75	41.92	4.25%	1.80	43.70	10%	48.10
<u>Council Chamber:</u>						
4 hour minimum - daytime	162.74	4.34%	7.10	169.80	10%	186.80
Concession 25	122.04	4.06%	5.00	127.00	10%	139.70
Concession 50	81.35	4.36%	3.60	84.90	10%	93.40
Concession 75	40.70	4.18%	1.70	42.40	10%	46.60
8 hour minimum - daytime and/or evening	265.86	4.19%	11.10	277.00	10%	304.70
Concession 25	199.41	4.31%	8.60	208.00	10%	228.80
Concession 50	132.96	4.17%	5.50	138.50	10%	152.40
Concession 75	66.45	4.29%	2.80	69.30	10%	76.20
<u>Full Civic Suite: Monday to Saturday (including servery)</u>						
4 hour minimum - daytime	265.86	4.19%	11.10	277.00	10%	304.70
Concession 25	199.41	4.31%	8.60	208.00	10%	228.80
Concession 50	132.96	4.17%	5.50	138.50	10%	152.40
Concession 75	66.45	4.29%	2.80	69.30	10%	76.20
8 hour minimum - daytime and/or evening	482.66	4.32%	20.80	503.50	10%	553.90
Concession 25	362.00	4.14%	15.00	377.00	10%	414.70
Concession 50	241.33	4.21%	10.20	251.50	10%	276.70
Concession 75	120.67	4.25%	5.10	125.80	10%	138.40
<u>Full Civic Suite: Sunday - exceptional (including servery)</u>						
4 hour minimum - daytime	302.23	4.23%	12.80	315.00	10%	346.50
		4.32%				
Concession 25	226.70		9.80	236.50	10%	260.20
Concession 50	151.11	4.29%	6.50	157.60	10%	173.40
Concession 75	75.58	4.26%	3.20	78.80	10%	86.70
8 hour minimum - daytime and/or evening	549.88	4.20%	23.10	573.00	10%	630.30
Concession 25	412.44	4.26%	17.60	430.00	10%	473.00
Concession 50	274.94	4.20%	11.60	286.50	10%	315.20
Concession 75	137.50	4.36%	6.00	143.50	10%	157.90
<u>CIVIC SUITE COMMERCIAL CHARGES</u>						
<u>Equipment Hire</u>						

OHP/Screen	23.82	4.32%	1.00	24.85	10%	27.30
TV/Video	23.82	4.32%	1.00	24.85	10%	27.30
Conferencing Sound System	23.82	4.32%	1.00	24.85	10%	27.30
Flipchart stand						
4 hour minimum - daytime	7.91	4.30%	0.30	8.25	10%	9.10
8 hour minimum - daytime and/or evening	9.03	4.10%	0.40	9.40	10%	10.30
Other Fees						
Security	250.51	4.19%	10.50	261.00	10%	287.10
Retainer						
CIVIC SUITE - REFRESHMENT CHARGES						
Teas and Coffees	1.12	7.14%	0.10	1.20	10%	1.30
Commercial - per cup						
Learning online						
Personal Development						
Unemployed						
Maths *	FREE			FREE		
English *	FREE			FREE		
*Must demonstrate a need after initial assessment.						
Employed						
Maths *	FREE			FREE		
English *	FREE			FREE		
*Must demonstrate a need after initial assessment.						
IA Eligibility						
IA Not Eligible **	350.00	0.00%	0.00	350.00	10%	385.00
*Must demonstrate a need after initial assessment.	350.00	0.00%	0.00	350.00	10%	385.00
**When the IA shows you are working above Level 2 and therefore not eligible for government funding but wish to gain a recognised qualification.						
[Full course includes OCR registration, online materials, offline resources, practice papers, tests & certification]						
Computer Courses						
Full Awards [Full course includes BCS registration, online materials, offline resources, practice papers, tests & certification]						
Unemployed						
BCS IT Level 1 (ECDL) (3 units)	300.00	0.00%	0.00	300.00	10%	330.00
BCS Level 2 (ECDL Extra) 4 units	360.00	0.00%	0.00	360.00	10%	396.00
Employed						
BCS IT Level 1 (ECDL) (3 units)	300.00	0.00%	0.00	300.00	10%	330.00
BCS Level 2 (ECDL Extra) 4 units	360.00	0.00%	0.00	360.00	10%	396.00
Testing only option [Testing only option includes BCS Registration, 4 tests and certification]						
Unemployed						
Tests only	n/a			n/a		
Practice papers & tests only	n/a			n/a		
Resits	n/a			n/a		
Unemployed - no benefits not seeking work						
Tests only	200.00	0.00%	0.00	200.00	10%	220.00
Practice papers & tests only	240.00	0.00%	0.00	240.00	10%	264.00
Resits	30.00	0.00%	0.00	30.00	10%	33.00
Employed - Less than 16 hours						
Tests only	n/a			n/a		
Practice papers & tests only	n/a			n/a		
Resits	n/a			n/a		
Employed						
Tests only	200.00	0.00%	0.00	200.00	10%	220.00
Practice papers & tests only	240.00	0.00%	0.00	240.00	10%	264.00
Resits	30.00	0.00%	0.00	30.00	10%	33.00

Single Awards 1 unit only [includes BCS registration, online materials, offline resources, practice papers, test certification]						
Unemployed						
Word Processing	n/a			n/a		
Spreadsheets	n/a			n/a		
Presentations (PowerPoint)	n/a			n/a		
Improving productivity	n/a			n/a		
Unemployed - no benefits not seeking work						
Word Processing	80.00	0.00%	0.00	80.00	10%	88.00
Spreadsheets	80.00	0.00%	0.00	80.00	10%	88.00
Presentations (PowerPoint)	80.00	0.00%	0.00	80.00	10%	88.00
Improving productivity	80.00	0.00%	0.00	80.00	10%	88.00
Employed						
Word Processing	80.00	0.00%	0.00	80.00	10%	88.00
Spreadsheets	80.00	0.00%	0.00	80.00	10%	88.00
Presentations (PowerPoint)	80.00	0.00%	0.00	80.00	10%	88.00
Improving productivity	80.00	0.00%	0.00	80.00	10%	88.00
Testing only option Per module [Testing only option includes BCS Registration, 1 test and certification]						
Unemployed						
Tests only	n/a			n/a		
Practice papers & tests only	n/a			n/a		
Resits	n/a			n/a		
Unemployed - no benefits not seeking work						
Tests only	50.00	0.00%	0.00	50.00	10%	55.00
Practice papers & tests only	60.00	0.00%	0.00	60.00	10%	66.00
Resits	30.00	0.00%	0.00	30.00	10%	33.00
Employed						
Tests only	50.00	0.00%	0.00	50.00	10%	55.00
Practice papers & tests only	60.00	0.00%	0.00	60.00	10%	66.00
Resits	30.00	0.00%	0.00	30.00	10%	33.00

Enrolments and testing can only be carried out at our registered training centre (Greenlands Business Centre, Redditch, Worcestershire B98 7HD).

You must be able to provide proof of ID in the form of a current passport or driving licence or two forms of ID that show your current address. To be eligible for free courses you must show proof of eligibility if self-declaring.

To sign up for a course call or email us to arrange a date and time to meet and set up the initial assessments.

Enrolments need to be done in the Centre because of the need for I.D. checks, however the initial assessments and learning can take place from home.

Contact details for further information: Learningonline - Redditch 01527 524762

Email: learningonline@redditchbc.gov.uk

Property Services							
Minor Land Sales Request for Information	52.90	36.11%	19.10	72.00	Full cost	Full Cost Recovery	VAT not included in previous year plus Inflationary Increase
Minor Land Sales Full Application	387.35	27.02%	104.70	492.00	Full cost	Full Cost Recovery	VAT not included in previous year plus Inflationary Increase
Advertising - Estimated Fee per Advert (new charge based on cost per advert	NEW			360.00	Full cost	Full Cost Recovery	New charge based on cost per advert
Surveyors Fees - Estimated Fee (new charge based on an hourly cost)	NEW			90.00	Full cost	Full Cost Recovery	New charge based on an hourly rate

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REDDITCH BOROUGH COUNCIL

Planning, Regeneration & Leisure Services

BUILDING CONTROL - VAT AT 20%

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

Service Category	Charge 1st April 2021 £	% Change	Increase/ decrease £	Proposed charge from 2022 £	Proposed Increase 23/24	New Charge 1st April 2023 £	COMMENTS
TABLE A: STANDARD CHARGES FOR THE CREATION OR CONVERSION TO NEW HOUSING 1,2,3 or More Properties:							
Application	Please Ring for Quote Please Ring for Quote			Please Ring for Quote Please Ring for Quote	Full cost	Full Cost Recovery	
Regularisation					Full cost	Full Cost Recovery	
TABLE B: Domestic Extensions and alterations to a Single Building (please contact us)							
Application	Please Contact Us Please Contact Us Please Contact Us			Please Contact Us Please Contact Us Please Contact Us	Full cost	Full Cost Recovery	
Regularisation					Full cost	Full Cost Recovery	
Additional					Full cost	Full Cost Recovery	
Garage Conversion to habitable room							
Application	375.00	0.00%	0.00	375.00	Full cost	Full Cost Recovery	No increase required in order to fully recover costs. As per The Building (Local Authority Charges) Regulation 2010
Regularisation	450.00	0.00%	0.00	450.00	Full cost	Full Cost Recovery	
Additional	Please Contact Us			Please Contact Us	Full cost	Full Cost Recovery	
Extension project Consolidated to just the Table B heading (delete)					Full cost	Full Cost Recovery	
Application	Please Contact Us Please Contact Us Please Contact Us			Please Contact Us Please Contact Us Please Contact Us	Full cost	Full Cost Recovery	
Regularisation					Full cost	Full Cost Recovery	
Additional					Full cost	Full Cost Recovery	
All other extensions Consolidated to just the Table B heading (delete)							
Loft Conversions Consolidated to just the Table B heading (delete)	Please Contact Us Please Contact Us			Please Contact Us Please Contact Us	Full cost	Full Cost Recovery	
Detached garage over Consolidated to just the Table B heading (delete)					Full cost	Full Cost Recovery	
Electrical works by non-qualified electrician							
Application	Please Contact Us Please Contact Us			Please Contact Us Please Contact Us	Full cost	Full Cost Recovery	
Regularisation					Full cost	Full Cost Recovery	
Renovation of thermal element							
Application	Please Contact Us Please Contact Us			Please Contact Us Please Contact Us	Full cost	Full Cost Recovery	
Regularisation					Full cost	Full Cost Recovery	
Installing steel beam(s) within an existing house							
Application	225.00	0.00%	0.00	225.00	Full cost	Full Cost Recovery	No increase required in order to fully recover costs. As per The Building (Local Authority Charges) Regulation 2010
Regularisation	270.00	0.00%	0.00	270.00	Full cost	Full Cost Recovery	
Window replacment							
Application	225.00	0.00%	0.00	225.00	Full cost	Full Cost Recovery	No increase required in order to fully recover costs. As per The Building (Local Authority Charges) Regulation 2010
Regularisation	270.00	0.00%	0.00	270.00	Full cost	Full Cost Recovery	
Installing a new boiler or wood burner etc.							
Application	440.00	0.00%	0.00	440.00	Full cost	Full Cost Recovery	No increase required in order to fully recover costs. As per The Building (Local Authority Charges) Regulation 2010
Regularisation	530.00	0.00%	0.00	530.00	Full cost	Full Cost Recovery	
TABLE C: All Other works - Alterations and new build							
£0 +	Please Contact Us			Please Contact Us			
For Office or shop fit outs, installation of a mezzanine floor and all other work where the estimated cost exceeds £50,000, please contact the Building Control Office on 01527 881402 for a competitive quote							
These charges have been set on the following basis:							
1. That the building work does not consist of, or include innovative or high risk construction techniques and / or duration of the building work from commencement to completion does not exceed 12 months							
2. That the design and building work is undertaken by a person or company that is competent to carry out the relevant design and building work. If they are not, the building control service may impose supplementary charges.							
Building Control – Supplementary Charges.							
If you are selling a property that has been extended or altered, you need to provide evidence to prospective purchasers that any relevant building work has been inspected and approved by a Building Control Body. That evidence is in the form of a Building Regulations Completion / Final Certificate and / or an Approval or Initial Notice							
Legal entitlement to a Completion Certificate is subject to conditions. In cases where the Council is not told that building work is completed, or the building is occupied without addressing outstanding Building Regulation matters, a certificate is not issued. Despite the best efforts of the Council's Building Control Surveyors, many home							
Other charges are payable where we are asked to withdraw a Building Regulations application and refund fees, or asked to re-direct inspection fee invoices. Fees are payable in cleared funds before the release of any authorised documents or other actions listed below.							
ARCHIVED APPLICATIONS							
Process request to re-open archived building control file, resolve case and issue completion certificate	55.40	0.00%	0.00	55.40	Full cost	Full Cost Recovery	No increase required in order to fully recover costs. As per The Building (Local Authority Charges) Regulation 2010
Each visit to site in connection with resolving archived building control cases	72.30	0.00%	0.00	72.30	Full cost	Full Cost Recovery	
WITHDRAWN APPLICATIONS							
Process request	55.40	0.00%	0.00	55.40	Full cost	Full Cost Recovery	No increase required in order to fully recover costs. As per The Building (Local Authority Charges) Regulation 2010
With additional fees of.....							
Withdraw Building Notice application where no inspections have taken place	refund submitted fee less admin fee			refund submitted fee less admin fee	Full cost	Full Cost Recovery	
Withdraw Building Notice application where inspections have taken place	refund less admin fee less £72.30 per visit made			refund less admin fee less £72.30 per visit made	Full cost	Full Cost Recovery	No increase required in order to fully recover costs. As per The Building (Local Authority Charges) Regulation 2010
Withdrawn Full Plans application without plans being checked or any site inspections being made	refund submitted fee less any inspection fee made			refund submitted fee less any inspection fee made	Full cost	Full Cost Recovery	No increase required in order to fully recover costs. As per The Building (Local Authority Charges) Regulation 2010
Withdraw Full Plans application after plan check but before any inspections on site	refund submitted fee less admin fee less plan check fee			refund submitted fee less admin fee less plan check fee	Full cost	Full Cost Recovery	No increase required in order to fully recover costs. As per The Building (Local Authority Charges) Regulation 2010

Withdraw Full Plans application after plan check and after site inspections made	refund submitted fee less plan fee less £72.30 for each inspection made			refund submitted fee less plan fee less £72.30 for each inspection made	Full cost	Full Cost Recovery	No increase required in order to fully recover costs. As per The Building (Local Authority Charges) Regulation 2010
RE-DIRECT INSPECTION FEES / ISSUE COPY DOCUMENTS Process request to re-invoice inspection fee to new addressee or issue copies of previously issued Completion Certificates, Plans Approval Notices or Building Notice acceptances. Optional Consultancy Services	55.40 Please Contact Us	0.00%	0.00	55.40 Please Contact Us	Full cost	Full Cost Recovery	No increase required in order to fully recover costs. As per The Building (Local Authority Charges) Regulation 2010
Charges note							
Under the Building (Local Authority Charges) Regulations 2010 local authority building control is not permitted to make a profit or loss. The service is to ensure full cost recovery and no more. Any surplus or loss made against expenditure budgets is to be offset against the following years fees and charges setting. In							
DEVELOPMENT MANAGEMENT							
Pre Application Fee							
Residential Development/ Development Site Area/Proposed Gross Floor Area							
Householder Development	103.00	5.83%	6.00	109.00	10%	119.90	
1* Dwelling	222.00	5.41%	12.00	234.00	10%	257.40	
2 - 4 Dwellings	333.00	5.11%	17.00	350.00	10%	385.00	
5 - 9 Dwellings	666.00	5.11%	34.00	700.00	10%	770.00	
10 - 49 Dwellings	1,333.00	5.03%	67.00	1,400.00	10%	1,540.00	
50 - 99 Dwellings	2,443.00	5.03%	123.00	2,566.00	10%	2,822.60	
100 - 199 Dwellings	3,333.00	5.01%	167.00	3,500.00	10%	3,850.00	
200+ Dwellings	4,443.00	5.00%	222.00	4,665.00	10%	5,131.50	
* includes one-for-one replacements							
Non-residential development (floor space)							
Floor area is measured externally							
Less than 500sqm	308.00	5.19%	16.00	324.00	10%	356.40	
500 - 999sqm	556.00	5.04%	28.00	584.00	10%	642.40	
1000 - 1999sqm	1,111.00	5.04%	56.00	1,167.00	10%	1,283.70	
2000 - 4999sqm	2,221.00	5.00%	111.00	2,332.00	10%	2,565.20	
5000 - 9999sqm	2,777.00	5.01%	139.00	2,916.00	10%	3,207.60	
10,000sqm or greater	3,333.00	5.01%	167.00	3,500.00	10%	3,850.00	
Non-residential development (site area) where no building operations are proposed							
Less than 0.5ha	334.00	5.09%	17.00	351.00	10%	386.10	
0.5 - 0.99ha	666.00	5.11%	34.00	700.00	10%	770.00	
1 - 1.25ha	1,111.00	5.04%	56.00	1,167.00	10%	1,283.70	
1.26 - 2ha	2,221.00	5.00%	111.00	2,332.00	10%	2,565.20	
2ha or greater	3,333.00	5.01%	167.00	3,500.00	10%	3,850.00	
Variation/removal of conditions and engineering operations (flat fee)	205.00	5.37%	11.00	216.00	10%	237.60	
Recovering Costs for seeking specialist advice in connection with Planning proposals	Full recovery cost			Full recovery cost	Full cost	Full Cost Recovery	
Monitoring Fees to be applied to Planning Obligations							
Obligations where the Council is the recipient							
All contributions (financial or non-monetary) - PER OBLIGATION	298.00	5.03%	15.00	313.00	10%	344.30	
Pre-commencement trigger - PER OBLIGATION	103.00	5.83%	6.00	109.00	10%	119.90	
Other Triggers (Phased Payments/Provision of Infrastructure) - PER TRIGGER POINT	154.00	5.19%	8.00	162.00	10%	178.20	
Other obligations (eg. Occupation restrictions or removal of Permitted Development rights) - PER CLAUSE	123.00	5.69%	7.00	130.00	10%	143.00	
Obligations for another signatory (eg. Worcestershire County Council)							
All contributions (financial or non-monetary) - PER OBLIGATION	180.00	5.00%	9.00	189.00	10%	207.90	
Pre-commencement trigger - PER OBLIGATION	62.00	6.45%	4.00	66.00	10%	72.60	
Other Triggers (Phased Payments/Provision of Infrastructure) - PER TRIGGER POINT	92.00	5.43%	5.00	97.00	10%	106.70	
Ongoing Monitoring of large sites	410.00	5.12%	21.00	431.00	10%	474.10	
Fee Concessions							
Business Centres							
Secretarial							
- minimum charge	12.00	5.00%	0.60	12.60	10%	13.90	
- charge per hour	14.40	5.00%	0.70	15.10	10%	16.60	
Postal Address Facility - per month	47.00	0.00%	0.00	47.00	10%	51.70	
Telephone Divert:						0.00	
Normal - per quarter	120.20	0.00%	0.00	120.20	10%	132.20	
Gold - per quarter	227.30	0.00%	0.00	227.30	10%	250.00	
Photocopying:						0.00	
A4 single side	0.12	8.33%	0.01	0.13	10%	0.10	
A4 double side	0.24	8.33%	0.02	0.26	10%	0.30	
A3 single side	0.30	6.67%	0.02	0.32	10%	0.40	
A3 double side	0.30	113.33%	0.30	0.60	10%	0.70	
Photocopying:							
A4 single side - non tenants	0.20	5.00%	0.00	0.20	10%	0.20	
Conference Room (per hour):						0.00	
Greenlands Tenants	12.10	4.96%	0.60	12.70	10%	14.00	
Greenlands Non Tenants	24.00	5.00%	1.20	25.20	10%	27.70	
Heming Rd (monthly charge):						0.00	
Unit 1	288.60	5.00%	0.00	288.60	10%	317.50	

