

# Executive Committee

Wed 27th Jan  
2010  
7.00 pm

Council Chamber  
Town Hall  
Redditch

**REDDITCH** BOROUGH COUNCIL

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a  
difference*

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# Access to Information - Your Rights

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- Access to a list specifying those powers which the Council has delegated to its Officers indicating also the titles of the Officers concerned.
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- In addition, the public now has a right to be present when the Council determines “Key Decisions” unless the business would disclose confidential or “exempt” information.
- Unless otherwise stated, all items of business before the Executive Committee are Key Decisions.
- (Copies of Agenda Lists are published in advance of the meetings on the Council’s Website:  
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**If you have any queries on this Agenda or any of the decisions taken or wish to exercise any of the above rights of access to information, please contact  
Ivor Westmore  
Committee Support Services**

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e.mail: [committee@redditchbc.gov.uk](mailto:committee@redditchbc.gov.uk) Minicom: 595528**

# Welcome to today's meeting.

## Guidance for the Public

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### **Agenda Papers**

The **Agenda List** at the front of the Agenda summarises the issues to be discussed and is followed by the Officers' full supporting **Reports**.

### **Chair**

The Chair is responsible for the proper conduct of the meeting. Generally to one side of the Chair is the Committee Support Officer who gives advice on the proper conduct of the meeting and ensures that the debate and the decisions are properly recorded. On the Chair's other side are the relevant Council Officers. The Councillors ("Members") of the Committee occupy the remaining seats around the table.

### **Running Order**

Items will normally be taken in the order printed but, in particular circumstances, the Chair may agree to vary the order.

**Refreshments** : tea, coffee and water are normally available at meetings - please serve yourself.

### **Decisions**

Decisions at the meeting will be taken by the **Councillors** who are the democratically elected representatives. They are advised by **Officers** who are paid professionals and do not have a vote.

### **Members of the Public**

Members of the public may, by prior arrangement, speak at meetings of the Council or its Committees. Specific procedures exist for Appeals Hearings or for meetings involving Licence or Planning Applications. For further information on this point, please speak to the Committee Support Officer.

### **Special Arrangements**

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Infra-red devices for the hearing impaired are available on request at the meeting. Other facilities may require prior arrangement.

### **Further Information**

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### **Fire/ Emergency instructions**

**If the alarm is sounded, please leave the building by the nearest available exit – these are clearly indicated within all the Committee Rooms.**

**If you discover a fire, inform a member of staff or operate the nearest alarm call point (wall mounted red rectangular box). In the event of the fire alarm sounding, leave the building immediately following the fire exit signs. Officers have been appointed with responsibility to ensure that all visitors are escorted from the building.**

**Do Not stop to collect personal belongings.**

**Do Not use lifts.**

**Do Not re-enter the building until told to do so.**

**The emergency Assembly Area is on Walter Stranz Square.**

# Declaration of Interests: Guidance for Councillors

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DO I HAVE A "PERSONAL INTEREST" ?

- Where the item relates or is likely to affect your **registered interests** (what you have declared on the formal Register of Interests)

**OR**

- Where a decision in relation to the item might reasonably be regarded as affecting **your own** well-being or financial position, or that of your **family**, or your **close associates** more than most other people affected by the issue,

you have a personal interest.

WHAT MUST I DO? **Declare the existence, and nature, of your interest and stay**

- The declaration must relate to specific business being decided - a general scattergun approach is not needed
- **Exception** - where interest arises only because of your membership of another **public body**, there is no need to declare unless you **speak** on the matter.
- You **can vote** on the matter.

IS IT A "PREJUDICIAL INTEREST" ?

In general only if:-

- It is a personal interest **and**
- The item affects your **financial position** (or conveys other benefits), or the position of your **family, close associates** or bodies through which you have a **registered interest** (or relates to the exercise of **regulatory functions** in relation to these groups)

**and**

- A member of public, with knowledge of the relevant facts, would reasonably believe the interest was likely to **prejudice** your judgement of the public interest.

WHAT MUST I DO? **Declare and Withdraw**

BUT you may make representations to the meeting before withdrawing, **if** the public have similar rights (such as the right to speak at Planning Committee).



# Executive

27th January 2010

7.00 pm

## Committee

Council Chamber Town Hall

### Agenda

#### Membership:

Cllrs: C Gandy (Chair) W Hartnett  
M Braley (Vice- N Hicks  
Chair) C MacMillan  
P Anderson M Shurmer  
J Brunner  
B Clayton

<b>1. Apologies</b>	To receive the apologies of any Member who is unable to attend this meeting.
<b>2. Declarations of Interest</b>	To invite Councillors to declare any interests they may have in items on the agenda.
<b>3. Leader's Announcements</b>	<ol style="list-style-type: none"><li>1 To give notice of any items for future meetings or for the Forward Plan, including any scheduled for this meeting, but now carried forward or deleted; and</li><li>2 any other relevant announcements.</li></ol> <p>(Oral report)</p>
<b>4. Minutes</b> (Pages 1 - 20) Chief Executive	<p>To confirm as a correct record the minutes of the meeting of the Executive Committee held on the 2nd and 9th December 2009.</p> <p>At the meeting of the Council on 11th January 2010, Members agreed to amend a minor inaccuracy in the recording of recommendation 7 of Minute 211 and the Executive Committee is requested to approve this amendment in confirming the minutes of the meeting on 9th December 2009.</p> <p>(Minutes attached)</p>

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<p><b>5. Public Open Space Consultation Summary and Asset Disposal Programme Update</b> (Pages 21 - 64) Head of Legal, Democratic and Property Services</p>	<p>To consider comments received as a result of the advertising and consultation undertaken in relation to the proposed disposal of various areas of Public Open Space and to seek approval to progress development and declare additional assets surplus to be included in the Asset Disposal Programme.</p> <p>(Report attached)</p> <p><b>(Various Wards)</b></p>
<p><b>6. Single Equalities Scheme</b> (Pages 65 - 70) Head of Strategy and Partnerships</p>	<p>To consider the contents of the Council's proposed Single Equalities Scheme covering the legislative requirements expected of Local Authorities.</p> <p>(Report attached – Appendices available on the Council's website and in Group Rooms).</p> <p><b>All Wards</b></p>
<p><b>7. Energy Strategy</b> (Pages 71 - 106) Head of Legal, Democratic and Property Services, Head of Environment</p>	<p>To consider adoption of the revised Energy Strategy.</p> <p>(Report attached)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>8. Worcestershire Enhanced Two Tier (WETT) Programme</b> (Pages 107 - 174) Chief Executive</p>	<p>To consider the proposed business cases for Regulatory, Audit and Property Services, produced as part of the Worcestershire Enhanced Two Tier Programme.</p> <p>(In view of the fact that they contain information relating to consultation in connection with a labour relation matter, the appendices containing the consultation responses are not for publication and have been circulated only to relevant Officers and Members of the Council.)</p> <p>(Reports attached – detailed Business Cases and consultation responses available in Group Rooms.)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>9. Capital Strategy 2010 to 2013</b> (Pages 175 - 186) Head of Financial Revenues and Benefit Services</p>	<p>To review the Council's Capital Strategy.</p> <p>(Report attached).</p> <p><b>All Wards</b></p>