Unit 2	493.80	4.96%	0.00	493.80	10%	543.20
Units 3-6	410.40	5.00%	0.00	410.40	10%	451.40
Unit 7	435.40	5.00%	0.00	435.40	10%	478.90
Units 8-19	278.10	5.00%	0.00	278.10	10%	305.90
Units 20-28	410.40	5.00%	0.00	410.40	10%	451.40
Unit 29a	128.40	5.00%	0.00	128.40	10%	141.20
Unit 29c	196.10	5.00%	0.00	196.10	10%	215.70
Unit 29b	222.00	5.00%	0.00	222.00	10%	244.20
Greenlands (monthly charge) :						
Unit 1 Ground Floor Suited Office	994.40	0.00%	0.00	994.40	10%	1,093.80
Unit 2 First Office	287.40	0.00%	0.00	287.40	10%	316.10
Unit 3 Ground Floor Office	1,272.40	0.00%	0.00	1,272.40	10%	1,399.60
Unit 4 Ground Floor Office	1,017.90	0.00%	0.00	1,017.90	10%	1,119.70
Unit 5 First Floor Office	278.00	0.00%	0.00	278.00	10%	305.80
Unit 6 First Floor Office	294.40	0.00%	0.00	294.40	10%	323.80
Unit 7 Ground Floor Office	701.90	0.00%	0.00	701.90	10%	772.10
Unit 8 Ground Floor Office	690.20	0.00%	0.00	690.20	10%	759.20
Unit 9 Ground Floor Office	1,270.30	0.00%	0.00	1,270.30	10%	1,397.30
Unit 10 First Office	353.30	0.00%	0.00	353.30	10%	388.60
Units 11 & 12 First Floor Office	313.30	0.00%	0.00	313.30	10%	344.60
Unit 13 Ground Floor Office	400.40	0.00%	0.00	400.40	10%	440.40
Unit 14 First Floor Office	765.50	0.00%	0.00	765.50	10%	842.10
Unit 15 First Floor Office	765.50	0.00%	0.00	765.50	10%	842.10
Unit 16 First Floor Office	683.10	0.00%	0.00	683.10	10%	751.40
Unit 17 First Floor Office	383.90	0.00%	0.00	383.90	10%	422.30
Unit 18 First Floor Office	383.90	0.00%	0.00	383.90	10%	422.30
Unit 19 First Floor Office	581.80	0.00%	0.00	581.80	10%	640.00
Unit 20 First Floor Office	567.70	0.00%	0.00	567.70	10%	624.50
Unit 21 First Floor Office	1,263.10	0.00%	0.00	1,263.10	10%	1,411.40
Units 22 & 23 First Floor Office	275.60	0.00%	0.00	275.60	10%	303.20
Unit 24 First Floor Office	294.40	0.00%	0.00	294.40	10%	323.80
Unit 25 First Floor Office	308.60	0.00%	0.00	308.60	10%	339.50
Unit 26 First Floor Office	381.60	0.00%	0.00	381.60	10%	419.80
Unit 27 First Floor Office	254.40	0.00%	0.00	254.40	10%	279.80
Unit 28 First Floor Office	713.70	0.00%	0.00	713.70	10%	785.10
Unit 29 First Floor Office	685.50	0.00%	0.00	685.50	10%	754.10
Unit 30 First Floor Office	1,263.90	0.00%	0.00	1,263.90	10%	1,390.30
Unit 31 First Office	351.00	0.00%	0.00	351.00	10%	386.10
Unit 32 First Floor Suited Office	1,024.60	0.00%	0.00	1,024.60	10%	1,127.10
Unit 33 First Office	360.40	0.00%	0.00	360.40	10%	396.40
FOOTBALL						
SENIOR 11 a side with changing						
Match for multiple teams booking together eg a local league	55.00	5.00%	3.00	58.00	10%	63.80
Match for a season long booking for a single club	75.00	0.00%	0.00	75.00	10%	82.50
Match for a one off booking	100.00	0.00%	0.00	100.00	10%	110.00
SENIOR 11 a side without changing						
Match games	40.00	6.25%	2.50	42.50	10%	46.80
JUNIOR 9 or 11 a side with changing						
Match games	30.00	6.67%	2.00	32.00	10%	35.20
per season (x 12 games)	360.00	6.67%	24.00	384.00	10%	422.40
JUNIOR 9 or 11 a side without changing						
Match games	22.50	6.67%	1.50	24.00	10%	26.40
per season (x 12 games)	270.00	6.67%	18.00	288.00	10%	316.80
MINI FOOTBALL 5 or 7 a side						
Match games	16.50	6.06%	1.00	17.50	10%	19.30
per season (x 12 games)	198.00	6.06%	12.00	210.00	10%	231.00
Football pitches and parks are not available for any organised football activity during the period June 1st to July 15th. This is to allow the pitches a rest period and for maintenance work to take place.						
After this date any organised football training must be paid for at a cost of £10 per session for one team and a negotiated price for more than one team. Please contact the Parks Team to book this, pitches will be allocated at our discretion.						
	10.00	0.00%	0.00	10.00	10%	11.00
SPORTS DEVELOPMENT CHARGES						
Adult fitness Sessions	3.50		0.20	3.70	10%	4.10
Community exercise class	3.50		0.20	3.70	10%	4.10
Health & Well Being Sessions	3.50		0.20	3.70	10%	4.10
Inclusive Activities	3.30	6.06%	0.20	3.50	10%	3.90
PSI Falls Prevention	3.50	5.71%	0.20	3.70	10%	4.10
Activity Referral	17.00	0.00%	0.00	17.00	10%	18.70
Junior Sports Sessions	4.00	5.00%	0.20	4.20	10%	4.60
Couch 2 5k - new charge	1.00	0.00%	0.00	1.00	10%	1.10

Externally funded activity increased at the discretion of the funding body and not the council

Allotment Charges						
<u>Small (>177m2)</u>						
Standard	29.28	5.00%	1.50	30.74	10%	33.80
Concession 25%	21.97	5.00%	1.10	23.07	10%	25.40
Concession 50%	14.64	5.00%	0.70	15.37	10%	16.90
Additional water charge	23.77	5.00%	1.20	24.96	10%	27.50
<u>Medium (>177<254m2))</u>						
Standard	50.35	5.00%	2.50	52.87	10%	58.20
Concession 25%	37.76	5.00%	1.90	39.65	10%	43.60
Concession 50%	25.17	5.00%	1.30	26.43	10%	29.10
Additional water charge	26.59	5.00%	1.30	27.92	10%	30.70
<u>Large (<254m2)</u>						
Standard	73.74	5.00%	3.70	77.43	10%	85.20
Concession 25%	55.30	5.00%	2.80	58.07	10%	63.90
Concession 50%	36.87	5.00%	1.80	38.71	10%	42.60
Additional water charge	28.16	5.00%	1.40	29.57	10%	32.50
Water charge is only applicable where water is present, and billed to Redditch Borough Council.						
<u>Events, Open and Civic Spaces Hire</u>						
<u>£250 - £1500 Bond Payable</u>						
Events						
Commercial Rates						
Small Attendance = 0 to 99						
Per half day	155.00	3.23%	5.00	160.00	10%	176.00
Per Day	282.00	2.84%	8.00	290.00	10%	319.00
Medium Attendance = 100 to 499						
Per half day	220.00	2.27%	5.00	225.00	10%	247.50
Per Day	378.00	1.85%	7.00	385.00	10%	423.50
Large Attendance = 500 to 1999						
Per half day	280.00	3.57%	10.00	290.00	10%	319.00
Per Day	472.00	2.75%	13.00	485.00	10%	533.50
Community Rates						
Small Attendance = 0 to 99						
Per half day	65.00	1.54%	1.00	66.00	10%	72.60
Per Day	106.00	1.42%	1.50	107.50	10%	118.30
Medium Attendance = 100 to 499						
Per half day	80.00	1.25%	1.00	81.00	10%	89.10
Per Day	134.50	1.12%	1.50	136.00	10%	149.60
Large Attendance = 500 to 1999						
Per half day	95.00	1.05%	1.00	96.00	10%	105.60
Per Day	166.00	0.60%	1.00	167.00	10%	183.70
<u>Charities / Not For Profit Organisations</u>						
Small Attendance = 0 to 99						
Per half day	45.00	0.00%	0.00	45.00	10%	49.50
Per Day	74.00	0.00%	0.00	74.00	10%	81.40
Per Day				0.00	10%	0.00
Medium Attendance = 100 to 499						
Per half day	54.00	0.00%	0.00	54.00	10%	59.40
Per half day	89.50	0.00%	0.00	89.50	10%	98.50
Per Day						
Large Attendance = 500 to 1999						
Per half day	65.00	0.00%	0.00	65.00	10%	71.50
Per half day	118.30	0.00%	0.00	118.30	10%	130.10
Per Day						
	440.20	2.23%	9.80	450.00	10%	495.00
<u>Fairs & Circuses Min of 3 day Hire</u>						
Additional Costs for Outdoor Event Space:						
Ø Set up and Clearance charged @ 50% of applicable rate (bond)						
Ø Any event in excess of 1999 attendees is STN						
Event - Officer Support for event (per hour)				50.00 per hour	Full cost	Full Cost Recovery
Power and Water Supply Additional Charges				Negotiation	Full cost	Full Cost Recovery
<u>Outdoor Fitness Session</u>						
Commercial Rates (Per Day)						
Summer Fee (Apr to Sept) One day maximum usage per week	400.45	3.63%	14.60	415.00	10%	456.50
Summer Fee (Apr to Sept) Two days maximum usage per week	650.00	3.08%	20.00	670.00	10%	737.00
Summer Fee (Apr to Sept) Three days maximum usage per week	700.00	3.57%	25.00	725.00	10%	797.50
Summer Fee (Apr to Sept) Three days maximum usage per week						
Winter Fee (Oct to Mar) One day maximum usage per week	200.00	3.50%	7.00	207.00	10%	227.70
Winter Fee (Oct to Mar) Two days maximum usage per week	400.00	3.75%	15.00	415.00	10%	456.50
Winter Fee (Oct to Mar) Three days maximum usage per week	600.00	3.33%	20.00	620.00	10%	682.00
This is a new proposal for large scale external events that request on site officer support during the event Proposal to charge seperately for use of power or water for each application?						

Annual Fee One day maximum usage per week	850.00	3.53%	30.00	880.00	10%	968.00
Annual Fee Two days maximum usage per week	1,000.00	5.00%	50.00	1,050.00	10%	1,155.00
Annual Fee Three days maximum usage per week						
Community Rates (Per Day)	200.00	2.50%	5.00	205.00	10%	225.50
Summer Fee (Apr to Sept) One day maximum usage per week	300.00	2.33%	7.00	307.00	10%	337.70
Summer Fee (Apr to Sept) Two days maximum usage per week	350.00	2.86%	10.00	360.00	10%	396.00
Summer Fee (Apr to Sept) Three days maximum usage per week		0.00%	0.00	0.00	10%	0.00
	80.00	2.50%	2.00	82.00	10%	90.20
Winter Fee (Oct to Mar) One day maximum usage per week	200.00	2.50%	5.00	205.00	10%	225.50
Winter Fee (Oct to Mar) Two days maximum usage per week	300.00	2.33%	7.00	307.00	10%	337.70
Winter Fee (Oct to Mar) Three days maximum usage per week		0.00%	0.00	0.00	10%	0.00
	250.00	2.00%	5.00	255.00	10%	280.50
Annual Fee One day maximum usage per week	450.00	2.22%	10.00	460.00	10%	506.00
Annual Fee Two days maximum usage per week	500.00	2.40%	12.00	512.00	10%	563.20
Annual Fee Three days maximum usage per week	100.00	5.00%	5.00	105.00	10%	115.50
Trial fee (1 day per week - MAX 4 week trial)						
The Bird Box - NEW CHARGE	1.60	6.25%	0.10	1.70	10%	1.90
Use of Power connection						
Additional Costs for Outdoor Fitness Space:						
1 Set up and Clearance charged @ 50% of applicable rate						
Outdoor Open Space/ Civic Space Event Hire						
Small Attendance = 0-100						
Commercial Rates	51.50	4.85%	2.50	54.00	10%	59.40
Concession 50	25.00	2.00%	0.50	25.50	10%	28.10
Concession 75	12.50	0.00%	0.00	12.50	10%	13.80
Medium 101- 499						
Commercial Rates	103.00	4.85%	5.00	108.00	10%	118.80
Concession 50	50.00	2.00%	1.00	51.00	10%	56.10
Concession 75	25.00	0.00%	0.00	25.00	10%	27.50
Large 500+						
Commercial Rates	154.50	2.91%	4.50	159.00	10%	174.90
Concession 50	75.00	2.00%	1.50	76.50	10%	84.20
Concession 75	37.50	0.00%	0.00	37.50	10%	41.30
Band Stand						
Criteria and eligibility guidance notes attached in events toolkit						
Bandstand Hire T/centre						
Commercial Rates per day	Price on application			Price on application	Full cost	Full Cost Recovery
Community Rates per day	27.60	0.00%	0.00	27.60	10%	30.40
Charities / Not for Profit Organisations per day	27.60	0.00%	0.00	27.60	10%	30.40
Parks and Open Spaces Fitness Hire (eq Bootcamps)						
Summer Fee (Apr to Sept) One day maximum usage per week						
Commercial	420.00	0.00%	0.00	420.00	10%	462.00
Concession 25	315.00	0.00%	0.00	315.00	10%	346.50
Concession 50	210.00	0.00%	0.00	210.00	10%	231.00
Summer Fee (Apr to Sept) Two days maximum usage per week						
Commercial	682.50	0.00%	0.00	682.50	10%	750.80
Concession 25	511.50	0.00%	0.00	511.50	10%	562.70
Concession 50	341.25	0.00%	0.00	341.25	10%	375.40
Summer Fee (Apr to Sept) Three days maximum usage per week						
Commercial	735.00	0.00%	0.00	735.00	10%	808.50
Concession 25	551.25	0.00%	0.00	551.25	10%	606.40
Concession 50	367.50	0.00%	0.00	367.50	10%	404.30
Winter Fee (Oct to Mar) One day maximum usage per week						
Commercial	210.00	0.00%	0.00	210.00	10%	231.00
Concession 25	157.50	0.00%	0.00	157.50	10%	173.30
Concession 50	105.00	0.00%	0.00	105.00	10%	115.50
Winter Fee (Oct to Mar) Two days maximum usage per week						
Commercial	420.00	0.00%	0.00	420.00	10%	462.00
Concession 25	315.00	0.00%	0.00	315.00	10%	346.50
Concession 50	210.00	0.00%	0.00	210.00	10%	231.00
Winter Fee (Oct to Mar) Three days maximum usage per week						
Commercial	630.00	0.00%	0.00	630.00	10%	693.00
Concession 25	472.50	0.00%	0.00	472.50	10%	519.80
Concession 50	315.00	0.00%	0.00	315.00	10%	346.50
Annual Fee One day maximum usage per week						
Commercial	546.00	0.00%	0.00	546.00	10%	600.60
Concession 25	409.50	0.00%	0.00	409.50	10%	450.50
Concession 50	273.00	0.00%	0.00	273.00	10%	300.30
Annual Fee Two days maximum usage per week						

Commercial	892.50	0.00%	0.00	892.50	10%	981.80
Concession 25	669.40	0.00%	0.00	669.40	10%	736.30
Concession 50	446.25	0.00%	0.00	446.25	10%	490.90
<u>Annual Fee Three days maximum usage per week</u>						
Commercial	1,050.00	0.00%	0.00	1,050.00	10%	1,155.00
Concession 25	787.50	0.00%	0.00	787.50	10%	866.30
Concession 50	525.00	0.00%	0.00	525.00	10%	577.50
<u>Undercover Market</u> (Street trading licence required) - New Charge						
- Trading hours to be agreed by Events team.						
Electricity (per hour)	1.60	0.00%	0.00	1.60	10%	1.80

REDDITCH BOROUGH COUNCIL								
Finance and Customer Services								
Roundings to the nearest 10p.								
	Service Category	Charge 1st April 2021 £	% Change	increase/ decrease	Proposed charge from 2022 £	Proposed Increase 23/24	New Charge 1st April 2023 £	COMMENTS
	<u>Revenues</u> <u>Court Costs</u> <u>Council Tax</u> Summons	55.90	0.00%	0.00	55.90	10%	61.50	
	Liability Order	29.70	0.00%	0.00	29.70	10%	32.70	
	Magistrates Court Fee	0.50	0.00%	0.00	0.50	0%	0.50	The Magistrates' Court Fee is set in Statutory Instruments and cannot be adjusted
	NNDR Summons	55.90	0.00%	0.00	55.90	0%	55.90	As above
	Liability Order	29.70	0.00%	0.00	29.70	0%	29.70	
	Magistrates Court Fee	0.50	0.00%	0.00	0.50	0%	0.50	The Magistrates' Court Fee is set in Statutory Instruments and cannot be adjusted

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REDDITCH BOROUGH COUNCIL							
HRA Services							
Roundings to the nearest 10p.							
Service Category	Charge 1st April 2021	% Change	increase/ decrease	Proposed charge from 2022	Proposed Increase 23/24	New Charge 1st April 2023	COMMENTS
	£		£	£		£	
<u>Service Charges</u>							
Three Storey Flats*	Full cost recovery'	0.00%	0.00	Full cost recovery	Full cost	Full Cost Recovery	
Woodrow Estate	Full cost recovery'	0.00%	0.00	Full cost recovery	Full cost	Full Cost Recovery	
Evesham Mews	Full cost recovery'	0.00%	0.00	Full cost recovery	Full cost	Full Cost Recovery	
Communal Blocks	Full cost recovery'	0.00%	0.00	Full cost recovery	Full cost	Full Cost Recovery	
<u>Sheltered Scheme (VAT inclusive)</u>							
Use of washing machines - per load	3.00	3.33%	0.10	3.10	10%	3.40	
Use of drying machines	2.30	4.35%	0.10	2.40	10%	2.60	
Use of guest bedrooms per night	30.00	5.00%	1.50	31.50	10%	34.70	
Use of communal lounge - per hour	15.00	5.00%	0.80	15.80	10%	17.40	
<u>Bredon House, Mendip House and Malvern House</u>							
Heating - Bedsit	9.40			Full cost recovery	Full cost	Full Cost Recovery	
Heating - 1 bedroom	10.70			Full cost recovery	Full cost	Full Cost Recovery	
<u>Garage Rents</u>							
Garages	9.70	5.00%	0.50	10.20	10%	11.20	
Car Ports	3.60	5.00%	0.20	3.80	10%	4.20	
Non Council Tenants plus VAT	above plus VAT			above plus VAT			
<u>General Repairs</u>							
Gain Entry or where a warrant is required	24.00	5.00%	1.20	25.20	10%	27.70	
Call out charge or make safe + the repair work undertaken	24.00	5.00%	1.20	25.20	10%	27.70	
Boarding up window or door - Small, Medium & Large	50.00	0.00%	0.00	50.00	10%	55.00	
<u>Glazing</u>							
Replace single glazed 6mm thick glass pane - Small, Medium & Large	82.00	5.00%	4.10	86.10	10%	94.70	
Replace 28mm double glazed unit - window or door (all sizes)	145.00	5.00%	7.30	152.30	10%	167.50	
<u>Plumbing</u>							
Unblock sinks, wash basin, bath or WC	32.00	5.00%	1.60	33.60	10%	37.00	
Replacing plugs and chains to baths, sinks and wash hand basins	16.00	5.00%	0.80	16.80	10%	18.50	
Replace wash hand basin- Inc. fixtures & fittings	145.00	5.00%	7.30	152.30	10%	167.50	
Replace W/C pan & cistern - Inc. fixtures & fittings	145.00	5.00%	7.30	152.30	10%	167.50	
Replace bath - Inc. fixtures & fittings (not Inc. bath panel)	472.00	5.00%	23.60	495.60	10%	545.20	
Replace bath panel	67.00	5.00%	3.40	70.40	10%	77.40	
Replace stainless steel sink Inc. F&F	170.00	5.00%	8.50	178.50	10%	196.40	
Blocked drainage systems and soil stacks	By Quotation			By Quotation	Full cost	Full Cost Recovery	
Replace toilet seat	32.00	5.00%	1.60	33.60	10%	37.00	
<u>Carpentry</u>							
Replace keys and locks to doors, windows and garages if they are lost or stolen	60.00	5.00%	3.00	63.00	10%	69.30	
Replace lost or stolen key fobs	5.50	5.00%	0.30	5.80	10%	6.40	
Replace kitchen unit draw or door	73.00	5.00%	3.70	76.70	10%	84.40	

Replace cupboard latches and handles	30.00	5.00%	1.50	31.50	10%	34.70
Repair kitchen unit draw or door	73.00	5.00%	3.70	76.70	10%	84.40
Replace internal doors - none fire door 110/door	100.00	5.00%	5.00	105.00	10%	115.50
Replace external doors (UVPC) - None Fire Door	735.00	5.00%	36.80	771.80	10%	849.00
Replace Wooden door - Fire door Inc. Intumescent strips	515.00	5.00%	25.80	540.80	10%	594.90
Replace door handles and latches (internal doors only)	51.00	5.00%	2.60	53.60	10%	59.00
Electrics						
Replace florescent light fitting and tubes/starters	47.00	5.00%	2.40	49.40	10%	54.30
Re-fix or renew electrical accessories - switch, sockets, pendant	52.00	5.00%	2.60	54.60	10%	60.10
Replace damaged/broken 240v smoke alarm + new test certificate	92.00	5.00%	4.60	96.60	10%	106.30
Disconnect/remove illegal wiring & electrical accessories & reinstate wiring + Tests	410.00	5.00%	20.50	430.50	10%	473.60
Carry out electrical test certificate	123.00	5.00%	6.20	129.20	10%	142.10
Gas						
Turning gas on following capping	52.00	5.00%	2.60	54.60	10%	60.10
Rehang radiator	81.00	5.00%	4.10	85.10	10%	93.60
Replace TRV thermostat	36.00	5.00%	1.80	37.80	10%	41.60
Building						
Repair Plastering	By Quotation			By Quotation	Full cost	Full Cost Recovery
Repair of walls/patio's	By Quotation			By Quotation	Full cost	Full Cost Recovery
Environmental						
Garden maintenance	By Quotation			By Quotation	Full cost	Full Cost Recovery
Garden rubbish removal - small	By Quotation			By Quotation	Full cost	Full Cost Recovery
Garden rubbish removal - large (skip load/van load)	By Quotation			By Quotation	Full cost	Full Cost Recovery
Bulky Waste removal - per single unit	8.50	5.00%	0.40	8.90	10%	9.80
Loft clearances	By Quotation			By Quotation	Full cost	Full Cost Recovery
Property Clean - Easy Clean	By Quotation			By Quotation	Full cost	Full Cost Recovery
Property Clean - Deep clean	By Quotation			By Quotation	Full cost	Full Cost Recovery
Pest control TBC	By Quotation			By Quotation	Full cost	Full Cost Recovery
External						
Fencing (other than privacy panels)	By Quotation			By Quotation	Full cost	Full Cost Recovery
Gate and shed latches, bolts and catches	By Quotation			By Quotation	Full cost	Full Cost Recovery
Replacement Key Fobs (each)	5.50	5.00%	0.30	5.80	10%	6.40
<u>St Davids House Luncheon Club</u>						
Residents	4.80	4.17%	0.20	5.00	10%	5.50
Non Residents	5.70	5.26%	0.30	6.00	10%	6.60
Christmas Day Dinner/New Years Day Dinner	11.20	7.14%	0.80	12.00	10%	13.20
Christmas Day Dinner/New Years Day Dinner (Guest)	20.00	0.00%	1.00	21.00	10%	23.10
<u>Home Support Service</u>						
Weekly well being telephone call - to be deleted	4.50			Deleted		
Weekly well being home visit - per half hour	8.50	5.00%	0.40	8.90	10%	9.80
Weekly Individual Support visiting service - per hour	16.90	5.00%	0.80	17.70	10%	19.50
<u>Tenants' Support - St David's House/Queen's Cottages</u>						
Full Charge	41.50	5.00%	2.10	43.60	10%	48.00
Service Charges						

St David's House	30.60	5.00%	1.50	32.10	10%	35.30	
Queen's Cottages	30.60	5.00%	1.50	32.10	10%	35.30	
St David's House							
Heating charge - per week	9.50	5.00%	0.50	10.00	10%	11.00	
Water charge - per week	4.80	5.00%	0.20	5.00	10%	5.50	
Laundry Charge - per load	7.10	5.00%	0.40	7.50	10%	8.30	
Guest Bedroom per night	25.00	5.00%	1.30	26.30	10%	28.90	
Guest Bedroom per night (benefit eligibility)	15.80	5.00%	0.80	16.60	10%	18.30	
Hire of activity room per session	10.00	5.00%	0.50	10.50	10%	11.60	
Extra Care costs (private funders) WCC charge plus 10%	WCC charge + 10%			WCC charge + 10%			
Landlords References							
Landlords References	61.00	5.00%	3.10	64.10	10%	70.50	

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COST CENTRES

REDDITCH BOROUGH COUNCIL					
Regulatory Services					
Roundings are to the nearest 5/10p.					
Service Category	charge 1st April 2022 £	% Change	increase/ decrease £	Proposed charge from 2022 £	COMMENTS
LICENSING ACT 2003 - FEES SET BY CENTRAL GOVERNMENT - SAME FOR ALL DISTRICT COUNCILS					
Temporary Event Notices					
Fee to serve a Temporary Event Notice (TEN)	£21.00	0.00%	0.00	21.00	
Copy of a TEN (if lost or stolen)	£10.50	0.00%	0.00	10.50	
Personal licences					
Application for the grant of a personal licence	£37.00	0.00%	0.00	37.00	
Fee for a replacement personal licence (if lost or stolen)	£10.50	0.00%	0.00	10.50	
Fee to notify a change of name or address on a personal licence	£10.50	0.00%	0.00	10.50	
Applications for new premises licences or club premises certificates					
Applications for the grant of a premises licence or club premises certificate					
Band A (NDRV 0 - 4300)	£100.00	0.00%	0.00	100.00	
Band B (NDRV 4301 - 33000)	£190.00	0.00%	0.00	190.00	
Band C (NDRV 33001 - 87000)	£315.00	0.00%	0.00	315.00	
Band D (NDRV 87001 - 125000)	£450.00	0.00%	0.00	450.00	
Band E (NDRV 125001 +)	£635.00	0.00%	0.00	635.00	
Applications for the grant of a premises licence or club premises certificate (where the premises is used exclusively or primarily for the supply of alcohol for consumption on the premises)					
Band A (NDRV 0 - 4300)	£100.00	0.00%	0.00	100.00	
Band B (NDRV 4301 - 33000)	£190.00	0.00%	0.00	190.00	
Band C (NDRV 33001 - 87000)	£315.00	0.00%	0.00	315.00	
Band D (NDRV 87001 - 125000)	£900.00	0.00%	0.00	900.00	
Band E (NDRV 125001 +)	£1,905.00	0.00%	0.00	1,905.00	
Additional fees for grant of a premises licences (for large venues with capacities over 5000)					
5000 - 9999	£1,000.00	0.00%	0.00	1,000.00	
10000 - 14999	£2,000.00	0.00%	0.00	2,000.00	
15000 - 19999	£4,000.00	0.00%	0.00	4,000.00	
20000 - 29999	£8,000.00	0.00%	0.00	8,000.00	
30000 - 39999	£16,000.00	0.00%	0.00	16,000.00	
40000 - 49999	£24,000.00	0.00%	0.00	24,000.00	
50000 - 59999	£32,000.00	0.00%	0.00	32,000.00	
60000 - 69999	£40,000.00	0.00%	0.00	40,000.00	
70000 - 79999	£48,000.00	0.00%	0.00	48,000.00	
80000 - 89999	£56,000.00	0.00%	0.00	56,000.00	
Applications to vary premises licences and club premises certificates					
Applications to vary a premises licence or club premises certificate					
Band A (NDRV 0 - 4300)	£100.00	0.00%	0.00	100.00	
Band B (NDRV 4301 - 33000)	£190.00	0.00%	0.00	190.00	
Band C (NDRV 33001 - 87000)	£315.00	0.00%	0.00	315.00	
Band D (NDRV 87001 - 125000)	£450.00	0.00%	0.00	450.00	
Band E (NDRV 125001 +)	£635.00	0.00%	0.00	635.00	
Applications to vary a premises licence (where the premises is used exclusively or primarily for the supply of alcohol for consumption on the premises)					
Band A (NDRV 0 - 4300)	£100.00	0.00%	0.00	100.00	
Band B (NDRV 4301 - 33000)	£190.00	0.00%	0.00	190.00	
Band C (NDRV 33001 - 87000)	£315.00	0.00%	0.00	315.00	
Band D (NDRV 87001 - 125000)	£900.00	0.00%	0.00	900.00	

Band E (NDRV 125001 +)	£1,905.00	0.00%	0.00	1,905.00	
Application for a minor variation of a premises licence or club premises certificate	£89.00	0.00%	0.00	89.00	
Annual maintenance fees					
Annual premises licence or club premises certificate fee					
Band A (NDRV 0 - 4300)	£70.00	0.00%	0.00	70.00	
Band B (NDRV 4301 - 33000)	£180.00	0.00%	0.00	180.00	
Band C (NDRV 33001 - 87000)	£295.00	0.00%	0.00	295.00	
Band D (NDRV 87001 - 125000)	£320.00	0.00%	0.00	320.00	
Band E (NDRV 125001 +)	£350.00	0.00%	0.00	350.00	
Annual premises licence (where the premises is used exclusively or primarily for the supply of alcohol for consumption on the premises)					
Band A (NDRV 0 - 4300)	£70.00	0.00%	0.00	70.00	
Band B (NDRV 4301 - 33000)	£180.00	0.00%	0.00	180.00	
Band C (NDRV 33001 - 87000)	£295.00	0.00%	0.00	295.00	
Band D (NDRV 87001 - 125000)	£640.00	0.00%	0.00	640.00	
Band E (NDRV 125001 +)	£1,050.00	0.00%	0.00	1,050.00	
Additional annual fees premises licences (for large venues with capacities over 5000)					
5000 - 9999	£500.00	0.00%	0.00	500.00	
10000 - 14999	£1,000.00	0.00%	0.00	1,000.00	
15000 - 19999	£2,000.00	0.00%	0.00	2,000.00	
20000 - 29999	£4,000.00	0.00%	0.00	4,000.00	
30000 - 39999	£8,000.00	0.00%	0.00	8,000.00	
40000 - 49999	£12,000.00	0.00%	0.00	12,000.00	
50000 - 59999	£16,000.00	0.00%	0.00	16,000.00	
60000 - 69999	£20,000.00	0.00%	0.00	20,000.00	
70000 - 79999	£24,000.00	0.00%	0.00	24,000.00	
80000 - 89999	£28,000.00	0.00%	0.00	28,000.00	
Other applications and notifications					
Application to transfer a premises licence	£23.00	0.00%	0.00	23.00	
Application to vary a premises licence to nominate a premises supervisor	£23.00	0.00%	0.00	23.00	
Fee to change name or address of the holder of a premises licence	£10.50	0.00%	0.00	10.50	
Fee to change the name or address of a designated premises supervisor on a premises licence	£10.50	0.00%	0.00	10.50	
Fee for a replacement premises licence or club premises certificate (if lost or stolen)	£10.50	0.00%	0.00	10.50	
Fee to notify licensing authority of a property interest in a premises	£21.00	0.00%	0.00	21.00	
Notification of change or club name or alteration to club rules	£10.50	0.00%	0.00	10.50	
Notification of change of registered address of club	£10.50	0.00%	0.00	10.50	
Interim authority notice following death, incapacity or insolvency of licence holder	£23.00	0.00%	0.00	23.00	
Application for grant of a provisional statement	£315.00	0.00%	0.00	315.00	
Other Fees and Charges					
TAXI AND PRIVATE HIRE					
Hackney Carriage Vehicle Licence	£264.00	5.00%	13.20	277.20	
Private Hire Vehicle Licence	£264.00	5.00%	13.20	277.20	
Private Hire Operator Licence (1 year)(1 vehicle)	£167.00			0.00	REMOVE - Changes to HC/PH Policy
Private Hire Operator Licence (3 year)(1 vehicle)	£402.00			0.00	REMOVE - Changes to HC/PH Policy
Private Hire Operator Licence (5 year)(1 vehicle)	£637.00	0.00%	0.00	637.00	
Private hire operator licence (all durations) per additional vehicle	£17.00	0.00%	0.00	17.00	
Hackney carriage driver licence (1 year)	£61.00			0.00	REMOVE - Changes to HC/PH Policy
Hackney carriage driver licence (3 years)	£150.00			0.00	REMOVE - Changes to HC/PH Policy
Private hire driver licence (1 year)	£61.00			0.00	REMOVE - Changes to HC/PH Policy
Private hire driver licence (3 years)	£150.00	5.00%	7.50	157.50	
Dual Hackney carriage / Private Hire driver licence (1 year)	£87.00				
Dual Hackney carriage / Private Hire driver licence (3 years)	£208.00				
Knowledge Test	£23.00	5.00%	1.20	24.20	
Administration Charge - new applications	£37.00	5.00%	1.90	38.90	
Replacement vehicle licence plate	£23.00	5.00%	1.20	24.20	
Replacement driver's licence	£13.00	5.00%	0.70	13.70	
Amendment to paper licence e.g. change of address	£12.00	5.00%	0.60	12.60	

Temp vehicle licence fees (@75%)				12.50	
Replacement door signs - £12.50 per sign					
Transfer of ownership of a licensed vehicle	£51.00	5.00%	2.60	53.60	
Criminal Record (DBS) Check	£56.00	5.00%	2.80	58.80	
DVLA Check - electronic	£7.00			0.00	Remove
DVLA Check - paper	£12.00			0.00	Remove
ANIMAL ACTIVITY LICENCES					
Hiring out horses, breeding of dogs, providing or arranging the provision of boarding for cats or dogs and selling animals as pets					
Application fee	£329.00	0.00%	0.00	329.00	
Licence fee (1 year)	£184.00	0.00%	0.00	184.00	
Licence fee (2 years)	£364.00	0.00%	0.00	364.00	
Licence fee (3 years)	£546.00	0.00%	0.00	546.00	
Application to vary a licence	£240.00	0.00%	0.00	240.00	
Veterinary fees (if applicable)	Recovered at cost			Recovered at cost	
Local authority inspection (on request of licence holder)	£164.00	0.00%	0.00	164.00	
Keeping or training animals for exhibition (only)					
Application fee	£219.00	0.00%	0.00	219.00	
Licence fee (3 years)	£300.00	0.00%	0.00	300.00	
Application to vary a licence	£158.00	0.00%	0.00	158.00	
Veterinary fees (if applicable)	Recovered at cost			Recovered at cost	
Local authority inspection (on request of licence holder)	£163.00		1.00	164.00	
ACUPUNCTURE, COSMETIC PIERCING, SEMI-PERMANENT SKIN COLOURING, TATTOOING, ELECTROLYSIS					
Fee to register a premises	£136.00	5.00%	6.80	142.80	
Fee to register a practitioner	£89.00	5.00%	4.50	93.50	
GAMBLING ACT 2005 (inc. SMALL LOTTERIES)					
Small society lotteries					
Fee to register a small society lottery	£40.00	0.00%	0.00	40.00	STATUTORY - CANNOT AMEND
Small society lottery annual maintenance fee	£20.00	0.00%	0.00	20.00	STATUTORY - CANNOT AMEND
Application for the grant of a premises licence					
Betting (excluding tracks)	£1,853.00	5.00%	92.70	1,945.70	
Betting Tracks	£1,853.00	5.00%	92.70	1,945.70	
Bingo	£2,171.00	5.00%	108.60	2,279.60	
Adult Gaming Centres	£1,240.00	5.00%	62.00	1,302.00	
Family Entertainment Centres	£1,240.00	5.00%	62.00	1,302.00	
Premises licence annual fees					
Betting (excluding tracks)	£371.00	5.00%	18.60	389.60	
Betting Tracks	£371.00	5.00%	18.60	389.60	
Bingo	£639.00	5.00%	32.00	671.00	
Adult Gaming Centres	£639.00	5.00%	32.00	671.00	
Family Entertainment Centres	£590.00	5.00%	29.50	619.50	
Application to vary a premises licence					
Betting (excluding tracks)	£926.00	5.00%	46.30	972.30	
Betting Tracks	£926.00	5.00%	46.30	972.30	
Bingo	£1,085.00	5.00%	54.30	1,139.30	
Adult Gaming Centres	£639.00	5.00%	32.00	671.00	
Family Entertainment Centres	£639.00	5.00%	32.00	671.00	
Application to transfer a premises licence					
Betting (excluding tracks)	£742.00	5.00%	37.10	779.10	
Betting Tracks	£742.00	5.00%	37.10	779.10	
Bingo	£745.00	5.00%	37.30	782.30	
Adult Gaming Centres	£1,240.00	5.00%	62.00	1,302.00	
Family Entertainment Centres	£620.00	5.00%	31.00	651.00	
Application for a provisional statement					