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<p><b>10. Housing Revenue Account 2010/11</b></p> <p>(Pages 187 - 202)</p> <p>Head of Financial Revenues and Benefit Services</p>	<p>To approve the budget for the Housing Revenue Account and the dwelling rents for 2010/11.</p> <p>(Report attached).</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>11. Council Tax Base</b></p> <p>(Pages 203 - 210)</p> <p>Head of Financial Revenues and Benefit Services</p>	<p>To set the Council Tax Base for 2010/11.</p> <p>(Report attached).</p> <p><b>All Wards</b></p>
<p><b>12. Overview and Scrutiny Committee</b></p> <p>(Pages 211 - 220)</p> <p>Chief Executive</p>	<p>To receive the minutes of the meetings of the Overview and Scrutiny Committee held on the 25th November and 16th December 2009.</p> <p>There are several recommendations contained within the minutes. There is one relating to the Single Equalities Scheme (earlier on this agenda) and others relating to the Neighbourhood Groups (previously considered by the Executive).</p> <p>(Minutes attached and to follow).</p> <p><b>All Wards</b></p>
<p><b>13. Minutes / Referrals - Overview and Scrutiny Committee, Executive Panels, Neighbourhood Groups etc.</b></p> <p>Chief Executive</p>	<p>To receive and consider any outstanding minutes or referrals from the Overview and Scrutiny Committee, Executive Panels, Neighbourhood Groups, etc. since the last meeting of the Executive Committee, other than as detailed in the items above.</p>
<p><b>14. Advisory Panels - update report</b></p> <p>(Pages 221 - 224)</p> <p>Chief Executive</p>	<p>To consider, for monitoring / management purposes, an update on the work of the Executive Committee's Advisory Panels and similar bodies, which report via the Executive Committee.</p> <p>(Report attached)</p>

# Executive

Committee

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<p><b>15. Action Monitoring</b> (Pages 225 - 228) Chief Executive</p>	<p>To consider an update on the actions arising from previous meetings of the Committee.</p> <p>(Report attached)</p>
<p><b>16. Exclusion of the Public</b></p>	<p>It may be necessary, in the opinion of the Chief Executive, to consider excluding the public from the meeting in relation to the following item of business on the grounds that exempt information is likely to be divulged. It may be necessary, therefore, to move the following resolution:</p> <p><b>“that, under S.100 I of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matter(s) on the grounds that it/they involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs (to be specified) of Part 1 of Schedule 12 (A) of the said Act, as amended.”</b></p> <p><b>Item 17 - Easemore Road Site – Consultation with Tenants</b></p>
<p><b>17. Easemore Road Site - Consultation with Tenants</b> (Pages 229 - 238) S Mullins, Head of Legal, Democratic &amp; Property Services</p>	<p>To advise Members of the status of premises and to consider consultation on its future use.</p> <p>(In view of the fact that it contains information relating to the financial or business affairs of particular persons and organisations the report is not for publication and has been circulated only to relevant Officers and Members of the Council).</p> <p>(Report attached).</p> <p><b>(Abbey Ward)</b></p>
<p><b>18. Confidential Minutes / Referrals (if any)</b></p>	<p>To consider confidential matters not dealt with earlier in the evening and not separately listed below (if any).</p>





## Executive

### Committee

2nd December 2009

## MINUTES

#### Present:

Councillor Carole Gandy (Chair), Councillor Michael Braley (Vice-Chair) and Councillors P Anderson, B Clayton, W Hartnett, N Hicks, C MacMillan and M Shurmer

#### Also Present:

Councillors Banks, Enderby, R King, Pearce, M Collins (Vice-Chairman, Standards Committee) and Inspector Joseph (West Mercia Police)

#### Officers:

J Bayley, D Riley, S Hanley, S Mullins, A Marklew, A Baldwin and T Kristunas

#### Committee Services Officer:

I Westmore

#### 186. APOLOGIES

Apologies for absence were received on behalf of Councillor Brunner.

#### 187. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 188. LEADER'S ANNOUNCEMENTS

The Chair advised that the following item of business, attached as Item 5 to the agenda for that evening's meeting, be deferred and re-scheduled to a later meeting:

- Single Equalities Scheme.

She also advised that she had accepted the following matters as Urgent Business:

Item 4 – Neighbourhood Groups Task and Finish Group Recommendations;

.....  
Chair

Item 6 – Annual Monitoring Report 2008/09;

Item 7 - Council Tax and Business Rate Recovery Policy; and

Item 8 – Procurement Strategy and Corporate Procedure Rules.

**189. NEIGHBOURHOOD GROUPS TASK AND FINISH GROUP  
RECOMMENDATIONS**

Councillor Banks and other members of the Neighbourhood Groups Task and Finish Group attended the meeting to present their report. Councillor Banks stated that the Group had come to the conclusion that the Neighbourhood Groups should be discontinued because all the evidence that had been gathered indicated that they were no longer fit for purpose. Instead, it was suggested that the actions being recommended would enhance the Council's ability to communicate and consult with residents effectively both today and into the future.

The low attendance figures and high costs of the Neighbourhood Groups, as well as feedback indicating the Neighbourhood Groups were not effective, had convinced the Group that they should be discontinued. The Group proposed that re-launched Police and Community Together (PACT) meetings would ensure that the Council continued to provide an opportunity for face to face contact at public meetings. It was stressed, however, that PACT involved other face to face contact such as Street Briefings. Importantly, residents expressed support for PACT because they felt it was a constructive process.

The meeting was informed that increasingly there were developments which offered new consultation opportunities. The Council was encouraged to take advantage of new opportunities as and when they arose. A number were highlighted, including Facebook, FixMyStreet, Councillor Calls for Action, Citizens Panels, road shows and Environment Visual Audits

In conclusion, the Group stated that its recommendations would help to improve the Council's ability to inform, engage and consult with local residents and demonstrate the Council's commitment to partnership working.

Inspector Ian Joseph of West Mercia Police advised the Committee of the views of his service on the strengths of the PACT process and the advantages of bringing all Partners together under that banner. The Police were quite clear that PACT was the method by which they could most effectively communicate with the community. It was acknowledged that the Council and Police might have slightly different aims for their interactions with the community but the

benefit of being able to respond positively to the needs of local residents was emphasised. Several challenges still existed and the PACT process was in a continual state of evolution. Inspector Joseph added that his role now was as much about increasing levels of satisfaction and confidence across the community as about crime levels and the solving of crimes.