Betting (excluding tracks)	£1,853.00	5.00%	92.70	1,945.70	
Betting Tracks	£1,853.00	5.00%	92.70	1,945.70	
Bingo	£2,171.00	5.00%	108.60	2,279.60	
Adult Gaming Centres	£1,240.00	5.00%	62.00	1,302.00	
Family Entertainment Centres	£1,240.00	5.00%	62.00	1,302.00	
Application for the grant of a premises licence (provisional statement holders)					
Betting (excluding tracks)	£742.00	5.00%	37.10	779.10	
Betting Tracks	£742.00	5.00%	37.10	779.10	
Bingo	£745.00	5.00%	37.30	782.30	
Adult Gaming Centres	£745.00	5.00%	37.30	782.30	
Family Entertainment Centres	£620.00	5.00%	31.00	651.00	
Application for reinstatement of a premises licence					
Betting (excluding tracks)	£745.00	5.00%	37.30	782.30	
Betting Tracks	£745.00	5.00%	37.30	782.30	
Bingo	£745.00	5.00%	37.30	782.30	
Adult Gaming Centres	£745.00	5.00%	37.30	782.30	
Family Entertainment Centres	£608.00	5.00%	30.40	638.40	
Premises licence fees (miscellaneous)					
Copy of a premises licence (all types)	£25.00	0.00%	0.00	25.00	AT STATUTORY MAXIMUM ALREADY - CANNOT INCREASE
Notification of a change in respect of a premises licence (all types)	£50.00	0.00%	0.00	50.00	AT STATUTORY MAXIMUM ALREADY - CANNOT INCREASE
Licensed Premises Gaming Machine Permits					
Application for grant of a permit	£150.00	0.00%	0.00	150.00	STATUTORY - CANNOT AMEND
Application for variation of a permit	£100.00	0.00%	0.00	100.00	STATUTORY - CANNOT AMEND
Application for the transfer of a permit	£25.00	0.00%	0.00	25.00	STATUTORY - CANNOT AMEND
Annual permit fee	£50.00	0.00%	0.00	50.00	STATUTORY - CANNOT AMEND
Change of name shown on a permit	£25.00	0.00%	0.00	25.00	STATUTORY - CANNOT AMEND
Request for a copy of a permit	£15.00	0.00%	0.00	15.00	STATUTORY - CANNOT AMEND
Licensed Premises Gaming Machines (Automatic Entitlement)					
Fee to serve notification	£50.00	0.00%	0.00	50.00	STATUTORY - CANNOT AMEND
Club Gaming Permits					
Application for grant of a permit	£200.00	0.00%	0.00	200.00	STATUTORY - CANNOT AMEND
Application for grant of a permit (Club premises certificate holders)	£100.00	0.00%	0.00	100.00	STATUTORY - CANNOT AMEND
Application for variation of a permit	£100.00	0.00%	0.00	100.00	STATUTORY - CANNOT AMEND
Application for renewal of a permit	£200.00	0.00%	0.00	200.00	STATUTORY - CANNOT AMEND
Application for renewal of a permit (club premises certificate holders)	£100.00	0.00%	0.00	100.00	STATUTORY - CANNOT AMEND
Annual permit fee	£50.00	0.00%	0.00	50.00	STATUTORY - CANNOT AMEND
Request for a copy of a permit	£15.00	0.00%	0.00	15.00	STATUTORY - CANNOT AMEND
Club Machine Permits					
Application for grant of a permit	£200.00	0.00%	0.00	200.00	STATUTORY - CANNOT AMEND
Application for grant of a permit (Club premises certificate holders)	£100.00	0.00%	0.00	100.00	STATUTORY - CANNOT AMEND
Application for variation of a permit	£100.00	0.00%	0.00	100.00	STATUTORY - CANNOT AMEND
Application for renewal of a permit	£200.00	0.00%	0.00	200.00	STATUTORY - CANNOT AMEND
Application for renewal of a permit (club premises certificate holders)	£100.00	0.00%	0.00	100.00	STATUTORY - CANNOT AMEND
Annual permit fee	£50.00	0.00%	0.00	50.00	STATUTORY - CANNOT AMEND
Request for a copy of a permit	£15.00	0.00%	0.00	15.00	STATUTORY - CANNOT AMEND
Family Entertainment Centre Gaming Machine Permit					
Application for grant of a permit	£300.00	0.00%	0.00	300.00	STATUTORY - CANNOT AMEND
Application for renewal of a permit	£300.00	0.00%	0.00	300.00	STATUTORY - CANNOT AMEND
Change of name shown on a permit	£25.00	0.00%	0.00	25.00	STATUTORY - CANNOT AMEND
Request for a copy of a permit	£15.00	0.00%	0.00	15.00	STATUTORY - CANNOT AMEND
Prize Gaming Permits					
Application for grant of a permit	£300.00	0.00%	0.00	300.00	STATUTORY - CANNOT AMEND
Application for renewal of a permit	£300.00	0.00%	0.00	300.00	STATUTORY - CANNOT AMEND
Change of name shown on a permit	£25.00	0.00%	0.00	25.00	STATUTORY - CANNOT AMEND
Request for a copy of a permit	£15.00	0.00%	0.00	15.00	STATUTORY - CANNOT AMEND
Temporary Use Notices					
Fee to serve a Temporary Use Notice	£310.00	5.00%	15.50	325.50	
Fee for a copy of a Temporary Use Notice	£16.00	5.00%	0.80	16.80	

STREET TRADING Annual street trading consent - food - initial Annual street trading consent - food - renewal Annual street trading consent - non-food - initial Annual street trading consent - non-food - renewal	£1,447.00	5.00%	72.40	1,519.40	
	£1,327.00	5.00%	66.40	1,393.40	
	£1,207.00	5.00%	60.40	1,267.40	
	£1,085.00	5.00%	54.30	1,139.30	
SCRAP METAL DEALERS LICENCES Application for a new site licence Fee per additional site Application for renewal of a site licence Fee per additional site Application for a new collectors licence Application for renewal of a collectors licence Variation of a licence Request for a copy of a licence (if lost or stolen)	£296.00	0.00%	0.00	296.00	
	£153.00	0.00%	0.00	153.00	
	£245.00	0.00%	0.00	245.00	
	£153.00	0.00%	0.00	153.00	
	£148.00	0.00%	0.00	148.00	
	£97.00	0.00%	0.00	97.00	
	£67.00	0.00%	0.00	67.00	
	£26.00	0.00%	0.00	26.00	
ZOO LICENCES Application for grant or renewal of a licence Secretary of state inspector and veterinary fees	£131.00		119.00	250.00	
	Recovered at cost			Recovered at cost	
DANGEROUS WILD ANIMALS (DWA) Application for grant or renewal of a licence Veterinary inspection fees	£235.00	0.00%	0.00	235.00	
	Recovered at cost			Recovered at cost	
SEX ESTABLISHMENTS Application for grant or renewal of a licence Application for a Transfer Application for a Variation	£1,020.00	0.00%	0.00	1,020.00	
		New		500.00	
	£1,020.00	0.00%	0.00	1,020.00	
HYPNOTISM Application for authorisation		New		50.00	
PAVEMENT LICENCE Application for a licence (6 months)	£100.00	0.00%	0.00	100.00	

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REDDITCH BOROUGH COUNCIL

Audit, Governance and Standards Committee

10th November 2022

SECTION 24 REPORT

Relevant Portfolio Holder	Councillor – Karen Ashley Portfolio Holder for Finance and Enabling
Portfolio Holder Consulted	-
Relevant Head of Service	Pete Carpenter – Interim Director of Finance
Report Author Peter Carpenter	Job Title: Interim Director of Finance Contact email: peter.carpenter@bromsgroveandredditch.gov.uk
Wards Affected	All Wards
Ward Councillor(s) consulted	No
Relevant Strategic Purpose(s)	An effective and sustainable Council
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. SUMMARY OF PROPOSALS

- 1.1 The Council has received a Statutory Recommendation from our External Auditors Grant Thornton with key reason being the non-delivery of the 2020/21 financial statements is a **key reason**. This report sets out the reason for the Statutory Recommendation, and the process the Council now has to follow to rectify that position.

2. RECOMMENDATIONS

Audit Governance and Standards Committee are asked to Recommend to Council that:

- 1 That the Section 24 Statutory Recommendation is accepted and that Council review the recommendation, endorse the actions included in the management responses which form the rectification process required as per legislation.

3. Background**Introduction**

- 3.1 The Council has set out in a number of meetings during 2022 the issues it has encountered in the implementation of a new financial system in February 2021 and its knock-on effect in terms of staff retention, delivery of the 2020/21 Accounts, delivery of 2021/22 in year monitoring, delivery of Government Returns being key items. This position has been
- Discussed at Audit, Governance and Standards Committees in July and October as part of the Internal Audit Report items.

REDDITCH BOROUGH COUNCIL

Audit, Governance and Standards Committee

10th November 2022

- Discussed in Executive as Part of the Finance Improvement Recovery Report on the 6th September.
- 3.2 The majority of these issues have been resolved or are in the process of being resolved. This includes the recruitment of a new finance team, delivery of monitoring in 2022/23, and compliance reporting. However, the Council still have not been able to complete the 2020/21 Statutory Accounts. This has been due to issues in rectifying issues on the cash receipting module of its new finance system. This also impacts key reconciliations.
- 3.3 The external Auditors have noted progress in their 2020/21 Annual Auditors Report which is also coming to this Committee for review. However, they have concluded that it is appropriate for them to use their powers to make written recommendations under section 24 of the Act, with the key reason being the non-delivery of the 2020/21 Statutory Accounts. Further details are set out in the attached report.
- 3.4 Schedule 7 of the Local Audit and Accountability Act 2014 requires the following actions:
- The Council must consider the recommendation at a meeting held before the end of the period of one month beginning with the day on which it was sent to the Council. This will take place at the Council meeting on the 14th November.
 - At that public meeting the Council must decide
 - whether the recommendations are to be accepted; and
 - what, if any, action to take in response to these recommendations.
 - Schedule 7 specifies the meeting publication requirements that the Council must comply with.
- 3.5 The report must come to Audit, Governance and Standards Committee initially for their discussion, and their views to then be fed into Council in November.
- 3.6 The External Auditors Report sets out that Management state that the proposed resolution is now in the final phase of rectification, with regression testing of the solution key to its implementation. With the Cash Receipting fix implemented, the Council are aiming to have a draft set of accounts ready for the end of November.
- 3.7 Page 4 of the External Audit Report sets out the main issues and the Council's Management Responses to each of those issues.

4. **IMPLICATIONS**

Financial Implications

- 4.1 Financial implications are set out in section 3 above.

REDDITCH BOROUGH COUNCIL

Audit, Governance and Standards Committee

10th November 2022

Legal Implications

- 4.2 This is set out in section 3.4 above.

Service / Operational Implications

- 4.3 Non-Delivery of the 2020/21 Accounts is a fundamental deficiency and this is part of the Corporate Risk Register and impacts all service areas directly and indirectly.

Customer / Equalities and Diversity Implications

- 4.4 There are none of these within this report.

5. RISK MANAGEMENT

- 5.1 Non-Delivery of the 2020/21 Accounts is a fundamental deficiency and this is part of the Corporate Risk Register.

6. APPENDICES

Appendix A – Redditch Borough Council Section 24 Statutory Recommendation – Grant Thornton.

6. BACKGROUND PAPERS

None

7. KEY

None

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Redditch Borough Council

Section 24 Statutory recommendations

31 October 2022

Redditch Borough Council
Council House
Walter Stranz Square
Redditch
Worcestershire
B98 8AH

Grant Thornton UK LLP

2 Glass Wharf
Temple Quay
Bristol BS2 0EL

+44 (0)117 305 7600

+44 (0)117 955 4934

grantthornton.co.uk

31 October 2022

Dear Sirs

[Recommendations made under section 24 schedule 7 of the Local Audit and Accountability Act 2014](#)

Our responsibilities

As well as our responsibilities to give an opinion on the financial statements and assess the arrangements for securing economy, efficiency and effectiveness in the Council's use of resources, we have additional powers and duties under the Local Audit and Accountability Act 2014. These include powers to issue a public interest report, make written recommendations, apply to the Court for a declaration that an item of account is contrary to law, and to give electors the opportunity to raise questions about the Council's accounts and to raise objections received in relation to the accounts.

We have concluded that it is appropriate for us to use our powers to make written recommendations under section 24 of the Act, due to inadequate arrangements relating to issues with financial systems which further impact on key statutory returns and related financial governance. This non-delivery of the 2020/21 financial statements is a key reason for our S24 Recommendation. Further details are set out in the attached report. Further details are set out in the attached report.

We will also consider these issues as part of our work on the Council's value for money arrangements and its financial statements, once produced.

What does the Council need to do next?

Schedule 7 of the Local Audit and Accountability Act 2014 requires the following actions:

The Council must consider the recommendation at a meeting held before the end of the period of one month beginning with the day on which it was sent to the Council.

At that public meeting the Council must decide

- whether the recommendations are to be accepted; and
- what, if any, action to take in response to these recommendations.

Schedule 7 specifies the meeting publication requirements that the Council must comply with.

[Jackson Murray](#)

Key Audit Partner
Grant Thornton UK LLP

Chartered Accountants

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Background to the recommendations

We have concluded that it is appropriate for us to use our powers to make written recommendations under section 24 of the Act, due to inadequate arrangements relating to issues with financial systems which further impact on key statutory returns and related financial governance.

Financial systems and reporting

The Council has historically had difficulties producing information to support the financial statements audits, resulting in external audit recommendations and late approval of audited accounts. For the 2019/20 financial year the draft financial statements were not published by the statutory deadline of 31 August 2020, instead being published 18 September 2020. The date for publication of audited financial statements of 30 November 2020 was also missed, with the audit opinion not issued until eleven months after this date on 5 October 2021.

One of the cited reasons for the issues faced in previous audits was the Council's aging financial ledger system which could not produce system reports to support key accounting entries and did not integrate with other key financial and Council systems, amongst other issues. In June 2019 the Council approved a contract for the implementation of a new financial ledger system to be developed by TechnologyOne. This Enterprise Resource Planning (ERP) system would integrate financial, human resources and payroll and supply chain information into a single electronic system.

The implementation date of the new system was 8 February 2021. Following our interim audit procedures earlier in the year we became aware of examples of mis-coding issues in the new ledger. The Council have now produced evidence that the closing balances from the old ledger system were completely and accurately transferred to the new system in February 2021 but we are yet to receive or verify this. This assurance should have been provided within 1 month of Go Live as standard.

Since the implementation of the system there have been significant challenges, particularly in respect of the cash receipting module. Following its introduction, the system has been posting cash transactions to suspense accounts, receipts in transit and inter-company balances. This makes a number of routine and key control activities challenging, including bank and control account reconciliations and providing meaningful budget monitoring information to managers and Members. The completion of bank and control account reconciliations is key to ensuring that potential areas of error or fraud are identified and rectified in a timely manner. The Council continues to work with the system supplier to attempt to reach a solution to this issue, and as such bank and control accounts have not been routinely undertaken. Management state that the proposed resolution is now in the final phase of rectification, with regression testing of the solution key to its implementation. Lack of routine reconciliations represents a significant failure in the Council's financial governance.

Initially, the impact of implementing a new system during COVID-19 restrictions, and the loss during the 2021/22 financial year of the majority of staff involved in the implementation of the new financial ledger system which led to a lack of financial capacity resulted in work-arounds continuing to be used rather than the software supplier's system fixes being tested and implemented. The Cash Receipting fixes were still being developed at that time and are only in final testing at the moment. More recently, following the recruitment of permanent finance team members, the Council has been working with TechnologyOne on a solution to cash receipting and has held regular meetings with them. The Council recognises that without resolution of the financial ledger challenges it cannot move forward and close its 2020/21 financial statements. This non-delivery of the 2020/21 financial statements is a key reason for our S24 Recommendation.

As the Council has not been able to finalise the 2020/21 accounts there are knock on implications. The Council has now also missed the draft publication deadline for the 2021/22 accounts of 31 July 2022 and cannot finalise other key Government returns, with the Revenue Outturn (RO) and Capital Outturn (CO) submissions for 2020/21 paused awaiting closure of the 2020/21 accounts.

The Council has recognised these issues and has reported updates and mitigations steps through:

- Audit, Governance and Standards Committee in July – via the Internal Audit Reports; and
- The Finance Recovery Report - reported to Executive in September.

In conclusion, the implementation of the new financial ledger in February 2021 was not effective, given the continued challenges with cash receipting and as evidenced by the fact that the Council continue to attempt to resolve significant issues with the system some 20 months after the implementation date. This has led to key elements of financial governance not being completed which increase the risk of incorrect, irregular or fraudulent transactions or events occurring. It also means that the Council has now fallen significantly behind in respect of key statutory financial reporting deadlines. Our statutory recommendation in relation to these matters are set out on page 4 of this report.

Recommendations made under section 24 schedule 7 of the Local Audit and Accountability Act 2014

Area	Recommendation	Management Response/ Responsible Officer/ Due Date
Financial systems and governance	<p>The Council cannot yet produce its 2020/21 draft statement of accounts with long-standing issues with its new ledger system in relation to cash receipting requiring resolution. The Council must ensure that arrangements allow for the successful implementation of cash receipting within its ERP system to allow key elements of financial governance and compliance to be undertaken routinely and in a timely manner. In order to achieve this the Council should:</p> <ul style="list-style-type: none"> ensure the Council has access to the necessary knowledge and expertise to resolve the remaining key issues with the ERP system in a timely manner to provide management with sufficient assurance over the completeness and veracity of the data included within the system; undertake appropriate testing of the fixes and ensure that appropriate sign-off of these is received prior to running them on live system data; and ensure budget holders and other relevant officers possess the skills and knowledge to appropriately use the ERP system as intended, including relevant training and updates to key documentation and process manuals. <p>Once system issues are properly resolved, the Council must:</p> <ul style="list-style-type: none"> undertake key control activities such as bank and control account reconciliations on a monthly basis and ensure that these are kept up to date; produce the 2020/21 and 2021/22 draft financial statements, along with high quality supporting working papers; conclude the 2020/21 and 2021/22 RO and CO submissions, and other key Government returns including Whole of Government Accounts; and ensure timely reporting of budget outturns and report publicly on in-year financial monitoring, including updates on the capital programme and savings scheme achievement. 	<ul style="list-style-type: none"> The Finance Recovery Plan which is a wider schedule of finance deliverables – monitoring, delivery of returns, budget, reported to CMT on a Monthly basis, and reviewed by the Sr Finance Team on a weekly basis. Weekly meetings held both internally on reconciliation and associated issues. Monthly ERP Board is in place. Two weekly meetings on utilisation of assets. Cash Receipting issues escalated on Tech1 side to worldwide Head of Local Government (met 6 July 2022) for resolution. Now in final phase of testing before solution can be transferred to the live environment. Council is a first and only Council user for cash receipting and there is limited Tech1 expertise to resolve ongoing design issues which require scheduling. System Tech1 expertise commissioned to fully document the solution in October to aid full understanding. Documentation a plan to correct 20/21 and 21/22 entries which will be reviewed by Internal Audit before being presented to External Audit. Handovers have taken place to new establishment Staff who were on-boarded up to August 22 in preparation for delivery of 20/21 accounts and user training.. Financial Governance is being reviewed as part of Finance Recovery plan and is basis for revised training and responsibilities being implemented in the Autumn. User Guides and manuals being redrafted for Autumn training launches. Tech1 User Group set up in September to assess documentation and support across the Sector. Tech1 has the Tech1 University which is comprehensive but not site specific to base documentaiton on. Staff have access to this to deliver updated guides and manuals.. Staff in place to undertake bank rec but dependent on final cash receipting fix. Cannot fully start bank reconciliation on system as it is presently causing more transactions to be produced. Other monthly controls set up for the end of August. Internal Audit Recommendations will be added to the Recovery plan Members have been updated on issues through Audit Committee and Executive during 2022.

Impact on Value for Money reporting

We began to discuss our finding and concerns with Officers in February 2022 after the commencement of our 2020/21 interim audit visit identified the issues reported with the financial ledger system and its related governance although our reporting of these issues was initially paused by the pre-election period at Redditch Borough Council to May 2022.

After raising these issues with management, it is pleasing to note that they began to resolve them from March 2022, as per the interim Head of Finance and Customer Service's recovery plan, although this plan should have been set up sooner to mitigate issues that had arisen.

We will consider the impact of the issue through our Value for Money reporting in 2020/21 and subsequent years and this work is detailed in our Interim Auditor's Annual Report for 2020/21.



REDDITCH BOROUGH COUNCIL

Audit, Governance and Standards Committee

10th November 2022

**INTERIM AUDITORS ANNUAL REPORT ON REDDITCH BOROUGH COUNCIL
2020-21**

Relevant Portfolio Holder	Councillor – Karen Ashley Portfolio Holder for Finance and Enabling
Portfolio Holder Consulted	-
Relevant Head of Service	Pete Carpenter – Interim Director of Finance
Report Author Peter Carpenter	Job Title: Interim Director of Finance Contact email: peter.carpenter@bromsgroveandredditch.gov.uk
Wards Affected	All Wards
Ward Councillor(s) consulted	No
Relevant Strategic Purpose(s)	An effective and sustainable Council
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. SUMMARY OF PROPOSALS

- 1.1 The Interim Auditor's Annual Report 2020/21 sets out the auditor's view on controls within the organisation. Apart from the Statutory Recommendation, for which there is a separate Report, there are 6 Key and 13 Improvement Recommendations in this report. The Council's responses and progress in delivery of these Recommendations are set out in the Auditors Report.