The Committee asked questions of the Group and Inspector Joseph. A number of minor amendments to the recommendations were proposed and accepted. It was agreed that the re-launched PACT meetings should not be provided with budgets to be spent at the discretion of the Groups as, previously, the Neighbourhood Groups were not considered to have been an effective means of disbursing Council funds. Instead, it was agreed that suitable funds be provided to allow for the organisation of ad hoc meetings in localities as considered appropriate.

Councillor Banks stated that the present recommendations represented the start of a number of processes and that any savings or re-allocation of funds would be dependent on the outcomes of further detailed discussion over what was to replace the Neighbourhood Groups in their current form.

**RECOMMENDED that**

- 1) the Neighbourhood Groups are not now fit for purpose and should be discontinued in their present form;**
- 2) following consultation with the Police, the Partners and Communities Together (PACT) group meetings should be re-launched and delivered as an equal partnership arrangement;**
  - a) Redditch Borough Council should work with the Police and other local agencies participating in Partners and communities Together (PACT) to agree funding and administration for PACT meetings;**
  - b) a protocol should be jointly developed outlining the roles and responsibilities of all agencies in the re-launched Partners and Communities Together Groups;**
  - c) the Chairs of all Partners and Communities Together meetings should be independent members of the community;**

- d) **promotion of the re-launched Partners and Communities Together (PACT) meetings should be appropriately targeted towards clarifying the meaning of the new arrangements for residents living in areas where PACT and Neighbourhood Group meetings currently only take place on the same night;**
  - e) **the existing Neighbourhood Groups Hire of Premises budget (0630 3551) be retained and made available for the re-launched Partners and Communities Together groups to be spent as considered appropriate for the arrangement of ad hoc meetings;**
- 3) **to supplement the new arrangements a further variety of methods that will enable Redditch Borough Council to inform and consult more effectively with local residents should be considered;**

**these alternative methods should include the following:**

- a) **subject to a successful revenue bid, the Council should publish quarterly editions of Redditch Matters during the year to inform residents about local public services, activities and Council business;**
- b) **Redditch Borough Council should continue to host road shows throughout the Borough;**
- c) **Redditch Borough Council should embrace the Worcestershire Viewpoint Citizens Panel and use every opportunity to work with the Panel to consult with residents over local issues;**
- d) **the Council should promote web based systems, such as the Worcestershire Hub and FixMyStreet, that can be utilised to resolve residents' individual issues;**
- e) **social networking should be used by the Council to inform and consult with residents in appropriate circumstances;**
- f) **the use of Councillor Calls for Action be promoted in order to be used to resolve local neighbourhood issues;**

- g) more effort should be made by the Council to advertise the fact that residents should resolve individual issues through direct contact with Councillors, Officers and the One-Stop-Shops;
  - h) the Council should work in equal partnership with the Police and other local agencies to advertise Street Briefings and Environment Visual Audits to local residents;
- 4) Redditch Borough Council should continue to seek ways to better engage and consult with a more diverse range of residents;
  - 5) the Council should have a robust monitoring system in place to assess the effectiveness of each of the mechanisms used to inform, engage and consult with local residents;
  - 6) the Community Forum and similar groups which engage and consult with local residents should report to the Executive Committee;
  - 7) the Council should have a central electronic database which would be used for the purposes of consultation with key partners in the Borough; and
  - 8) the February round of Neighbourhood Groups be the last in their current format; and that the intention is to re-launch the revised Partners and Communities Together (PACT) meetings from the beginning of the new municipal year.

**190. SINGLE EQUALITIES SCHEME**

This item was deferred.

**191. ANNUAL MONITORING REPORT (AMR) - APRIL 2008 TO MARCH 2009**

The Committee received the fifth Annual Monitoring Report (AMR) which, when endorsed, was to be submitted to the Government Office for the West Midlands (GOWM). Officers explained that the document was a factual report produced for monitoring purposes. Members were asked to agree that future AMRs be submitted to GOWM by Officers subject to their being no policy implications arising from the report.

It was reported that the AMR met all three of the requirements as set out in Regulation 48 of the Town and Country Planning (Local Development) (England) Regulations 2004.

Officers informed the Committee that the delay in the preparation of the Core Strategy had been as a result of an extended period of public consultation imposed externally and that this had been noted and accepted by GOWM.

**RESOLVED that**

- 1) the Annual Monitoring Report 2008/90 (as attached at Appendix A to the report to the Committee) be approved for submission to the Government Office for the West Midlands and for subsequent publication; and**
- 2) from the 2009/10 Annual Monitoring Report period onwards, Officers submit the Annual Monitoring Report subject to there being no indications that policies need to be reviewed.**

**192. COUNCIL TAX AND BUSINESS RATE RECOVERY POLICY**

A report was considered that set out a proposed policy and procedures for the recovery of Council Tax and Non-Domestic Rates. A second matter that Members were asked to consider was approval of the use of "second referral" bailiffs in appropriate cases.

Members were reassured that consultation had been undertaken with groups representing the views of debtors and that the second referral bailiffs that the Council were looking to engage complied with the authority's standards in the same way as the Council's existing contractor. It was explained that the second referral bailiff would operate in essentially the same manner as the first but that the engagement of a second firm was considered worthwhile inasmuch as it focussed the main contractor on their performance.

**RECOMMENDED that**

- 1) the Council Tax and Non-Domestic Rates Recovery Policy attached at Appendix 1 to the report to the Committee be approved; and**

**RESOLVED that**

- 2) the use of a second referral bailiff company to take action in the cases determined in accordance with the Council Tax and Non-Domestic Rates Recovery Policy be approved.**

## 193. **PROCUREMENT STRATEGY AND CORPORATE PROCEDURE RULES**

The Committee considered a draft Procurement Strategy. Members were informed that the Strategy would set out a clear framework for procurement and increase the effectiveness of the whole procurement process. The main aims were:

- to allow the Council to pay less for what it currently bought;
- to allow the Council to buy more for the same price or a lower price; and
- to improve the Council's procurement practices.

There was some discussion as to the importance placed upon whole life costs within the Strategy. Officers confirmed that an appropriate amount of weight would be given to whole life costs but the point was made that it was just one tool amongst others that allowed the correct procurement decisions to be made.

The impact of the shared services agenda on the Strategy was also considered. Officers stated that the Strategy under consideration was a Redditch Borough Council document but that consultation over harmonisation with Bromsgrove District Council would take place at some point in the future.

### **RECOMMENDED that**

- 1) **the draft Procurement Strategy for 2009-2012 attached at Appendix 1 to the report to the Committee be adopted; and**
- 2) **the draft Contract Procedure Rules attached at Appendix 2 to the report to the Committee be adopted.**

## 194. **MINUTES / REFERRALS - OVERVIEW AND SCRUTINY COMMITTEE, EXECUTIVE PANELS, NEIGHBOURHOOD GROUPS ETC.**

There were no minutes or referrals under this item.