2. RECOMMENDATIONS

Audit Governance and Standards Committee are asked to Recommend to Council that:

- 1 They agree with the 6 Key Recommendations and 13 Improvement Recommendations within this report.
- 2 They agree with the Management Actions contained within this report will rectify these issues.
- 3 They highlight any other actions they deem necessary to rectify these issues.

3. Background**Introduction**

- 3.1 The External Auditors at the meeting of Audit, Governance and Standards Committee on the 14 April 2022 set out their Audit Plan and the revised approach to Value for Money Assessments. This included the three main changes arising from the National Audit Office's (NAO) new approach.

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- 3.2 This report is the interim auditors annual report. It will not be able to be issued in final until the 2020/21 financial statements are produced and have been audited. Grant Thornton have issued a Statutory Recommendation which is included as a separate report in this agenda. This report sets out six key recommendations and thirteen improvement recommendations.
- 3.3 This report covers the arrangements that the Council had in place up to the 31st March 2021. The Auditors began their work in February and are pleased to see that officers have responded positively to the ongoing discussions and have begun to address many of the key concerns. The Auditors note that the changes made will still need to be embedded.
- 3.4 The report notes that the audit opinion on the 2019/20 Statements was not provided until the 8th November 2021.

Key Recommendations

- 3.5 There are six Key recommendations which are set out on pages 7 to 12 of the Auditors Report. These recommendations are:
1. The Council needs to ensure that the Medium-term Financial Plan presented to Members is completely transparent regarding the financial challenge and that any savings schemes included are fully worked up and approved by Members in advance.
 2. The Council needs to ensure that key reports and appropriate supporting documentation are provided to Members in a timely way and in an accordance with relevant Codes of Practice.
 3. The Council needs to improve management of key projects, such as the financial ledger implementation, to ensure that expected benefits are realised. As part of this the Council needs to undertake a comprehensive review of the financial ledger implementation and ensure lessons are learned for future key projects.
 4. The Council should review and implement effective governance arrangements in respect of performance monitoring to allow Members to make informed decisions. In order to achieve this the Council should reinstate public reporting on performance, linking this to the Council Plan and the related strategic objectives, allowing Members to scrutinise performance. This should be done at least twice per year.
 5. The Council should review and implement effective governance arrangements in respect of risk monitoring to allow Members to make informed decisions. In order to achieve this the Council should make risk management reporting a standing item on the Audit, Governance and Standards Committee agenda, with Members considering the Corporate Risk Register and Risk Management arrangements in an appropriate forum.
 6. The Council should ensure timely and relevant financial monitoring reporting is undertaken and presented to the appropriate public forum.

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- 3.6 In terms of these six key recommendations, the data on pages 7-12 set out what these are Key Recommendations and the impact they have, the auditors Judgement and summary findings, followed by the Management Response.
- 3.7 The Council view is for these six Key Recommendations that management actions are in place to mitigate all of them including:
- The staffing up on the finance team to give the correct capacity for delivery of Recommendations.
 - Delivering the 2023/24 MTFP in two Tranches, with the first already in the public environment since the 26 October.
 - That the 2022/23 Treasury Management Strategy suite of reports was delivered to this Committee on the 14th April
 - Having a monthly Cross Council assurance review meeting assessing priorities and delivery of other cross cutting meetings.
 - Integrating Performance and Financial monitoring in one report. The Quarter 1 combined report was presented to Executive on the 6th September. Q2 will be presented on the 6th December.
 - Risk Monitoring Governance has been updated and reporting through to Audit, Standards and Governance Committee on a quarterly basis.

Improvement Recommendations

- 3.8 The Auditors also comment on the Councils arrangements to secure economy, efficiency, and effectiveness in its use of resources. The majority of these points are included in the Improvement Recommendations on pages 22-34 of the Auditors Report:
1. The Medium-Term Financial Plan / Budget setting report should be linked to specific actions which are set out in the Council Plan to make it clearer how investments in services will help to achieve the eight key priorities as set out in the Council Plan.
 2. The Council needs to improve capital budgeting and ensure that the capital programme is delivered as planned.
 3. The Council should develop a workforce plan / strategy and ensure that this aligns to its financial plans.
 4. Financial plans presented to Members should include better explanation around the key risks and assumptions as well as sensitivity analysis and modelling different scenarios.
 5. The Council should work with Internal Audit to ensure that proactive fraud prevention work is included in the audit plan, and the work and outcomes are reported to the Audit, Governance and Standards Committee.
 6. The Council needs to ensure that internal and external stakeholders, including service users, are engaged and consulted in the budget setting processes, and that this is documented and reported.
 7. The Council needs to develop quarterly financial monitoring reports so that performance information is included in order to better explain variances and the financial impact of service decisions.
 8. The Council needs to ensure that budget holders are actively involved in budget monitoring and are aware that it is a key part of their role.

REDDITCH BOROUGH COUNCIL

Audit, Governance and Standards Committee

10th November 2022

9. The Council need to put in place arrangements to provide independent assurance over the accuracy on in-year financial reporting and performance information.
10. The Council needs to significantly enhance the use of benchmarking costs and performance against other similar bodies.
11. The Council needs to ensure that the recommendations made by the LGA Corporate Peer Challenge in January 2018 and February 2020 are addressed and that it then further improves by learning from exemplar councils across the country.
12. The Council should ensure that it has an up-to-date procurement strategy and that this, and any other key policies and strategies, are routinely reviewed and updated.
13. The Council needs to engage and consult with key stakeholders, where appropriate, to determine local priorities for resources or opportunities for savings.

- 3.9 As with the Key Recommendations, the Councils view it as that it has or is in the process of integrating these recommendations into normal processing.

4. **IMPLICATIONS**

Financial Implications

- 4.1 Financial implications are set out in section 3.

Legal Implications

- 4.2 The Council must comply with the Recommendations set out in the Interim Auditors Report and the Management Actions set out how this will be delivered.

Service / Operational Implications

- 4.3 Delivery of the six Key Recommendations and the thirteen Improvement Recommendations will impact several key processes. These changes form part of the financial recovery plan.

Customer / Equalities and Diversity Implications

- 4.4 There are none of these within this report.

5. **RISK MANAGEMENT**

- 5.1 Non-delivery of the 2020/21 Accounts is a fundamental deficiency and this is part of the Corporate Risk Register as it the delivery of a Balanced Budget.

REDDITCH BOROUGH COUNCIL

Audit, Governance and Standards Committee

10th November 2022

6. APPENDICES

Appendix A – Interim Auditor's Annual Report on Redditch Borough Council – Grant Thornton.

6. BACKGROUND PAPERS

None

7. KEY

None

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Interim Auditor's Annual Report on Redditch Borough Council

2020-21

31 October 2022

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We are required under Section 20(1)(c) of the Local Audit and Accountability Act 2014 to satisfy ourselves that the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the National Audit Office (NAO) requires us to report to you our commentary relating to proper arrangements.

We report if significant matters have come to our attention. We are not required to consider, nor have we considered, whether all aspects of the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.



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Executive summary



Value for money arrangements and key recommendations

We presented our Audit Plan to the Audit, Governance & Standards Committee on 14 April 2022. In this we set out the revised approach to Value for Money work for 2020/21 onwards. We noted there are three main changes arising from the NAO's new approach:

- A new set of key criteria, covering financial sustainability, governance and improvements in economy, efficiency and effectiveness;
- More extensive reporting, with a requirement on the auditor to produce a commentary on arrangements across all of the key criteria, rather than the current 'reporting by exception' approach; and
- The replacement of the binary (qualified / unqualified) approach to VFM conclusions, with far more sophisticated judgements on performance, as well as key recommendations on any significant weaknesses in arrangements identified during the audit.

We reported at that time that we had identified four risks of significant weaknesses from our initial planning work. We have continued our review of your arrangements and are now able to issue our auditor's annual report.

We have issued a Statutory Recommendation under section 24 schedule 7 of the Local Audit and Accountability Act 2014 and this is included in a separate report issued 31 October 2022. We have also made six key recommendations and thirteen improvement recommendations.



Summary

This report covers the arrangements that the Council had in place up to 31 March 2021. There are significant issues raised. We began our work in February 2021 and have discussed the issues with senior officers regularly in the period to date. These meetings have involved the Chief Executive, both Executive Directors of Resources, and the previous Head of Finance. We are pleased to see that officers have responded positively to our discussions and the issues raised and have begun to address many of our key concerns. The changes made still need to be embedded and our work in subsequent years will consider the progress made.

Financial sustainability

The Council is financially sustainable in the short term but needs to develop fully worked up savings and income generation schemes which are approved by Members, and then incorporated into the Medium-Term Financial Plan (MTFP). Excluding the impact of Rubicon Leisure Ltd, savings of £1,450k are included in the MTFP. We selected three savings schemes for further testing. Two of these - "management review savings" (intended to save £250k) and "future operating model" (intended to save £150k) appear to be unsupported by detailed business cases or robust evidence as to how those savings will be realised. The third scheme, "income generation" (intended to achieve £369k) we have not been provided any evidence for.

Including savings in the MTFP which are not fully worked up, based on robust evidence, and approved by Members, masks the financial situation and could be misleading.

In addition to this, the MTFP shows use of reserves of £1,000k. At that stage general fund reserves are forecast to be £852k, which is broadly only sufficient for one year. Whilst the Council has some savings / income generation schemes in place, it is still heavily reliant on the use of reserves, to a point where it is not sustainable in the longer term under the current forecasts. We consider this to be a significant weakness and have raised a key recommendation.

Executive summary

The Council also needs to ensure arrangements are in place to keep the Council's financial plans under review and reported to Members. There was quarterly finance monitoring reporting up to Q3 of 2020/21, presented to Executive on 23 March 2021. Arrangements were appropriate up to this date. After that, the next finance report was the HRA Outturn Report on 7 December 2021 and the General Fund 2020/21 Outturn Report on 11 January 2022. For 2021/22 Executive was presented with a Month 11 finance report on 14 June 2022. This represents a significant weakness in arrangements as it is unclear what budget monitoring has been happening, and there has been inadequate reporting to Members of the financial position. While arrangements were adequate up to 31 March 2021, the absence of regular financial reporting since then is a factor we will consider in our work for 2021/22 and we have identified a key recommendation in respect of 2021/22 arrangements in this report, in accordance with the NAO Code of Audit Practice.



Governance

Since October 2019 there have not been any formal risk management update reports to Members, nor has a corporate risk register been presented. Members are therefore not provided with appropriate assurance over effective risk management and whether the issues previously raised by Internal Audit and Zurich Municipal have been addressed. This represents a significant weakness and we have raised a key recommendation. We do note that risk management reporting has recommenced from July 2022.

Our 2019/20 Annual Audit Letter, presented on 27 January 2022, commented that our opinion on the 2019/20 financial statements was not provided until 8 November 2021. We also noted that the 2020/21 financial statements should have been prepared by 31 July 2021. The 2020/21 draft financial statements have still yet to be produced, and the deadlines for other key Government financial returns have also passed. Challenges relating to cash receipting continue to exist with the Council's new financial ledger that was implemented in February 2021, and we have raised a statutory recommendation relating to this.

The Council has not presented the Capital Strategy or Treasury Management Strategy to Executive or Council in 2020/21. This is a requirement of the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code, and provides Members with assurance over the two strategies, including the Minimum Revenue Provision policy and the approved borrowing limits. This is a significant weakness and we have raised a key recommendation.



Improving economy, efficiency and effectiveness

The last performance management report to Executive was 6 March 2018. This pre-dates the COVID-19 pandemic by two years, and it is now four years since the last report to Executive. Decision makers are therefore unable to monitor the Council's performance and identify areas for improvement. We note that from September 2022, Executive were provided a quarterly integrated Financial and Performance Report. However, for 2020/21 this is a significant weakness and we have raised a key recommendation regarding this issue.

During this period, the Council did have a corporate performance dashboard which was available to Members. Usage data statistics log on a rolling 9-month basis and so we are no longer able to evidence usage statistics during the period under review. The dashboard is being replaced with a Power BI based application and the corporate management team currently have access to this new version. We are informed that Member access will be available by the end of 2022.

The Council could improve its arrangements in respect of internal and external engagement and benchmarking with other councils.

The Council needs to learn the lessons from the very significant challenges caused by the financial ledger implementation and ensure mistakes are not repeated. The expected benefits have not yet been realised, and the Council has incurred extra costs in trying to resolve issues. This has also had a significant impact on the timeliness of internal and external financial reporting and returns to central government as we have previously reported. We have raised a key recommendation in respect of benefits realisation and post implementation review of this project.



Opinion on the financial statements

Our 2019/20 Annual Audit Letter, presented on 27 January 2022, commented that our opinion on the 2019/20 financial statements was not provided until 8 November 2021. We also noted that the 2020/21 financial statements should have been prepared by 31 July 2021. After several delays and postponements, we now expect them by mid November 2022. This represents a significant weakness and is covered by our Statutory Recommendation.

We have been able to undertake most of initial planning and risk assessment for our 2020/21 financial statements audit and were able to present our audit plan to the Audit, Governance & Standards Committee on 14 April 2022.

Use of formal auditor's powers

We bring the following matters to your attention:

Statutory recommendations

Under Schedule 7 of the Local Audit and Accountability Act 2014, auditors can make written recommendations to the audited body which need to be considered by the body and responded to publicly

On 31 October 2022 we made a statutory recommendation in respect of financial systems and governance This is included in our report entitled "Redditch Borough Council - Section 24 Statutory Recommendations" and the recommendation is replicated on page 6.

Public interest report

Under Schedule 7 of the Local Audit and Accountability Act 2014, auditors have the power to make a report if they consider a matter is sufficiently important to be brought to the attention of the audited body or the public as a matter of urgency, including matters which may already be known to the public, but where it is in the public interest for the auditor to publish their independent view.

We did not issue a public interest report.

Application to the Court

Under Section 28 of the Local Audit and Accountability Act 2014, if auditors think that an item of account is contrary to law, they may apply to the court for a declaration to that effect.

We did not make an application to the Court.

Advisory notice

Under Section 29 of the Local Audit and Accountability Act 2014, auditors may issue an advisory notice if the auditor thinks that the authority or an officer of the authority:

- is about to make or has made a decision which involves or would involve the authority incurring unlawful expenditure,
- is about to take or has begun to take a course of action which, if followed to its conclusion, would be unlawful and likely to cause a loss or deficiency, or
- is about to enter an item of account, the entry of which is unlawful.

We did not issue an advisory notice.

Judicial review

Under Section 31 of the Local Audit and Accountability Act 2014, auditors may make an application for judicial review of a decision of an authority, or of a failure by an authority to act, which it is reasonable to believe would have an effect on the accounts of that body.

We did not apply for a judicial review.

Recommendation made under section 24 schedule 7 of the Local Audit and Accountability Act 2014

Area	Recommendation
Financial systems and governance	<p>The Council cannot yet produce its 2020/21 draft statement of accounts with long-standing issues with its new ledger system in relation to cash receipting requiring resolution. The Council must ensure that arrangements allow for the successful implementation of cash receipting within its ERP system to allow key elements of financial governance and compliance to be undertaken routinely and in a timely manner. In order to achieve this the Council should:</p> <ul style="list-style-type: none"> • ensure the Council has access to the necessary knowledge and expertise to resolve the remaining key issues with the ERP system in a timely manner to provide management with sufficient assurance over the completeness and veracity of the data included within the system; • undertake appropriate testing of the fixes and ensure that appropriate sign-off of these is received prior to running them on live system data; and • ensure budget holders and other relevant officers possess the skills and knowledge to appropriately use the ERP system as intended, including relevant training and updates to key documentation and process manuals. <p>Once system issues are properly resolved, the Council must:</p> <ul style="list-style-type: none"> • undertake key control activities such as bank and control account reconciliations on a monthly basis and ensure that these are kept up to date; • produce the 2020/21 and 2021/22 draft financial statements, along with high quality supporting working papers; • conclude the 2020/21 and 2021/22 RO and CO submissions, and other key Government returns including Whole of Government Accounts; and • ensure timely reporting of budget outturns and report publicly on in-year financial monitoring, including updates on the capital programme and savings scheme achievement.

The range of recommendations that external auditors can make is explained in Appendix C.



Key recommendations



Recommendation 1

The Council needs to ensure that the Medium-Term Financial Plan presented to Members is completely transparent regarding the financial challenge and that any savings schemes included are fully worked up and approved by Members in advance.

Why/impact

The Medium-Term Financial Plan (MTFP) presented to Executive on 16 February 2021, covering the period 2021/22 - 2024/25, includes savings which are not fully worked up, based on robust evidence, and approved by Members. This masks the financial situation and could be misleading. In addition to this, the MTFP shows use of reserves of -£44k (addition to reserves) / £261k / £761k. At that stage general fund reserves are forecast to be £852k, which is broadly only sufficient for one year. While the Council has some savings and income generation schemes in place, it is still heavily reliant on the use of reserves, to a point where it is not sustainable in the longer term. Savings and income generation schemes represent only around 1/3 of the overall requirement, with no robust plans to address the balance.

Auditor judgement

This represents a significant weakness in arrangements. Without transparent reporting of the underlying financial position and the challenges faced it is not possible for Members to fully understand the financial challenge and work with officers to ensure the Council is financially sustainable in the long term.

Summary findings

While the Council has adequate reserves in the short term it needs to take action to ensure long term financial sustainability.

Management comments

- Unallocated savings amount from the existing MTFP of £595K has been highlighted in the Q1 monitoring that went to Executive in September. Decision has been taken to apply these amounts to vacancies at Q2 to resolve the issue. This will be reflected in the Q2 monitoring which will be presented to Executive in November.
- 2023/24 MTFP will be delivered in 2 Tranches. As set out in the existing MTFP there is a deficit of £949k to close in 2023/24 rising to £1,040k in 2025/26. Tranche 1 documentation which will be presented to Executive on the 26th October sets out how could be bridged without the use of Reserves. Fuller detail is given on underlying assumptions and a Savings Proposal Document gives the required transparency and allocation to the correct budgets.
- Given the present financial crisis, and including inflation running at over 10%, with utilities even higher, the Tranche 1 Reports have a draft Robustness statement setting out the viability of the budget at this time as the projected Gap with present inflationary and utility pressures would extinguish reserves within 2 years.
- 20/21 forecast outturn report presented to Executive in January 2021.
- 21/22 P11 set out that revenue would be delivered within budget, confirming the savings built into the budget were anticipated to be delivered in year.

The range of recommendations that external auditors can make is explained in Appendix C.



Key recommendations



Recommendation 1

The Council needs to ensure that key reports and appropriate supporting documentation are provided to Members in a timely way and in an accordance with relevant Codes of Practice.

Why/impact

The Council has not presented the Capital Strategy or Treasury Management Strategy to Executive or Council in 2020/21. This is a requirement of the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code, and provides Members with assurance over the two strategies, including the Minimum Revenue Provision policy and the approved borrowing limits.

Auditor judgement

The Council has failed to provide essential information to Members in accordance with CIPFA requirements. This means that Members have not been provided with the information they need to make properly informed decisions on significant issues such as investments and borrowing levels.

Summary findings

While the Council has experienced significant challenges it is important that essential reports continue to be prepared and presented in accordance with relevant requirements.

Management comments

- Updated Capital Strategy, Treasury Management Strategy, MRP Policy for the 2022/23 Financial year was presented to Executive for approval and then Council In July.

The range of recommendations that external auditors can make is explained in Appendix C.





Recommendation 3

The Council needs to improve management of key projects, such as the financial ledger implementation, to ensure that expected benefits are realised. As part of this the Council needs to undertake a comprehensive review of the financial ledger implementation and ensure lessons are learned for future key projects.

Why/impact

In June 2019 the Council approved a contract for the implementation of a new financial ledger system to be developed by TechnologyOne. This Enterprise Resource Planning (ERP) system would integrate financial, human resources and payroll and supply chain information in a single electronic system. Implementation of the new system was 8 February 2021. There still remain significant issues with the cash receipting part of the system, which is not functioning as intended some 19 months after implementation.

The Council need to understand and document learning points from this implementation for application on other projects so that a similar situation does not arise in the future.

Auditor judgement

The expected benefits have not yet been realised. Worse, the Council has incurred significant additional cost and time in resolving issues that could have been addressed at the time. This has had a knock-on effect in other areas such as reports and returns to government and internal and external financial reporting.

Summary findings

Officers are working hard and investing significant time and money into resolving the issues created by the financial ledger implantation not going as planned. It is crucial that lessons are learned to ensure there are no repeat issues with future projects.

Management comments

- The Council has set up a Back Office Working Group which meets on a 2 weekly basis. Part of this groups remit is to “gatekeep” major projects to ensure the correct resources are allocated to projects up front and that there is clarity if an initiative cannot be resourced and this is linked to benefits realisation. This also applies to ongoing contract management.
- A Level 4 Group, which is a sub Group of CMT, now meets on a 2 weekly basis. Part of the remit of this group, which is cross Council, is to future scan for new “projects” and again ensure the right officers/expertise is involved from initiation.
- The Present MTFP has assessed projects and deliverability.
- Key Council projects are reported to CMT on a Quarterly basis for review
- The present CIVICA implementation has taken on board learning points around interfaces and reconciliations from the ERP implementation with significant Finance input to ensure full system integration to Tech1 and the Benefits system.
- That a shortcoming of the ERP implementation was that it was not fully documented at the time of implementation – full documentation of the system is now being addressed through a third party
- The ERP was implemented in a time of restrictions due to C-19. A key learning point has been the limitations of remote working on a major implementation and the effects on staff – most of whom have left the Authority.
- A full post implementation review will take place once the system moves to steady state.

The range of recommendations that external auditors can make is explained in Appendix C.





Recommendation 4

The Council should review and implement effective governance arrangements in respect of performance monitoring to allow Members to make informed decisions. In order to achieve this the Council should reinstate public reporting on performance, linking this to the Council Plan and the related strategic objectives, allowing Members to scrutinise performance. This should be done at least twice per year.

Why/impact

The last performance management report to Executive was 10 July 2018. This pre-dates the COVID-19 pandemic by nearly two years. In this time, a performance dashboard was available to Members via the portal, although actual usage can no longer be evidenced as the data is logged as a 9-month rolling dataset. Decision makers are therefore unable to publicly monitor the Council's performance and identify areas for improvement. We note that from September 2022, Executive were provided a quarterly integrated Financial and Performance Report. However, for 2020/21 this is a significant weakness.

Auditor judgement

It is essential that Members are presented with timely, accurate and transparent performance reports as these, alongside financial and risk management reporting, are the pillars of basic governance and informed decision making.

Summary findings

It is pleasing to note that performance reporting has recommenced from September 2022. As our report relates to the arrangements in place during 2020/21 this is still reported as a significant weakness in that year.

Management comments

- During this period the council did have a corporate performance dashboard which was available to Members. This is now being replaced with a Power BI based application. The corporate management team currently have access to this new application. Member access will be available by the end of 2022
- The Q1 2022/23 Finance and Performance Monitoring Report was presented to Members in September. This has been reviewed by the Budget Working Group in September.
- CMT reviews performance data on a monthly basis as part of its monthly assurance meeting
- The Q2 Finance and Performance Monitoring Report will be presented to Executive in November.

The range of recommendations that external auditors can make is explained in Appendix C.





Recommendation 5

The Council should review and implement effective governance arrangements in respect of risk monitoring to allow Members to make informed decisions. In order to achieve this the Council should make risk management reporting a standing item on the Audit, Standards & Governance Committee agenda, with Members considering the Corporate Risk Register and Risk Management arrangements in an appropriate forum.

Why/impact

An Internal Audit report from June 2019 identified significant weaknesses in risk management arrangements. The Council engaged external experts (Zurich Municipal) to build on this report, and reported the findings to the Audit, Standards & Governance Committee in October 2019. Since that date although there have not been any formal update reports to Members, nor has a corporate risk register been presented, there has been informal reporting to Audit Committee by Member Risk Champions. Members are therefore not provided with appropriate assurance over effective risk management and whether the issues raised by Internal Audit and Zurich Municipal have been addressed.

Auditor judgement

It is essential that Members are presented with timely, accurate and transparent risk management reports as these, alongside financial and performance reporting, are the pillars of basic governance and informed decision making.

Summary findings

It is pleasing to note that risk management reporting has recommenced from July 2022. As our report relates to the arrangements in place during 2020/21 this is still reported as a significant weakness in that year.

Management comments

- Risk Management was relaunched in April and went to both Executive and Audit Committees in July 2022 as part of a quarterly monitoring regime.
- An updated Risk Approach agreed by CMT in April 2022.
- Risk data is reviewed monthly by Departmental Management Teams, quarterly by a Council wide officer risk board before being presented to CMT as part of the Assurance meeting.
- The Risk Management report to the 21st September will be presented to both Executive and Audit Committee in October.
- Risk Management is planned to be reported quarterly to Audit Committee.
- Internal Audit have recently conducted a follow up Audit on Risk Management where progress on the Risk Action plan was reviewed.

The range of recommendations that external auditors can make is explained in Appendix C.





Recommendation 6 The Council should ensure timely and relevant financial monitoring reporting is undertaken and presented to the appropriate public forum.

Why/impact

Whilst we consider that arrangements for 2020/21 were appropriate, with quarterly financial reporting happening up to Q3 2021 reported in March 2021, the next finance report was the Outturn Report in January 2022. We have not seen any reporting of the 2021/22 finances for the majority of the 2021/22 financial year, with Executive presented with a Month 11 finance report on 14 June 2022, this being the first public reporting on the 2021/22 position and after the 2022/23 budget had been set. This represents a significant weakness in arrangements for 2021/22 as it is unclear what budget monitoring has been happening, and there has been inadequate reporting to Members of the financial position to allow them to scrutinise, challenge, and make properly informed decisions.

Auditor judgement

It is essential that Members are presented with timely and accurate financial reporting to allow proper scrutiny, challenge and understanding of the financial position and to allow informed decision making. Members could not be expected to make properly informed decisions on the 2022/23 financial budget if they had not received any financial reporting information on the in-year 2021/22 financial position.

Summary findings

We consider that arrangements in 2020/21 were appropriate. Given the time of our reporting, and due to the requirement to report weaknesses at the earliest opportunity, we are reflecting a key recommendation in respect of the arrangements in place for 2021/22. We note that a high-level period one finance report was presented to Executive in July 2022, setting out the approach to financial monitoring for the year, and in September 2022 a Q1 finance report was issued to Executive.

Management comments

- As reflected above financial monitoring was delivered for P11 in 2021/22
- There was internal financial reporting in 21/22 to managers to ensure operation delivery could be maintained
- There is a monthly CMT Assurance meeting where progress on key controls is reviewed
- The 2022/23 Q1 combined Finance and Performance monitoring was presented to Executive in September.
- Unallocated savings amount from the existing MTFP of £595K has been highlighted in the Q1 monitoring that went to Executive)in September. Decision has been taken to apply these amounts to vacancies at Q2 to resolve the issue. This will be reflected in the Q2 monitoring which will be presented to Executive in November.
- The 2022/23 Q2 Combined Finance and Performance Monitoring will be delivered to Executive in November.
- The Tranche 1 2023/24 Budget (See Recommendation 1) sets out the ongoing position and moves to balance the budget. This will be presented to Executive in October.

The range of recommendations that external auditors can make is explained in Appendix C.



Commentary on the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources

All Councils are responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness from their resources. This includes taking properly informed decisions and managing key operational and financial risks so that they can deliver their objectives and safeguard public money. The Council's responsibilities are set out in Appendix A.

Councils report on their arrangements, and the effectiveness of these arrangements as part of their annual governance statement.

Under the Local Audit and Accountability Act 2014, we are required to be satisfied whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

The National Audit Office's Auditor Guidance Note (AGN) 03, requires us to assess arrangements under three areas:



Financial sustainability

Arrangements for ensuring the Council can continue to deliver services. This includes planning resources to ensure adequate finances and maintain sustainable levels of spending over the medium term (3-5 years).



Governance

Arrangements for ensuring that the Council makes appropriate decisions in the right way. This includes arrangements for budget setting and management, risk management, and ensuring the Council makes decisions based on appropriate information.



Improving economy, efficiency and effectiveness

Arrangements for improving the way the Council delivers its services. This includes arrangements for understanding costs and delivering efficiencies and improving outcomes for service users.



Our commentary on each of these three areas, as well as the impact of Covid-19, is set out on pages 14 to 21. Further detail on how we approached our work is included in Appendix B.



Financial sustainability



We considered how the Council:

- identifies all the significant financial pressures it is facing and builds these into its plans
- plans to bridge its funding gaps and identify achievable savings
- plans its finances to support the sustainable delivery of services in accordance with strategic and statutory priorities
- ensures its financial plan is consistent with other plans such as workforce, capital, investment and other operational planning
- identifies and manages risk to financial resilience, such as unplanned changes in demand and assumptions underlying its plans.

Key messages

Identifies significant financial pressures

Financial plans are based on realistic key assumptions. For example, the Medium-Term Financial Plan (MTFP) presented to Executive on 16 February 2021, covering the period 21/22 - 23/25, has inflation built in, and there are "Unavoidable pressures", all of which are reasonable. Savings / additional income are shown separately, and we have found these to be reasonable in the past. Business rates and council tax growth are reasonable.

As a second-tier council Redditch is comparatively less impacted by changes in service demand or population. It does not have adult social care, or children's services for example. However, the MTFP includes cost pressures, including changes to service provision, inflation and pay inflation.

While the Council group structure is simple in that there is only one, wholly owned, subsidiary - Rubicon Leisure Ltd - the leisure sector has been particularly badly hit by the COVID-19 pandemic, with financial support still likely to be required in 21/22. This is appropriately reflected in the MTFP.

Quarterly finance monitoring reporting took place up to Q3 of 2020/21, with a report to Executive on 23 March 2021.

2021/22 update

After that, the next finance report was the HRA outturn report on 7 December 2021 and the General Fund outturn report to Executive on 11 January 2022. For 2021/22 Executive was presented with a Month 11 finance report on 14 June 2022. This represents a significant weakness in arrangements as it is unclear what budget monitoring has been happening and there has been inadequate

reporting to Members of the financial position to allow them to scrutinise, challenge, and make properly informed decisions.

During this time period, Council staff were working remotely (due to COVID-19 regulations) and this, along with implementing a new financial systems with its associated challenges, led to a significant loss of staff, including the Section 151 Officer in Autumn 2020. We note that adequate arrangements were in place during 2020/21, and so have not raised a key recommendation for this year. Key recommendation 5, page 11, relates to this issue and to 2021/22 arrangements. The National Audit Office Code of Audit Practice is clear that when weaknesses are identified, the auditor should not delay reporting until the Auditor's Annual Report for that year.

Bridging funding gaps

The Council has significant savings plans which represent around 5% of the base budget each year. In addition to this, £1,000k of general fund reserves are being used to support revenue expenditure over the MTFP.

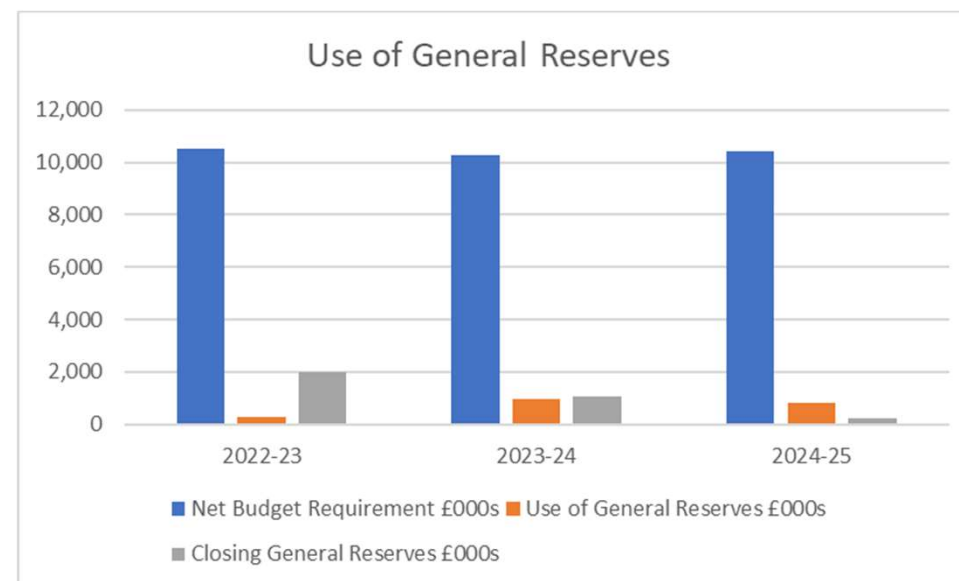
We reviewed the MTFP presented to Executive on 16 February 2021, covering the period 2021/22 - 2024/25. Excluding the impact of Rubicon Leisure Ltd, savings of £1,450k are included in the MTFP. We selected three savings schemes for further testing. Two of these - "management review savings" (intended to save £250k) and "future operating model" (intended to save £150k) appear to be unsupported by detailed business cases or robust evidence as to how those savings will be realised. The third scheme, "income generation" (intended to achieve £369k) we have not been provided any evidence for.

Including savings in the MTFP which are not fully worked up, based on robust evidence, and approved by Members, masks the financial situation and could be misleading.

In addition to this, the MTFP shows use of reserves of £1,000k. At that stage general fund reserves are forecast to be £852k, which is broadly only sufficient for one year. While the Council has some savings / income generation schemes in place, it is still heavily reliant on the use of reserves, to a point where it is not sustainable in the longer term. Savings / income generation schemes represent only around 1/3 of the overall requirement, with no robust plans to address the balance. This represents a significant weakness as the Council does not have a clear understanding and robust plan to address the financial gap in the medium term. We have not been provided with any evidence to demonstrate that the Council consults stakeholders during the development of its savings plans.

This represents a significant weakness in arrangements. See Key recommendation 1, on page 7.

The funding gap



The graph above takes key figures from the Medium Term Financial presented to Executive on 21 February 2022. While this is outside the year of review for this report, it is important that Members are provided with an up to date picture of the significant financial challenges the Council faces. The figures used here are therefore different to those on the preceding page.

It is also important to note that whilst an outturn for 2020/21 was presented, this still reflects an unaudited position and challenges with the new financial ledger could also lead to adjustments to this position.

The graph shows that the amount the Council plans to spend on services over the three years is unchanged at around £10.5m. However, the projected use of reserves, particularly in 2023/24 and 2024/25, means that general fund balances are planned to decrease from £2m to £0.2m. At that stage they will be insufficient to cover likely expenditure in 2025/26.

Sustainable service delivery

The Fees & Charges report for 2021/22, was presented to Executive on 8 December 2020. This allows the fees to increase from 1 April 2021, and to be included in the MTFP. We can see from the report that there is an understanding of the cost of delivering core services.

The Council Plan covers the period 2020-2024. It sets out eight key priorities for the next four years, underpinned by five strategic purposes. The report then sets out, for each of the priority areas, what the Council will do to achieve them (actions), and how they will be measured. When looking at the MTFP / Budget Setting report, there is a column to state which strategic purpose the investment or saving relates to, but it could be further enhanced to link to specific actions which are set out in the Council Plan to make it clearer how investments in services will help to achieve the eight key priorities as set out in the Council Plan. This is an area that could be improved, as it also links to informed decision making around budget proposals. See Improvement recommendation 1, page 22.

Ensuring financial plans are consistent with others

The revenue costs of major capital schemes are included in the MTFP. However, for 2019/20 there was a £1m underspend on the original capital budget of £3.9m, but £6.0m against the revised budget of £9.9m. While the reasons for this are explained at a high level in the outturn report, the Council needs to be much better at forecasting capital expenditure. This is an improvement area.

The Council has not presented the Capital Strategy or Treasury Management Strategy to Executive or Council in 2020/21. This is a requirement of the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code, and provides Members with assurance over the two strategies, including the Minimum Revenue Provision policy and the approved borrowing limits. This is a significant weakness. See key recommendation 2 on page 8.

The ongoing revenue costs of major capital investments is properly reflected in the revenue budget, including Key Government Grant Funded schemes such as Levelling Up where finance have been involved from the outset. The MTFP presented to Executive in February 2021 states "MRP, interest costs and investment income (net) £53k" The explanation for the £53k movement from earlier plans is "This change is due to a re-profiling of the capital programme to reflect more accurately planned spend which has moved expenditure into future years. There was also a reduction in budgeted spend at outturn for 2019/20 which has moved MRP and borrowing costs into future years. The investment income has also been revised to take account of the actual spend this financial year, 2020/21."

The MTFP shows both interest payable and MRP increasing each year. This is in line with the capital programme set out in Appendix 5. This shows around £3.2m of borrowing planned in 2021/22. Looking at the schemes, any additional running costs will be minimal.

The 2019/20 capital outturn expenditure of £2.9m was broadly consistent with the original budget (£3.9m), but significantly below the revised budget of £9.9m. There is a brief explanation, which mainly talks about making improvements to the process. The report states "HRA capital 2019/20 was budgeted to spend £9.2M but spent £7.6M resulting in a £1.6M underspend."

While the reasons for this are explained at a high level in the outturn report, and a portion of this was due to COVID-19 impacting supply chain and project delivery, the Council needs to be much better at forecasting capital expenditure to ensure that it can more accurately plan its capital programme and build the related revenue costs more accurately into its MTFP. This is an improvement area. See Improvement recommendation 2, page 23.

Given staffing costs are a key element of the Council's expenditure, we would expect that a workforce plan would exist, setting out proposed plans for establishment amongst other things, and that this would be consistent with financial projections reported through the MTFP. Whilst the MTFP includes assumptions for pay increases and savings in respect of vacancy management, we were not provided with any evidence that a workforce plan exists. Given the staffing and recruitment challenges the Council face (as many other Councils also do), we consider this a weakness in arrangements. See Improvement recommendation 3, page 24.

Identifying and managing risk to financial resilience

A report was presented to Executive in October 2020, so that Members were aware of the financial framework, prior to approving the MTFP itself in February 2021. The report includes five risks to the MTFP - including government funding, business rates income and identification of savings schemes. However, none of these are quantified or subject to ranges, impact, sensitivity analysis etc. This is an area for improvement. See Improvement recommendation 4, page 25.

We have not seen any evidence of scenario analysis through different assumptions being used for modelling. The Council needs to conduct scenario analysis through different assumptions being used for modelling. These could then be presented to Members so that they can see the impact different assumptions have on the MTFP and this would support more informed decision making. This is an area for improvement. See Improvement recommendation 4, page 25.

Financial plans are updated for changes in government funding and clearly set out in reporting to Members.

Governance



We considered how the Council:

- monitors and assesses risk and gains assurance over the effective operation of internal controls, including arrangements to prevent and detect fraud
- approaches and carries out its annual budget setting process
- ensures effectiveness processes and systems are in place to ensure budgetary control
- ensures it makes properly informed decisions, supported by appropriate evidence and allowing for challenge and transparency
- monitors and ensures appropriate standards.

Key messages

Risk management and internal control

Each report presented to Members has a section on "Risk Management", so risks are identified and highlighted. An Internal Audit report from June 2019 identified significant weaknesses in risk management arrangements. The Council engaged external experts (Zurich) to build on this report, and reported the findings to the Audit, Governance & Standards Committee in October 2019. Since that date there have not been any formal update reports to Members, nor has a corporate risk register been presented until July 2022. Members were therefore not provided with appropriate assurance during this period over effective risk management and whether the issues raised by Internal Audit and Zurich Municipal have been addressed. While each report to Members includes a section on "Risk Management" the absence of regular reporting to the Audit, Governance & Standards Committee does not provide assurance that risks are being identified and scored appropriately. This is a significant weakness, and we raised a key recommendation related to this, see page 11.