The Meeting commenced at 7.00 pm  
and closed at 8.52 pm

.....  
Chair







# Executive Committee

9th December 2009

## MINUTES

### Present:

Councillor Carole Gandy (Chair), Councillor Michael Braley (Vice-Chair) and Councillors P Anderson, J Brunner, B Clayton, W Hartnett, N Hicks, C MacMillan and M Shurmer

### Officers:

J Bough, K Cook, K Dicks, S Hanley, A Heighway, T Kristunas, A Marklew, S Morgan, S Mullins, G Revans, Head of Environment and K Watkins

### Committee Services Officer:

I Westmore

### 195. APOLOGIES

There were no apologies for absence.

### 196. DECLARATIONS OF INTEREST

Councillors Anderson and B Clayton declared personal and prejudicial interests in Item 6 (Voluntary Sector Grant Applications 2009/10) as detailed separately at Minute 200 below.

### 197. LEADER'S ANNOUNCEMENTS

The Chair advised that the following items of business, scheduled on the Forward Plan to be dealt with at this meeting, had been rescheduled to either earlier or later meetings of the Executive Committee:

- Former Covered Market;
- Easemore Road – Community House – Options Appraisal;
- Annual Monitoring Report;
- Shopmobility – Business Case Review;
- Dial-a-Ride – Business Case Review;
- Single Equalities Scheme;

.....  
Chair

- Worcestershire Enhanced Two Tier Programme;
- Council Tax and Business Rate Recovery Policy; and
- Procurement Strategy and Corporate Procedure Rules

The Chair also advised that she had accepted the following matters as Urgent Business:

Item 7 – Opt-in Chargeable Garden Waste Collection – Business Case

Item 9 – Fees and Charges 2010/11

**198. MINUTES**

**RESOLVED that**

**the minutes of the meeting of the Committee held on 18th November 2009 be confirmed as a correct record and signed by the Chair.**

**199. TENANT INVOLVEMENT STRATEGY 2009-12**

Members considered the introduction of the first Redditch Borough Council Tenant Involvement Strategy. The Strategy and Action Plan were welcomed by the Committee and it was noted that widespread consultation had been undertaken during its preparation.

The new model offered flexibility as to how the Council took forward the concept of partnership working with its tenants, with the scope for as many Panels as was required and based upon tenants' interests rather than geographical areas, for instance. Officers stressed that the thrust of the new Strategy was the development of services in partnership with the Council's tenants.

**RECOMMENDED that**

**the Tenant Involvement Strategy and Action Plan be implemented.**

**200. VOLUNTARY SECTOR GRANT APPLICATIONS 2009/10**

The Committee received a report setting out the recommendations of the Grants Panel for utilisation of the remainder of funds from the 2009/10 financial year and proposing a figure for the grants budget for the following year. A further key element of the report was the proposal to enhance the role of the post of Grants Support Officer.

In response to questions from Members, it was clarified that the Grants Support Officer post would be a temporary post for a minimum of two years. Grant funding for this post from the County Council was, however, available for a period of five years.

Members were assured that the performance of the Citizen's Advice Bureau was of a level that provided no cause for concern to the Council and that the Council actively engaged with the Bureau in a performance management process.

Members were keen to demonstrate the work of organisations that benefited from Council grant-funding and it was suggested that this be show-cased in the Council's civic newspaper.

**RECOMMENDED that**

- 1) **the budget for grants to voluntary sector organisations for 2010/11 be set at £244,800;**
- 2) **the Grants Support Officer post role be enhanced to a full time post to provide support and strategic focus on the voluntary sector, and the associated costs arising from the development of this post be approved;**

**and RESOLVED that**

- 1) **grants be awarded to voluntary sector organisations as detailed in paragraphs 5.4 of this report, and**
- 2) **authority be delegated to the Head of Strategy & Partnerships to withdraw grant funding to Rainbow Redditch should the full funding not be obtained to complete the project.**
- 3) **the 'core funded' organisations be requested to complete a grant application for 2010/11 at a level not exceeding their current level of grant funding.**

(Prior to consideration of this item, and in accordance with the requirements of Section 81 of the Local Government Act 2000, Councillors Anderson (Play Council) and Clayton (Citizen's Advice Bureau) declared personal and prejudicial interests in view of their involvement in local third sector organisations and withdrew from the meeting.)

**201. 'OPT-IN' CHARGEABLE GARDEN WASTE COLLECTION - BUSINESS CASE - AMENDED VERSION**

Following the discussions that had taken place at the meeting on 18th November and the inability of the Committee to agree any definitive recommendations on the matter, Members considered an updated report from Officers that addressed the concerns that had been raised previously.

With regard to the means to be employed to discourage the placing of garden waste in grey bins, the Committee was advised that a similar approach would be used to that in existence during the early weeks of the Alternate Weekly Collection. The emphasis would be very much on education of residents and the promotion of composting and recycling. It was made clear that the promotion campaign would cover the entire Borough and not simply the pilot area for the garden waste collection service.

**RECOMMENDED that:**

- 1) the Council introduces a pilot chargeable 'opt-in' garden waste collection service in targeted areas of the Borough during the first half of 2010;**
- 2) depending on the outcomes and evaluation of the pilot, including financial implications, the effect on performance, publicity requirements, administration and environmental and operational impacts, the service be rolled out across the Borough during 2011/12;**
- 3) the pilot be carried out in the areas identified in the business case and that any additions or amendments to these areas be delegated to the Head of Environment in Consultation with the Leader and the Portfolio Holder for Housing, Local Environment and Health;**
- 4) the service standard for the collection of garden waste (Appendix B to the report to the Committee) be adopted;**
- 5) the preferred option for the service, Option Two at a customer charge of £35.00 as detailed in the Business Case at Appendix A to the report to the Committee, be agreed;**
- 6) bins be provided free of charge;**
- 7) the Council's current collection policy relating to garden waste in grey bins be amended to coincide with the start**

of the new service to discourage garden waste being placed in grey bins;

- 8) the Council's current collection policy relating to the sale of orange sacks continues unaffected in the pilot areas but that residents purchasing orange sacks who live in the pilot areas will be provided with information about the new service, home composting and what happens to waste disposed of in orange sacks;
- 9) that the orange sack policy be further considered as part of the evaluation of the pilot and the update report to Members; and

**RESOLVED that**

- 10) an update report on the pilot service and recommendations for the roll out or cessation of the service be brought back to a future meeting of this Committee during 2010/11.

## **202. FECKENHAM ALLOTMENTS**

Officers informed the Committee that it was recommended to provide a grant of £5,000 to Feckenham Parish Council / Feckenham Village Green Trust funded from savings in existing budgets without detriment to the service. There was a prospect of the allotments being lost should the money not be forthcoming, although the grant from the Council only made up a proportion of the total amount required.