Internal Audit is provided by Worcestershire Internal Audit Shared Service. This is hosted by Worcester City Council and provides internal audit to a number of local authority bodies in Worcestershire. The service is effective and assesses the effectiveness of controls, and reports to the Audit, Governance & Standards Committee on a regular basis. The revised annual plan was delivered in full, although the original plan was reduced significantly as a result of the impact of COVID-19. The audits completed provide sufficient coverage for the HoIA Opinion.

Internal Audit also oversee and manage the Council's response to possible fraud - including being aware of the risk in their audit work and undertaking any investigations.

What is done proactively is less clear, although there were posters on the noticeboards in the Town Hall. The Council has adequate arrangements in place in respect of the prevention and detection of fraud but could enhance the proactive awareness work undertaken. This is an area for improvement. See Improvement recommendation 5, page 26.

Annual budget setting process

We have not seen any evidence of trend analysis and extrapolation, sensitivity analysis or alternative proposals and scenarios being considered in the budget setting process. While this is not a significant weakness the Council should enhance the budget setting process by including appropriate trend analysis and extrapolation, sensitivity analysis and modelling different scenarios, and presenting these to Members to support their consideration of the budget.

The impact of expected investment and borrowing activity is reflected in the annual budget. The MTFP presented to Executive in February 2021 clearly sets out the impact of changes in Minimum Revenue Provision (MRP), interest costs and investment income. The three-year budget summary also has separate lines for Revenue bids & revenue impact of capital bids, Interest payable, and MRP.

We have not seen any evidence of external engagement in the budget setting process. While this is not a significant weakness the Council should enhance the budget setting process by ensuring appropriate engagement with external stakeholders. This should include council taxpayers as well as service users. This will help the Council better understand the priorities and non priorities of those who live in the Borough and may enable increasingly scarce resources to be better focused.

We can see that the MTFP has been signed off by the (acting) S.151 Officer and the Portfolio Holder. It was also considered by the Budget Scrutiny working group. However, it is unclear the extent to which budget holders and senior managers have been consulted. The Council needs to retain and provide evidence of internal involvement in the budget setting process to evidence wider consultation, which ensures informed decisions are being made. This is an area for improvement. See Improvement recommendation 6, page 27.

Budgetary control

During 2020/21 the finance team engaged with budget holders to review financial performance and identify actions to resolve adverse variances. Reporting to Executive was timely, with a clear explanation of the main variances and corrective action being taken. These arrangements essentially stopped with the implementation of the new ledger system in February 2021, and there was no in year reporting after that date until after the 2021/22 year end. Whilst not a weakness for 2020/21, this is a significant weakness for 2021/22 and we have raised key recommendation 6 on page 12.

Non-financial information, such as service activity and workforce information, is not integrated into financial reports to Executive. The last Corporate Performance Report to Executive was 6 March 2018 which pre-dates the COVID-19 pandemic by around two years. It is now over four years since a formal Corporate Performance Report was presented. During this period Members did have access to the Performance Dashboard. While the quarterly finance reports to Executive during 2020/21 include very high-level information, for example, about activity being higher or lower than planned, this is not in sufficient detail to allow meaningful comparisons against expected activity and budget. This is an area for improvement. See Improvement recommendation 7, page 28.

The Council has not presented the Capital Strategy or Treasury Management Strategy to Executive or Council in 2020/21. This is a requirement of the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code, and provides Members with assurance over the two strategies, including the Minimum Revenue Provision policy and the approved borrowing limits. This represents a significant weakness. See key recommendation 2, page 8.

The MTFP presented to Executive in February 2021 sets out the changes from initial forecasts in regard to MRP, interest costs and investment income. The report also includes summary budget, for three years, which highlights the revenue impact of capital bids, investment income, interest payable and MRP.

We have not seen any evidence that financial performance is a key objective for senior managers or forms part of the body's performance management processes, to ensure formal and effective accountability for the delivery of budgets. Discussions with some Officers suggest that budget holders are reluctant to get involved in budget monitoring and see it as a finance job. This is an area for improvement. See Improvement recommendation 8, page 29.

Our 2019/20 Annual Audit Letter, presented on 27 January 2022, commented that our opinion on the 2019/20 financial statements was not provided until 8 November 2021. We also noted that the 2020/21 financial statements should have been prepared by 31 July 2021. After several delays and postponements, we now expect them by mid November 2022. This represents a significant weakness and is reflected within our Statutory Recommendation on page 6.

Making properly informed decisions

Review of Executive and Overview and Scrutiny Committee papers shows that all relevant information is included in reports.

However, as we have previously reported it is unclear the extent to which the Council engages with stakeholders regarding the body's medium- to long-term financial strategy, current financial position and likely financial challenges. This is an area for improvement. See Improvement recommendation 6, page 27.

Ensuring appropriate standards

The Council has adequate arrangements in place to monitor compliance with legislation and regulatory standards and to communicate expected behaviours to staff. This includes a Monitoring Officer, as well as an in-house legal team. The Monitoring Officer provides a report to each Audit, Governance & Standards Committee.

Declarations of interest are shown for each Councillor on the website, so are publicly available. Declarations of Interest is also one of the first items on all Committee and Executive meetings. This helps to ensure that appropriate standards are maintained within the Council, and we have no evidence of inappropriate arrangements.

Improving economy, efficiency and effectiveness



We considered how the Council:

- uses financial and performance information to assess performance to identify areas for improvement
- evaluates the services it provides to assess performance and identify areas for improvement
- ensures it delivers its role within significant partnerships, engages with stakeholders, monitors performance against expectations and ensures action is taken where necessary to improve
- ensures that it commissions or procures services in accordance with relevant legislation, professional standards and internal policies, and assesses whether it is realising the expected benefits.

Key messages

Using performance information

The last performance management report to Executive was 6 March 2018. This pre-dates the COVID-19 pandemic by two years, and it is now four years since the last report to Executive. Decision makers are therefore unable to monitor the Council's performance and identify areas for improvement. We note that from September 2022, Executive were provided a quarterly integrated Financial and Performance Report. However, for 2020/21 and 2021/22, although Members did have access to the Corporate Dashboard, wider public reporting was not undertaken nor was performance discussed on public agendas and this is a significant weakness which is reflected within our key recommendation on page 10.

We have not seen any evidence that Executive is provided with assurance over the accuracy of financial and performance information. This is an area for improvement. Once financial reporting and performance reporting again become routine and regular, the Council should consider expanding the role of internal audit to provide assurance that financial information presented to Members accurately reflects the financial ledger. The Council should also consider asking internal audit to verify the accuracy of performance information. This is an area for improvement. See Improvement recommendation 9, page 30.

The Council makes very limited use of benchmarking costs and performance against similar bodies in order to identify areas for improvement, cost savings or income generation. We have seen one example from the 2021-22 fees & charges summary presented to Executive on 8 December 2020 in regard to street naming where a benchmark was taken from eight councils that included Wyre Forest, Walsall,

Worcester, Wychavon, Malvern Hills, Birmingham, Coventry and Solihull. However, there is scope to significantly enhance this area. This is an area for improvement. See Improvement recommendation 10, page 31.

Evaluating services

The Council received an LGA Corporate Peer Challenge in January 2018 with a follow up visit in February 2020. This report was finalised in July 2020 having been delayed whilst the Council responded to the peak of the COVID-19 pandemic. The Council is therefore open to learning from other organisations but does not do this systematically. This is an area for improvement. See Improvement recommendation 11, page 32.

The LGA Corporate Peer Challenge identified that the Council needs to ensure services align to strategic priorities and that it considers services which don't need to be continued, and whether they should continue to be. Post the COVID-19 pandemic the Council needs to ensure that it addresses the recommendations made by the peer review.

There is no evidence of a failure to meet minimum service standards in core service areas. The HRA Strategic Improvement Plan Progress Report presented to Executive on 8 September 2020 sets out progress made on the HRA since the original report in November 2018. The report sets out that progress has been made in many areas, voids especially. The Council does monitor and report on performance and service standards. The Council focuses on the longer-term, rather than looking at short term savings or cuts. Examples include revisiting Minimum Revenue Provision and making advance payments to the pension fund in order to secure a discount on contributions over three years. This helps to ensure more sustainable planning and decision making.

We have not identified any issues in respect of significant procurement within the period. The Council has a procurement strategy; however contract procedure rules were last updated in 2016. The Council should be reviewing and updating the procurement strategy regularly, not least to ensure that legislative changes are reflected appropriately. The latest version of the Contract Procedural Rules is dated 2016 which is what procurement training is based upon. See Improvement recommendation 12, page 33.

Partnership working

Opportunities for consultation with key stakeholders have been more limited during the COVID-19 pandemic. This was exacerbated by staffing capacity issues already referenced during the period. However, post pandemic the Council needs to engage and consult with key stakeholders, where appropriate, to determine local priorities for resources or opportunities for savings. This is particularly important given the financial challenges the Council faces and as the Borough builds back from the pandemic. This is an area for improvement. See Improvement recommendation 13, page 34.

The Council has worked well with, and supported, its outsourced leisure provider, Rubicon Leisure Ltd, during the COVID-19 pandemic. Reports to Members have set out the challenges facing Rubicon, as well as the Council response

There are shared service arrangements with Bromsgrove DC for a large number of back office functions, and this works well and has delivered efficiencies over many years. The Council also works with other councils across Worcestershire, for example, on highways and infrastructure projects. The Council is also part of Worcestershire Regulatory Services (WRS) - a shared service delivering Environmental Health functions (food safety, health and safety and many aspects of pollution control) and Licensing administration on behalf of the six district councils in Worcestershire. There is evidence that the Council seeks to engage and work with partners to deliver and improve services.

Benefits realisation

In terms of benefits realisation, we have considered the new finance system - a major project which "went live" in February 2021. As of October 2022, we are advised that the significant issues with the implementation of cash receipting are almost resolved, and data migration mapping is complete. We have not yet been provided with this work and so cannot confirm this. The expected benefits have not yet been realised. In fact, it has caused significant delays in internal and external financial reporting and cost additional resources in trying to address the issues. It is clear that there are a number of lessons to be learned from the implementation, and that this was not managed appropriately. We consider this to be a significant weakness. See Key recommendation 3, page 9.

COVID-19 arrangements



Since March 2020 COVID-19 has had a significant impact on the population as a whole and how Council services are delivered.

We have considered how the Council's arrangements have adapted to respond to the new risks they are facing.

Financial sustainability

Financially, the main impact was reduced income in terms of leisure and car parking. These have subsequently been covered by government grants and reimbursement schemes, which mean that the potentially significant impacts to the Council's 2020/21 budget were not realised.

Governance

The COVID-19 pandemic impacted the Council in a number of ways. Systems and processes within the finance function were largely unaffected, as these were largely automated, and officers had the ability to work from home. The Council also made safe space available in the Council Offices for those people who needed it.

Meetings were held virtually, in line with the emergency legislation, and this allowed the business of the Council to continue.

Improving economy, efficiency and effectiveness

The Council found distributing discretionary business grants challenging. This is in terms of agreeing an approach and/or policy, responding to changes in Government guidance, and processing the number of requests received. Final guidance was often received significantly after Government announcements. The challenge is as expected as the finance and revenue teams cover two councils.

Ultimately, the Council distributed significant sums of money to local residents and businesses during a very challenging period.



Improvement recommendations



Financial sustainability

1 Recommendation	The Medium-Term Financial Plan / Budget setting report should be linked to specific actions which are set out in the Council Plan to make it clearer how investments in services will help to achieve the eight key priorities as set out in the Council Plan.
Why/impact	The Council Plan 2019-2023 sets out eight key priorities for the next four years, underpinned by five strategic purposes. The Plan then sets out, for each of the priority areas, what the Council will do to achieve them (actions), and how they will be measured. When looking at the Medium-Term Financial Plan / Budget Setting report presented in February 2021, there is a column to state which strategic purpose the investment or saving relates to, but it could be further enhanced to link to specific actions which are set out in the Council Plan to make it clearer how investments in services will help to achieve the eight key priorities as set out in the Council Plan.
Auditor judgement	Linking the Council Plan to the Medium-Term Finance Plan and Budget Setting Report could be improved, as it also links to informed decision making around budget proposals.
Summary findings	Better linking the two reports will help decision making and demonstrate how actions set out in the Council Plan are being delivered.
Management comment	<ul style="list-style-type: none"> • Present Savings quantum , given the “cost of living crisis” and double digit inflation has required a re-questioning of priorities with financial sustainability the most pressing issue. • Executive were updated on process being followed to balance budgets in the P1 Monitoring report in July 2022. • Officer sessions have taken place in July and August to give members options to balance the budget , which will be discussed in Tranche 1 of the 2023/24 Budget in October. • Budget setting clearly linked to Council priorities • CMT refocussed from 27 July with final Wednesday CMT each month reviewing in year budget, performance and projects (compliance and Assurance). • Ongoing quarterly monitoring from Q1 (Sept 2022) will be financial and performance based to link both sides together.

The range of recommendations that external auditors can make is explained in Appendix C.

Improvement recommendations



Financial sustainability

2 Recommendation	The Council needs to improve capital budgeting and ensure that the capital programme is delivered as planned.
Why/impact	2019/20 capital outturn expenditure (£3.5m) was broadly consistent with the original budget (£4.5m), but significantly below the revised budget of £11.9m. A portion of this was due to COVID-19 impacting supply chain and project delivery. There is a brief explanation in the financial statements, which mainly talks about making improvements to the process. The outturn report for 2019/20 explains the reason for the slippage. There is a sound rationale for each of the slipped elements, as compared to them being slipped because they or the associated revenue costs are unaffordable. However, there was a £1m underspend on the original capital budget of £4.5m, but £6.4m against the revised budget of £11.9m. While the reasons for this are explained at a high level in the outturn report, the Council needs to be much better at forecasting capital expenditure.
Auditor judgement	While some slippage in capital projects is inevitable, this should be kept to a minimum. Capital expenditure on local projects has a direct benefit to the local economy, which will be vital post COVID-19.
Summary findings	Better capital budgeting and ensuring the capital programme is delivered will ensure that the improvements projects are intended to deliver are realised and also benefit the local economy.
Management comment	<ul style="list-style-type: none"> Capital monitoring has been fully integrated in a joint finance and performance monitoring report starting Q1 – September 2022. Financial Services Manager, who started in August has extensive Capital Experience as so will be nominated Finance lead for Capital. Report now includes the impact and ongoing monitoring of Towns Fund and UK Shared Prosperity Fund as part of the overall process as these sums dwarf the “normal” capital programme and resources need to be concentrated on them as they are time limited (Towns Fund, UKSPF and Possible Levelling up 2 Bid for Redditch). Finance has been involved in these project from inception to give financial providence New Processes in place by end of September 2022 which has resulted in a freeze on schemes not yet started (reported as part of the Tranche 1 Budget). Capital Budget Manager training will need to take place from October 2022. Noted that COVID-19 and the present inflation crisis have significant impact on supply chain and delivery of Capital Programmes.

The range of recommendations that external auditors can make is explained in Appendix C.

Improvement recommendations



Financial sustainability

3 Recommendation	The Council should develop a workforce plan / strategy and ensure that this aligns to its financial plans.
Why/impact	Staffing costs represent a significant element of the Council's budget. Ensuring a clear linkage between planned staffing levels, establishment and seniority and the Council's financial plans ensures that these key areas are aligned.
Auditor judgement	We were not provided with evidence to establish that a workforce plan exists that clearly links to the Council's financial plans.
Summary findings	Whilst the Council does include assumptions for pay increases and potential savings related to vacancy management, we did not see evidence of an approved workforce plan being in place. A lack of clear workforce plan risks that financial and workforce planning is not sufficiently aligned and could lead to financial challenges.
Management comment	<ul style="list-style-type: none"> • Workforce plan and skills matrices have come to CMT in June 2022. • Updated plans, including succession planning, and skills matrices were completed in all Services by August 2022. • A review of establishment is part of the finance recovery programme (was initially June), with Finance and HR jointly visiting Services to revalidate establishment and vacancies. • Updated Workforce strategy due to go to Executive in December.



The range of recommendations that external auditors can make is explained in Appendix C.

Improvement recommendations



Financial sustainability

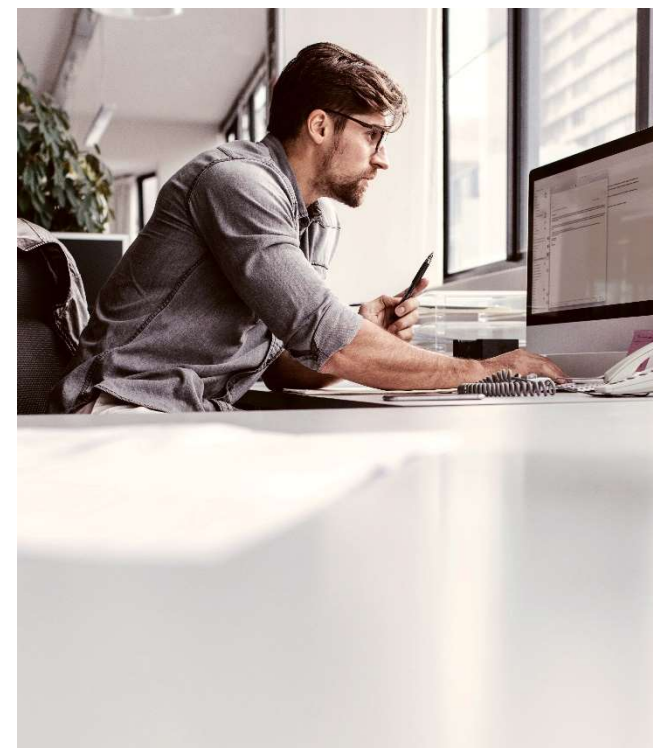
4 Recommendation	Financial plans presented to Members should include better explanation around the key risks and assumptions as well as sensitivity analysis and modelling different scenarios.
Why/impact	<p>A report was presented to Executive in October 2020, so that Members were aware of the financial framework, prior to approving the Medium-Term Financial Plan (MTFP) itself in February 2021. There is a section on risks to the MTFP - including government funding, business rates income and identification of savings schemes. However, none of these are quantified or subject to ranges, impact, sensitivity analysis etc.</p> <p>We have not seen any evidence of scenario analysis through different assumptions being used for modelling. The Council needs to conduct scenario analysis through different assumptions being used for modelling. These could then be presented to Members so that they can see the impact different assumptions have on the MTFP.</p>
Auditor judgement	Providing Members with information around risks and the impact of using different scenarios and assumptions supports Members to better understand how the decisions they are being asked to make could be impacted.
Summary findings	Presenting a report in advance of the full MTFP is good practice. However, more comprehensive information is needed in order to make fully informed decisions.
Management comment	<ul style="list-style-type: none"> 2023/24 MTFP will be delivered in 2 Tranches. As set out in the existing MTFP there is a deficit of £949k to close rising to £1,040k over the MTFP period. Tranche 1 documentation which will be presented to Executive on the 25th October has £1,884k which will result in the Initial gap being closed without the use of Reserves. Fuller detail is given on underlying assumptions and a Savings Proposal Document gives the required transparency and allocation to the correct budgets. Given the present financial crisis, and including inflation running at over 10%, with utilities even higher, the Tranche 1 Reports have a draft Robustness statement setting out the viability of the budget at this time as the projected Gap would require £1.4m of additional savings in Tranche 2 which if not met would extinguish reserves within 2 years. Budget has high level scenarios in assumptions section. Have now access to CIPFA comparative data (21 July 2022) to benchmark costs as part of this process. Budget working Group timetable aligned now to the 2 Tranche budget that is being delivered.