Members discussed the possibility of protecting the Council's investment. Officers explained that legal means would be explored to ensure that the grant funding would not be jeopardised and undertook to try and provide details of this by the next meeting of Council. The Committee was informed that, as this was the only allotment site in Feckenham, the outlay was considered reasonable, particularly given the maintenance budgets available to other allotment sites in the Borough. The prospect of this funding being obtained through the Council's Grants process was raised, although it was conceded that timescales would not have made this a realistic possibility and there was uncertainty as to whether allotments would meet the criteria for receiving funding through this route in any event.

**RECOMMENDED that**

- 1) a grant of £5,000 be made to Feckenham Parish Council / Feckenham Village Green Trust towards the purchase of the Feckenham Allotment Site; and

**RESOLVED that**

- 2) authority be delegated to the Head of Environment and the Head of Legal, Democratic and Property Services to negotiate the terms under which the grant is given; and
- 3) permission be given to vire £5,000 from existing Environment Services budgets as detailed at paragraph 3.2 in the report to fund the grant payment.

**203. FEES AND CHARGES 2010/11**

The proposed Fees and Charges for 2010/11 were considered by the Committee. Officers reported that the budget preparation guidelines had set the increase for the year at an average of 2% across a service.

It was noted that rises had not been applied in Leisure Services. It was explained that, as a result of the re-imposition of a VAT rate of 17.5% and the economic downturn, it was not considered sensible to raise Leisure Services charges further as this was an area of discretionary spending that tended to decline during difficult economic circumstances.

Members agreed that, as the Home Support Service was currently undergoing a review, it would be appropriate to increase the charges for this service by no more than the 2% average. Once the review was concluded the charges might be revisited.

Officers advised that the Fees and Charges detailed on pages 125-126 of the report to the Committee be deleted as the Council was no longer able to charge for these services and that the figure for garage rents on page 131 of the report was inclusive of VAT.

Officers undertook to get back to Councillor Hartnett with information regarding the fees levied for Magnets and DVLA enquiries (Taxi Licensing) on page 116.

**RESOLVED that**

- 1) other than in cases where:-
  - a) fees or charges are statutory;

- b) fees and charges are set externally (for example under the Model Scheme of Charges for Building Control fees & charges);
- c) the Council has delegated authority for Officers to vary fees and charges to take account of various circumstances; or
- d) fees and charges are established under separate processes, for example the setting of Taxi Fares, or service charges set to recover actual costs

the proposed fees and charges for 2010/11, where for each Service area/Directorate they achieve an overall increase of at least 2% in income budgets and the fees and charges proposals have been agreed with the relevant Portfolio Holders, the proposed fees and charges for 2010/11, as listed in the appendices to the report, be approved; and

**RECOMMENDED that**

- 2) in cases where fees and charges for 2010/11 have not been increased by an overall 2% as detailed in Appendix H attached to the report, the proposed fees and charges for 2010/11, as listed in the appendices to the report, be approved; and
- 3) in the case of the Home Support Service detailed in Appendix F, it be **RESOLVED** that

the charge for the service be increased by 2%, as per the budget preparation guidelines, to £10.50 per week.

**204. CHURCH HILL DISTRICT CENTRE - REDEVELOPMENT UPDATE**

Further to the decision of Council on 7th December to give in principle support to funding of the next stage of the redevelopment scheme, the Committee was asked to agree the recommendations of the Church Hill District Centre Members' Panel as to the selection of prospective development partners.

**RESOLVED that**

the selection of three parties to progress to stage 2, as detailed at Appendix A of the report to Council, be approved.

**205. REDDITCH BOROUGH COUNCIL ESTABLISHMENT**

Members considered the update on the vacant posts held by the authority as at the end of October. It was noted that any post coming free at the present time was being made available for redeployment. The Committee was pleased to see that the Council was still showing a commitment to the use of apprenticeships.

**RESOLVED that**

**the report be noted.**

**206. OVERVIEW AND SCRUTINY COMMITTEE**

**RESOLVED that**

**the minutes of the meeting of the Overview and Scrutiny Committee held on 4th November 2009 be noted.**

**207. MINUTES / REFERRALS - OVERVIEW AND SCRUTINY COMMITTEE, EXECUTIVE PANELS, NEIGHBOURHOOD GROUPS ETC.**

There were no minutes or referrals under this item.

**208. ADVISORY PANELS - UPDATE REPORT**

**RESOLVED that**

**the report be noted.**

**209. ACTION MONITORING**

**RESOLVED that**

**the report be noted.**

**210. EXCLUSION OF THE PUBLIC**

**RESOLVED that**

**under S.100 I of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matters on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 4 of Part 1 of Schedule 12 (A) of the said Act, as amended.**



**Options for Future Delivery of the Community Centre Service  
(as detailed at Minute 211 below);**

**211. COMMUNITY CENTRE SERVICE - OPTIONS FOR FUTURE  
DELIVERY**

(During the consideration of this item, Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to move to exclude the press and public prior to any debate on the grounds that information would be revealed relating to contemplated consultations or negotiations in connection with labour relation matters arising between the authority and employees of the authority.)

The Meeting commenced at 7.02 pm  
and closed at 8.46 pm

.....  
Chair



By virtue of paragraph(s) 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted



## **Executive Committee**

No Specific Ward Relevance

27th January 2010

### **PUBLIC OPEN SPACE CONSULTATION SUMMARY AND ASSET DISPOSAL PROGRAMME UPDATE**

(Report of the Head of Legal, Democratic and Property Services)

#### **1. Summary of Proposals**

The purpose of the report is to note comments received as a result of the advertising and consultation undertaken in relation to the proposed disposal of various areas of Public Open Space and to seek Committee approval to progress development. The Committee is also requested to declare additional assets surplus to enable them to be included in the Asset Disposal Programme (ADP).

#### **2. Recommendations**

**The Committee is asked to RESOLVE that**

- 1) the comments received regarding the proposed disposals be noted;**
- 2) the sites in Appendix 1 be approved for continued inclusion in the Asset Disposal Programme or removed;**
- 3) the site at the corner of Winyates Way and Moons Moat Drive shown identified on plan 17 in Appendix 2 be declared surplus;**
- 4) 31 Mount Pleasant identified on plan 19 in Appendix 2 be declared surplus;**
- 5) authority be delegated to the Property Services Manager in consultation with the Portfolio Holder to progress and conclude disposals of assets contained in the Asset Disposal Programme**

#### **3. Financial, Legal, Policy, Risk and Climate Change / Carbon Management Implications**

##### Financial

- 3.1 A capital receipt will be generated from the proposed disposals to support capital projects although Members should note that Community Related Assets, Housing Revenue Account Assets and former Commission for New Town land may be subject to some element of "claw back".

# Executive

## Committee

27th January 2010

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- 3.2 Any site with the benefit of planning permission will be classified as “land held for development” and will appear in the Council’s Accounts.
- 3.3 If there is a need to have an extended marketing period to obtain the highest possible capital receipt, there is the possibility that additional resources will be required to provide site and premises interim management.
- 3.4 Council approved a revenue bid on 20th April 2009 for £25,000 to support administration, marketing and planning application costs. The Council also approved a sum of £10,000 for re-investment into Minor Land Disposals.
- 3.5 The removal of sites from the Asset Disposal Programme will have an adverse affect on anticipated capital receipts.

### Legal

- 3.6 Under Section 123 of the Local Government Act 1972, the Council is required to obtain the best consideration reasonably possible if it decides to dispose of its interest in any land.
- 3.7 There is also a requirement under section 123 to advertise the Council’s intention to dispose of land that falls within the definition of “open space” defined within the Act. Any comments or objections to the proposed disposal which may be made to them should be considered before disposing of any open space land. The recent advertising and consultation exercise undertaken meets the requirements of said Act and the objections received are contained in Appendix 3 to this report.
- 3.8 This report is not considered exempt in accordance with S.100 I of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006.

### Policy

- 3.9 The Council’s agreed Strategy for the Asset Management Plan is to ensure that asset holdings reflect organisational requirements to meet current service delivery needs.
- 3.10 The monitoring and review of the use of the Council’s assets in supporting Value for Money embraces the acquisition and disposal of property.
- 3.11 The Scheme of Delegation to Officers authorises the Property Services Manager to conduct and conclude negotiations for the sale of the freehold or leasehold interest of any land or property falling

# Executive

## Committee

27th January 2010

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within the definition in the Minor Land Policy (or such limit that may be revised at any time by the Executive Committee, to reflect rising prices) currently at £49,999.

### Risk

- 3.12 Fluctuation in land values and demand due to market forces such as changes in interest rates, Government policy or global markets can affect the willingness and ability of purchasers to buy land.
- 3.13 There can be significant public opposition to the sale of land by the Council. In making any decisions in respect of its land, the Council needs to ensure that all relevant factors are taken into account and that due regard is had to human rights.
- 3.14 If the approved revenue funding to support administration, marketing and planning application costs referred to at paragraph 3.4 is not sufficient it may limit the opportunity for the Council to progress all assets within the Asset Disposal Programme.
- 3.15 The removal of too many sites from the Asset Disposal Programme may result in a General Fund shortfall and impact on the delivery of key Capital Projects.
- 3.16 It is possible that a number of the sites may not obtain planning permission or following detailed investigation will be deemed incapable of development. These will be removed from the Asset Disposal Programme at a later stage.

### Climate Change / Carbon Management

- 3.17 Environmental issues will be addressed through the formal planning process. Modern techniques will be enforced to protect any natural habitat adjacent to development areas. The sustainability of any of the Council's assets is taken into account in deciding whether or not to declare an asset surplus.

### Report

#### **4. Background**

- 4.1 The Council's Asset Management Plan requires the Council to keep its assets under review. This can lead to the need to declare a number of sites surplus to the Council's requirements and to identify options for disposal of those sites.
- 4.2 There is a need for capital receipts to support General Fund expenditure and the Council's Vision and Priorities.

# Executive Committee

27th January 2010

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4.3 Officers have reviewed the ADP sites in light of the public consultation comments received and further investigations. Hunt End Lane (Site 8) and Moorcroft Gardens (Site 10) have specific bio-diversity and topographical issues that would impact on the deliverability of any development. Officers believe that a satisfactory development would not be achieved through the ADP and that the two sites should be removed from the programme.

## 5. Key Issues

5.1 The sites in Appendix 1 have been identified by Officers as having the potential for development. The Development Group (comprised of Officers) has reviewed those sites and considers that several are feasible.

5.2 The Executive Committee has previously declared the sites surplus (with the exception of Winyates Way) and these have been incorporated into the Council's Asset Disposal Programme.

5.3 A number of sites required advertisement under the open space provisions contained in Section 123 of the Local Government Act 1972 and were duly advertised in the local press, inviting comments from the public.

5.4 Property Services received approximately 2,500 individual comments and have collated them against the relevant site.

5.5 All comments received have been collated and batched by subject type. Many issues will be addressed via the Planning process.

5.6 Hunt End Lane (Site 8) would require a detailed bio-diversity survey. Further investigations by Landscaping and Countryside Officers have suggested that it would not be a suitable site to retain in the ADP

5.7 Moorcroft Gardens (Site 10) lies adjacent to the NE boundary of the Callow Hill Ridge Landscape Character Area but is not actually part of it. However, Officers believe that this location combined with the topography means an appropriate development is unlikely to be achieved and the site should not be retained in the ADP.

5.8 31 Mount Pleasant is identified on Plan 19 in Appendix 3. The property is a 3 storey end-terraced house approximately 1890's build. Housing Services have confirmed that it would be uneconomically viable to bring the property up to Decent Homes Standard and consequently it is not to be retained in the Housing Portfolio.



# Executive

## Committee

27th January 2010

- 
- 5.9 Members are requested to consider the comments received (set out in Appendix 3) and either confirm the continued inclusion of each site in the Asset Disposal Programme or remove the site from the Asset Disposal Programme
- 5.10 A Marketing Strategy is being developed to utilise various techniques to achieve best value for the disposal of differing types of land and property. This may or may not include obtaining outline planning permission prior to advertising development opportunities.
- 5.11 Property Services Officers, together with Development Group Officers are continuing to investigate and identify other sites that may have the potential for residential and commercial development.

### 6. **Other Implications**

- |                  |   |   |
|------------------|---|---|
| Asset Management | - | The proposed disposals are in accordance with the current Asset Management Plan and have been appraised using good asset management practice guidelines.              |
| Community Safety | - | All development will seek to reduce anti-social behaviour and be built in accordance with the principal of "secure by design".  |
| Health           | - | Any decision to sell land for development can cause concern to individuals opposed to development of such land and this can affect individual's health and wellbeing. |
| Human Resources  | - | None other than Property Services and Legal Services Officer time.  |
| Social Exclusion | - | The proposal will encourage social Inclusion as all development will be designed to "secure by design" principles and current planning policy.                        |

# Executive

## Committee

27th January 2010

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7. **Lessons Learnt**

Accessibility to plans needs to be considered in future consultation exercises.

8. **Background Papers**

Relevant papers, held within the Property Services Team (some of which are exempt).

9. **Consultation**

There has been public advertising and consultation and with relevant Borough Council and County Council Officers.

10. **Author of Report**

The author of this report is Rob Kindon (Property Services Manager), who can be contacted on extension 3303 (e-mail: [rob.kindon@redditchbc.gov.uk](mailto:rob.kindon@redditchbc.gov.uk) ) for more information.