The range of recommendations that external auditors can make is explained in Appendix C.

Improvement recommendations

Governance

5 Recommendation	The Council should work with Internal Audit to ensure that proactive fraud prevention work is included in the audit plan, and the work and outcomes are reported to the Audit, Standards & Governance Committee.
Why/impact	Internal Audit oversee and manage the Council's response to possible fraud - including being aware of the risk in their audit work and undertaking any investigations. What is done proactively is less clear, although pre-pandemic, there were posters on the noticeboards at the Town Hall.
Auditor judgement	While the Council has adequate arrangements in place in respect of the prevention and detection of fraud, it could enhance the proactive awareness work undertaken. This is an area for improvement.
Summary findings	While it is clear that Internal Audit work takes account of the risk of fraud, there is scope to enhance, and make more public, the proactive work undertaken.
Management comment	Director of Finance to commission Internal Audit to undertake and overall Fraud Assessment (linked to present plan).



The range of recommendations that external auditors can make is explained in Appendix C.

Improvement recommendations



Governance

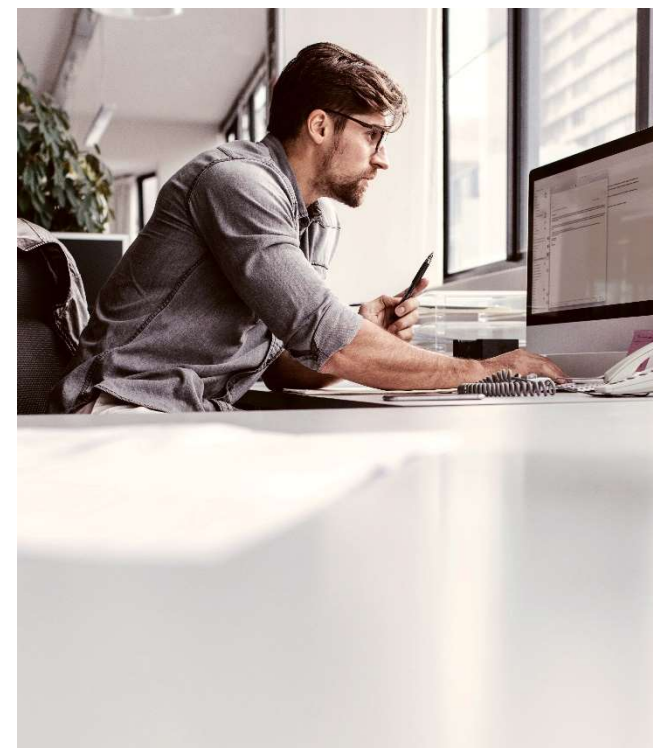
6 Recommendation	The Council needs to ensure that internal and external stakeholders, including service users, are engaged and consulted in the budget setting processes, and that this is documented and reported.
Why/impact	<p>We have not seen any evidence of external engagement in the budget setting process. While this is not a significant weakness the Council should ensure appropriate engagement with external stakeholders. This should include council taxpayers as well as service users. This will help the Council better understand the priorities and non priorities of those who live in the District and may enable increasingly scarce resources to be better focused.</p> <p>The Medium-Term Financial Plan (MTFP) was signed off by the (Acting) S.151 Officer and the Portfolio Holder. It was also considered by the Finance and Budget Working Group. However, it is unclear the extent to which budget holders and senior managers have been consulted. The Council needs to retain and provide evidence of internal involvement in the budget setting process.</p>
Auditor judgement	Ensuring that the budget is based on the needs of service users and other stakeholders is essential in demonstrating that public money, raised through taxation, is being directed to those areas most in need.
Summary findings	Setting a budget should not be seen as a finance team task. It should include all aspects of the Council as well as service users and the public.
Management comment	<ul style="list-style-type: none"> • 2023/24 Tranche 1 budget sets out clearly timetable for delivery of both Tranches of the budget and includes a feedback form (and timetable for return) • 2023/24 Budget will also be web enabled to link to more Stakeholders. • Meetings will be set up in October to brief Staff and the Union on implications of the budget. • Budget Working Group (will review data and feedback to Executive will have more meetings to reflect 2 Tranche budget. • A Savings Proposal Document which clearly sets out savings items, and impacts, is part of the Tranche 1 Budget Pack. This also includes the Feedback form.

The range of recommendations that external auditors can make is explained in Appendix C.

Improvement recommendations

Governance

7 Recommendation	The Council needs to develop quarterly financial monitoring reports so that performance information is included in order to better explain variances and the financial impact of service decisions.
Why/impact	Non-financial information, such as service activity and workforce information, is not integrated into financial reports to Executive. The lack of performance reporting to Members is a significant weakness which we have reported separately (see page 6). While the quarterly finance reports to Executive during 2020/21 include very high-level information, for example, about activity being higher or lower than planned, this is not in sufficient detail to allow meaningful comparisons against expected activity and budget.
Auditor judgement	Members cannot make informed decisions without being presented with a full picture encompassing financial and non-financial information.
Summary findings	Financial reporting to Executive during 2020/21 including high level non-financial information, but should be quarterly and incorporate non-financial information.
Management comment	<ul style="list-style-type: none"> A Joint Finance and Performance Reports was delivered to Executive in September for 2022/23 Q1 Monitoring. Q2 2022/23 Monitoring will be delivered to Executive in November.

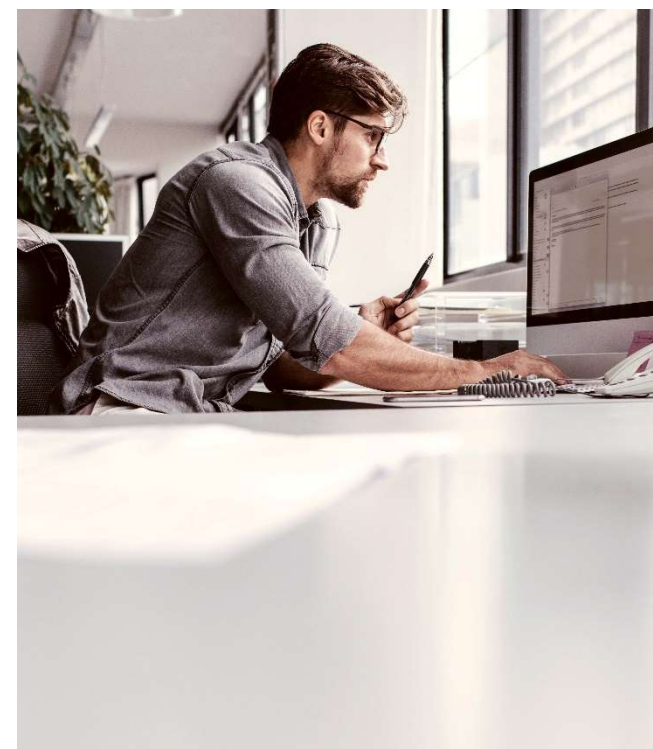


The range of recommendations that external auditors can make is explained in Appendix C.

Improvement recommendations

Governance

8 Recommendation	The Council needs to ensure that budget holders are actively involved in budget monitoring and are aware that it is a key part of their role.
Why/impact	We have not seen any evidence that financial performance is a key objective for senior managers and forms part of the body's performance management processes to ensure formal and effective accountability for the delivery of budgets. Our discussions with Officers suggest that budget holders are reluctant to get involved in budget monitoring and see it as a finance job.
Auditor judgement	The new finance system should give budget holders real time access to financial information. It is crucial that this is used by budget holders to inform decision making and ensure that finances are kept on track.
Summary findings	Budget monitoring should not be seen as a function of the finance team. All budget holders, throughout the Council, need to be involved and held to account where they are not.
Management comment	<ul style="list-style-type: none"> • Council has bought in 3rd party to document ERP system to ensure Council fully understands how the system is configured. This work started in October 22. • Updated training will take place on system use and financial requirements based on updated performance guides and procedures and documentation. • Part of this process will be a “finance agreement” which sets out clearly the expectations of finance staff and budget managers and their staff in key finance processes. This agreement has been widened so relates to all support services so all back office process including payroll which is key to monitoring is included. Initial drafts were due at end of September and an overall draft will be on 14th October. • Formal quarterly monitoring to Members has restarted as at Q1 2022/23.



The range of recommendations that external auditors can make is explained in Appendix C.

Improvement recommendations



Improving economy, efficiency and effectiveness

9 Recommendation	The Council need to put in place arrangements to provide independent assurance over the accuracy on in-year financial reporting and performance information.
Why/impact	We have not seen any evidence that Executive is provided with assurance over the accuracy of financial and performance information. Once financial reporting and performance reporting again become routine and regular, the Council should consider expanding the role of internal audit to provide assurance that financial information presented to Members accurately reflects the financial ledger. The Council should also consider asking internal audit to verify the accuracy of performance information.
Auditor judgement	Members need assurance that the information provided to them, on which they are asked to make decisions, is reliable and accurate.
Summary findings	There has not been any formal performance reporting for four years, although Members have had access to the Performance Portal during this time, and regular financial reporting ceased from March 2021 until June 22. We have identified these as significant weaknesses and made Key Improvement recommendations in respect of both issues. When these are addressed, it is important that Members are provided with assurance over the accuracy and reliability of the information provided to them.
Management comment	<ul style="list-style-type: none"> • Joint Finance and Performance reporting for Q1 was reported to Executive in September. • Audit Committee is the right place for financial performance to be challenged. The schedule will be changed so that Internal Audit Reports include their view on accuracy, timeliness and completeness of financial and performance monitoring information.



The range of recommendations that external auditors can make is explained in Appendix C.

Improvement recommendations



Improving economy, efficiency and effectiveness

10 Recommendation	The Council needs to significantly enhance the use of benchmarking costs and performance against other similar bodies.
Why/impact	The Council makes very limited use of benchmarking costs and performance against similar bodies in order to identify areas for improvement, cost savings or income generation. We have seen one example from the 2021-22 fees & charges summary presented to Executive on 8 December 2020 in regard to street naming where a benchmark was taken from eight councils that included Wyre Forest, Walsall, Worcester, Wychavon, Malvern Hills, Birmingham, Coventry and Solihull. However, there is scope to significantly enhance this area.
Auditor judgement	Making comparisons with other similar bodies can help drive improvement, lower cost or increase income and should be embedded across the Council.
Summary findings	It is unclear why the Council uses benchmarking information in one instance but, seemingly, nowhere else. This has the potential to significantly improve performance and / or finances across the Council.
Management comment	Council now has access to CIPFA comparative data (21 July 2022) to benchmark costs as part of this process. This data will be used to assess cost effectiveness of services being delivered to inform future strategy.



The range of recommendations that external auditors can make is explained in Appendix C.

Improvement recommendations



Improving economy, efficiency and effectiveness

11 Recommendation	The Council needs to ensure that the recommendations made by the LGA Corporate Peer Challenge in January 2018 and February 2020 are addressed and that it then further improves by learning from exemplar councils across the country.
Why/impact	The Council received an LGA Corporate Peer Challenge in January 2018 with a follow up visit in February 2020. This report was finalised in July 2020 having been delayed whilst the Council responded to the peak of the COVID-19 pandemic. The Council is therefore open to learning from other organisations but does not do this systematically.
Auditor judgement	The Council should be applauded for requesting a Peer Challenge. It now needs to ensure that the recommendations made are implemented and that further improvements are made by comparison with other councils on a regular basis.
Summary findings	The COVID-19 pandemic inevitably delayed the Council response to the recommendations made by the LGA Corporate Peer Challenge. There is now an opportunity to not only implement these but go beyond them.
Management comment	<ul style="list-style-type: none"> The Council's Action plan was contained in the Executive Report dated 23rd October 2018. The Follow up Report was issued in July 2020, in the middle of the C-19 Pandemic. The Council will review outstanding actions from the Plan against strategies in place and provide an updated plan by the end of December 2022 Learning will also be integrated with benchmarking reviews that will be carried out as part of the MTFS process.



The range of recommendations that external auditors can make is explained in Appendix C.

Improvement recommendations



Improving economy, efficiency and effectiveness

12 Recommendation The Council should ensure that it has an up-to-date procurement strategy and that this, and any other key policies and strategies, are routinely reviewed and updated.

Why/impact Contract procedure rules were last updated in 2016. There is a risk that this is now out of date, does not reflect current practices or is not in accordance with current legislation. Whilst we did not identify any issues in respect of procurement activity, policies and strategies should be subject to regular review.

Auditor judgement Strategies should be regularly reviewed to ensure that they remain relevant and up-to-date with current requirements and legislation.

Summary findings The Council's procurement strategy, dated 2008, has not been updated for a significant period.

Management comment

- The Council has significant procurement information on the ORB.
- The latest update of the Contract Procedural Rules was October 2016.
- As with financial services, an updated plan is required to ensure compliance to process. This will include training (which takes place presently) and is required by December 2022.



Improvement recommendations



Improving economy, efficiency and effectiveness

13 Recommendation	The Council needs to engage and consult with key stakeholders, where appropriate, to determine local priorities for resources or opportunities for savings.
Why/impact	Opportunities for consultation with key stakeholders have been more limited during the COVID-19 pandemic. However, post pandemic the Council needs to engage and consult with key stakeholders, where appropriate, to determine local priorities for resources or opportunities for savings. This is particularly important given the financial challenges the Council faces and as it builds back.
Auditor judgement	The Council is funded by public money, largely through taxation, including council tax. It is important that taxpayers and service users have a say in the development of local priorities and areas for disinvestment.
Summary findings	As the challenges presented by the COVID-19 pandemic continue to lessen and life returns to “normal” the Council needs to re-engage with service users and key stakeholders across the board to ensure that it is prioritising and delivering what they want and need.
Management comment	<p>Director of Finance to</p> <ul style="list-style-type: none"> • Set up internal staffing budget session in October 2022 for staff. • Staff have the ability to feed in savings ideas via the ORB. • Budget working group timetable now reflects the 2 Tranche process. • Savings Proposal Document within the MTFP has a feedback section . • Budget papers are clear when feedback has to be returned • Budget will also go out in Web version – to link to more stakeholders



The range of recommendations that external auditors can make is explained in Appendix C.

Opinion on the financial statements



Audit opinion on the financial statements

We have yet to receive draft financial statements for 2020/21. As set out on page 6, this is a significant weakness, and is included in our statutory recommendation. As we have not received the financial statements this report is an Interim report.

Whole of Government Accounts

To support the audit of the Whole of Government Accounts (WGA), we are required to review and report on the WGA return prepared by the Council. This work includes performing specified procedures under group audit instructions issued by the National Audit Office.

As we have not received the 2020/21 financial statements, we have not been able to undertake this work.

When provided with financial statements, Grant Thornton provides an independent opinion on whether the accounts are:

- True and fair
- Prepared in accordance with relevant accounting standards
- Prepared in accordance with relevant UK legislation.



Appendices

Appendix A - Responsibilities of the Council



Role of the Chief Financial Officer (or equivalent):

- Preparation of the statement of accounts
- Assessing the Council's ability to continue to operate as a going concern

Public bodies spending taxpayers' money are accountable for their stewardship of the resources entrusted to them. They should account properly for their use of resources and manage themselves well so that the public can be confident.

Financial statements are the main way in which local public bodies account for how they use their resources. Local public bodies are required to prepare and publish financial statements setting out their financial performance for the year. To do this, bodies need to maintain proper accounting records and ensure they have effective systems of internal control.

All local public bodies are responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness from their resources. This includes taking properly informed decisions and managing key operational and financial risks so that they can deliver their objectives and safeguard public money. Local public bodies report on their arrangements, and the effectiveness with which the arrangements are operating, as part of their annual governance statement.

The Chief Financial Officer (or equivalent) is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Chief Financial Officer (or equivalent) determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Chief Financial Officer (or equivalent) or equivalent is required to prepare the financial statements in accordance with proper practices as set out in the CIPFA/LASAAC code of practice on local

authority accounting in the United Kingdom. In preparing the financial statements, the Chief Financial Officer (or equivalent) is responsible for assessing the Council's ability to continue as a going concern and use the going concern basis of accounting unless there is an intention by government that the services provided by the Council will no longer be provided.

The Council is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.



Appendix B - Risks of significant weaknesses - our procedures and conclusions

As part of our planning and assessment work, we considered whether there were any risks of significant weakness in the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources that we needed to perform further procedures on. The risks we identified are detailed in the table below, along with the further procedures we performed, the conclusions we have drawn and the final outcome of our work:

Risk of significant weakness	Procedures undertaken	Conclusion	Outcome
Financial sustainability was identified as a potential significant weakness. See pages 14-16 for more details.	<p>To address this risk we:</p> <ul style="list-style-type: none"> reviewed the MTFP which Executive approved in February 2021 and selected a sample of savings or income generation schemes to test in order to obtain assurance that they were robust and realistic; monitored the progress made to identify non-priority areas and to begin to disinvest in those areas; and reviewed the longer-term plan to bridge the structural deficit. 	The Council needs to ensure that the Medium-Term Financial Plan presented to Members is completely transparent regarding the financial challenge and that any savings schemes included are fully worked up and approved by Members in advance.	Appropriate arrangements not in place, one key recommendation raised.
Governance was identified as a potential significant weakness in respect of risk management arrangement. See page 17 for more details.	<p>To address this risk we:</p> <ul style="list-style-type: none"> reviewed the arrangements in place to ensure that Members are provided with appropriate risk management information in order for them to obtain assurance over the processes and to make informed decisions. 	The Council needs to ensure that regular, written risk management reports are presented to the Audit, Governance & Standards Committee. These should include corporate risks, how they are being managed, and named individuals responsible for overseeing them, together with any further actions being taken to reduce the risk.	Appropriate arrangements not in place, one key recommendation raised.

Appendix B - Risks of significant weaknesses - our procedures and conclusions

Risk of significant weakness	Procedures undertaken	Conclusion	Outcome
Improving economy, efficiency and effectiveness was identified as a significant weakness, in respect of performance reporting. See page 19 for further information	<p>To address this risk we:</p> <ul style="list-style-type: none"> reviewed how the Council is reporting performance to Members or making information available to them on an ongoing basis in order for them to obtain assurance over the processes and to make informed decisions. 	The Council needs to re-instate quarterly performance reporting to Executive. Each report should cover a suite of corporate key performance indicators or measures and then focus on each portfolio on a rotating basis.	Appropriate arrangements not in place, one key recommendation raised.
Improving economy, efficiency and effectiveness was identified as a significant weakness, in respect of benefits realisation. See page 20 for further information	<p>To address this risk we:</p> <ul style="list-style-type: none"> reviewed the arrangements in place for how the Council measures benefits realisation from commissioned or procured services. 	The expected benefits from the new financial ledger system have not yet been realised. Worse, the Council has incurred significant additional cost and time in resolving issues that could have been addressed at the time. This has had a knock-on effect in other areas such as reports and returns to government and internal and external financial reporting.	Appropriate arrangements not in place, one key recommendation raised.

Appendix C - An explanatory note on recommendations

A range of different recommendations can be raised by the Council's auditors as follows:

Type of recommendation	Background	Raised within this report	Page reference
Statutory	Written recommendations to the Council under Section 24 (Schedule 7) of the Local Audit and Accountability Act 2014. A recommendation under schedule 7 requires the Council to discuss and respond publicly to the report.	Yes – and also subject to a separate report entitled “Redditch Borough Council - Section 24 Statutory Recommendations”	6
Key	The NAO Code of Audit Practice requires that where auditors identify significant weaknesses as part of their arrangements to secure value for money, they should make recommendations setting out the actions that should be taken by the Council. We have defined these recommendations as ‘key recommendations’.	Yes	7-12
Improvement	These recommendations, if implemented should improve the arrangements in place at the Council but are not a result of identifying significant weaknesses in the Council's arrangements.	Yes	22-34



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