11. **Appendices**

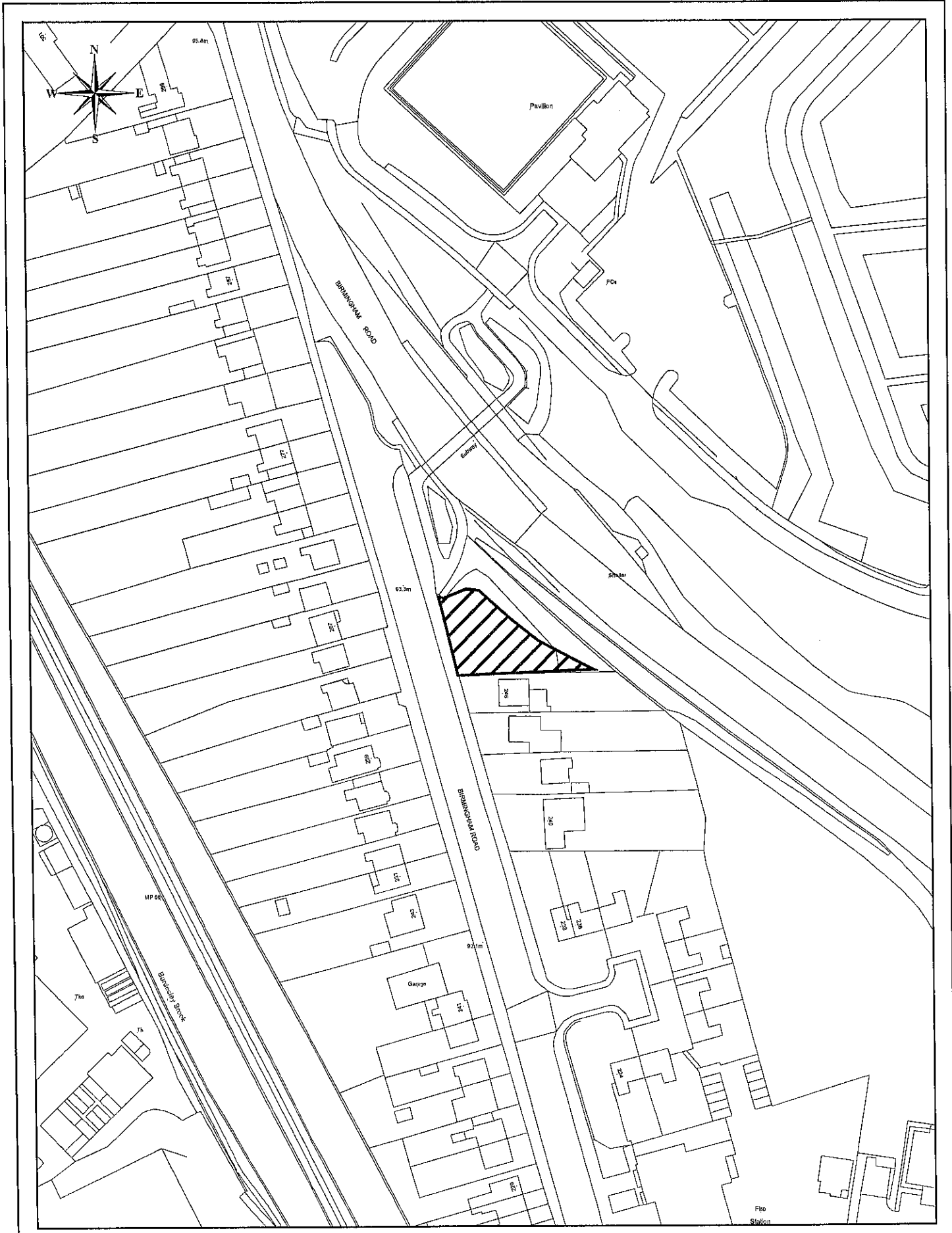
Appendix 1 – Site Schedule and Officer Recommendations.

Appendix 2 – Site Plans

Appendix 3 – Schedule of Consultation Comments

<b>ASSET DISPOSAL PROGRAMME RECCOMENDATIONS FOLLOWING CONSULTATION</b>			
<b>Site/Plan</b>	<b>Location</b>	<b>Ward</b>	<b>Recommendation</b>
1	Birmingham Road	Abbey	Retain on Asset Disposal Programme
2	Brooklands Lane	Abbey	Retain on Asset Disposal Programme
3	Clifton Close	Lodge Park	Retain on Asset Disposal Programme
4	Dilwyn Close	Matchborough	Retain on Asset Disposal Programme
5	Evesham Road	Astwood Bank & Feckenham	Retain on Asset Disposal Programme
6	Harport Road	Greenlands	Retain on Asset Disposal Programme
7	Heathfield Road	West	Retain on Asset Disposal Programme
8	Hunt End Lane	Astwood Bank & Feckenham	Do Not Proceed
9	Moons Moat Drive	Moons Moat	Retain on Asset Disposal Programme
10	Moorcroft Gardens	Crabbs Cross	Do Not Proceed
11	Mordiford Close	Winyates West	Retain on Asset Disposal Programme
12	Paper Mill Drive	Church Hill	Retain on Asset Disposal Programme
13	Petton Close	Winyates	Retain on Asset Disposal Programme
14	Rowan Road	Batchley	Retain on Asset Disposal Programme
15	Salford Close	Greenlands	Retain on Asset Disposal Programme
16	Tanhouse Lane	Church Hill	Retain on Asset Disposal Programme
17	Winyates Way	Winyates	Retain on Asset Disposal Programme
18	Wirehill Drive	Lodge Park	Retain on Asset Disposal Programme

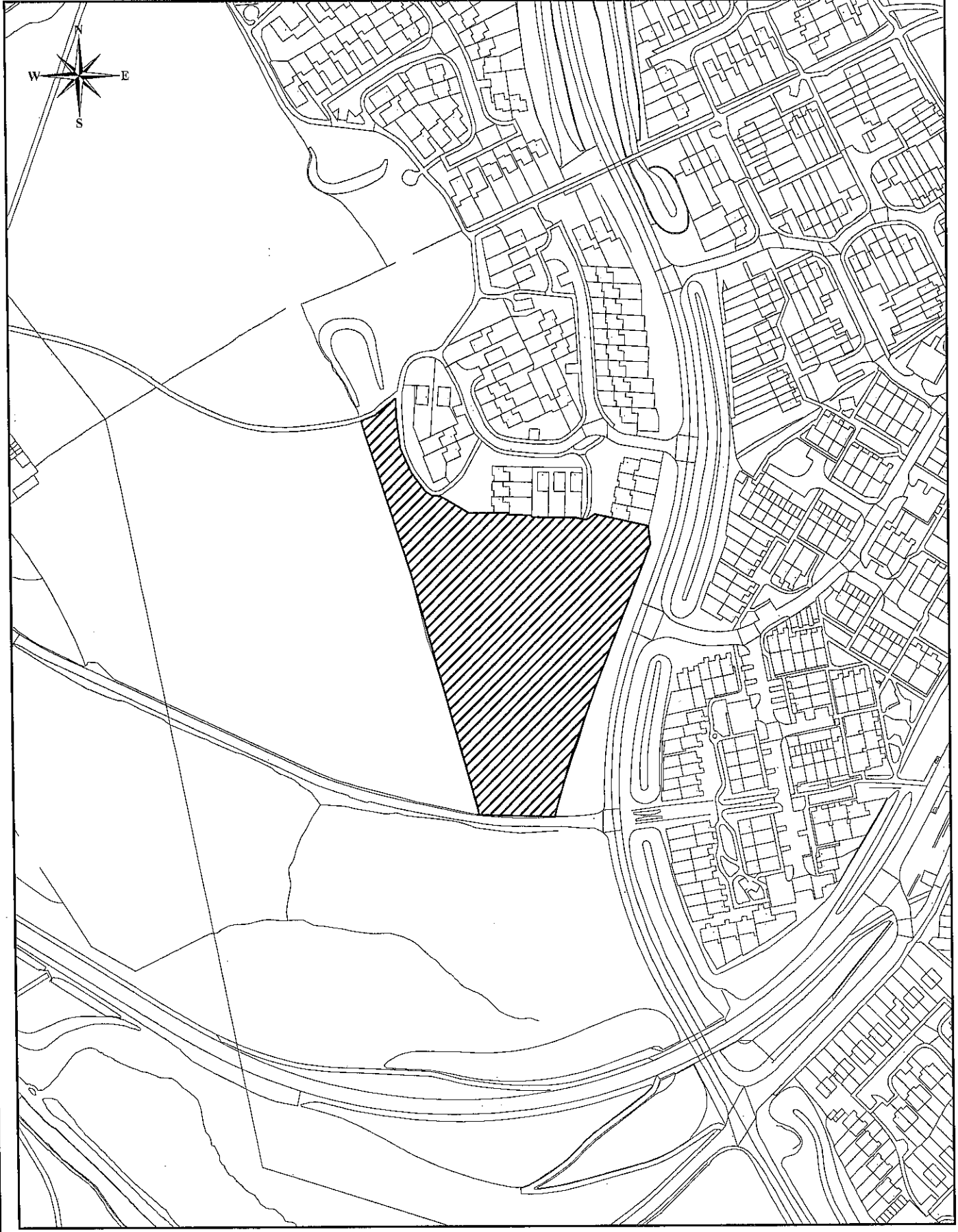




**Property Services**  
 Town Hall  
 Walter Stranz Square  
 Redditch  
 Worcs B98 8AH

Subject:	Drawn: PMS
Location: <b>Land at Birmingham Road</b>	Scale: 1/1250
	Date: 03/02/2009

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Project:

Drawing: **Land adj. Brooklands Lane**

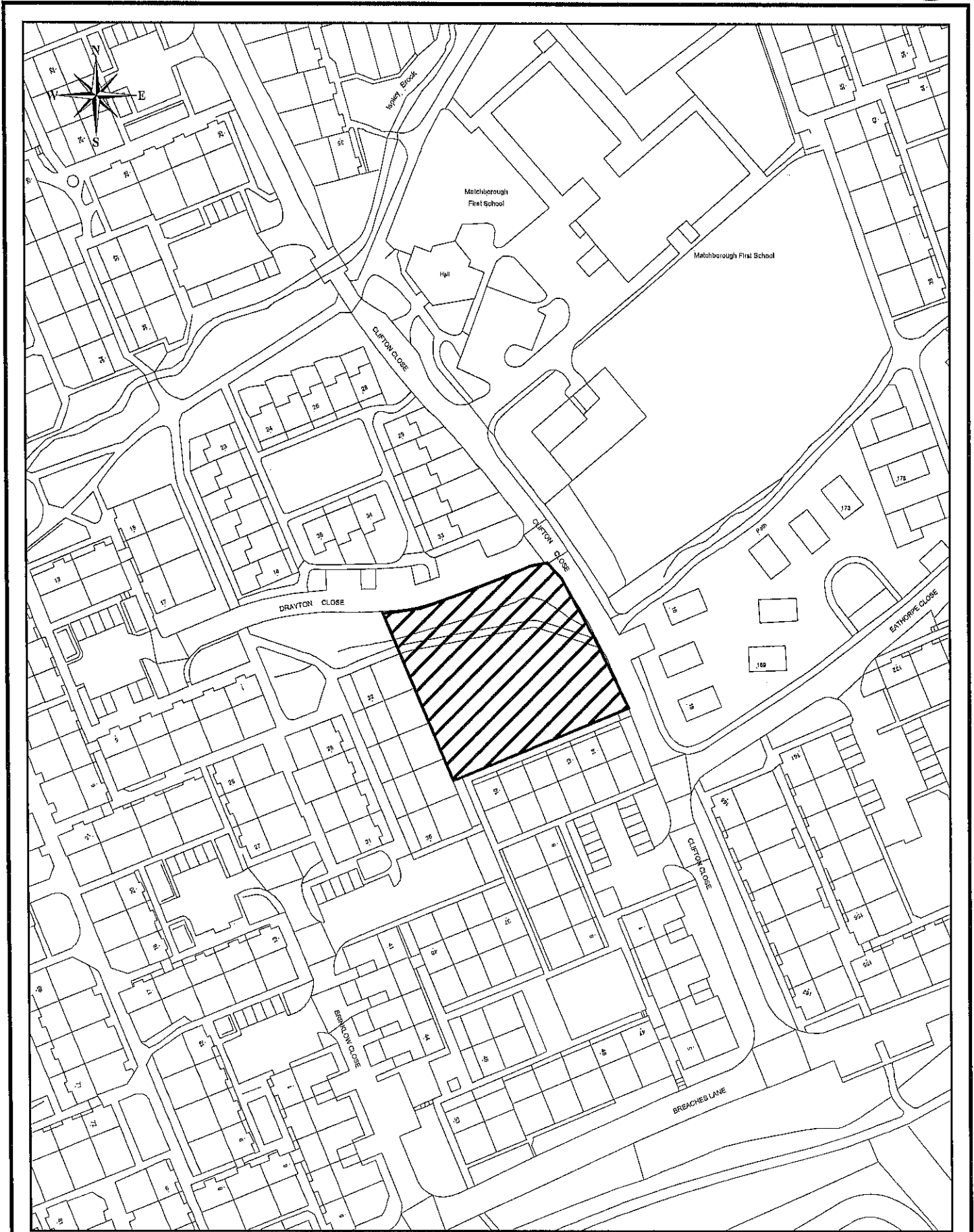
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Date: 26/01/2009

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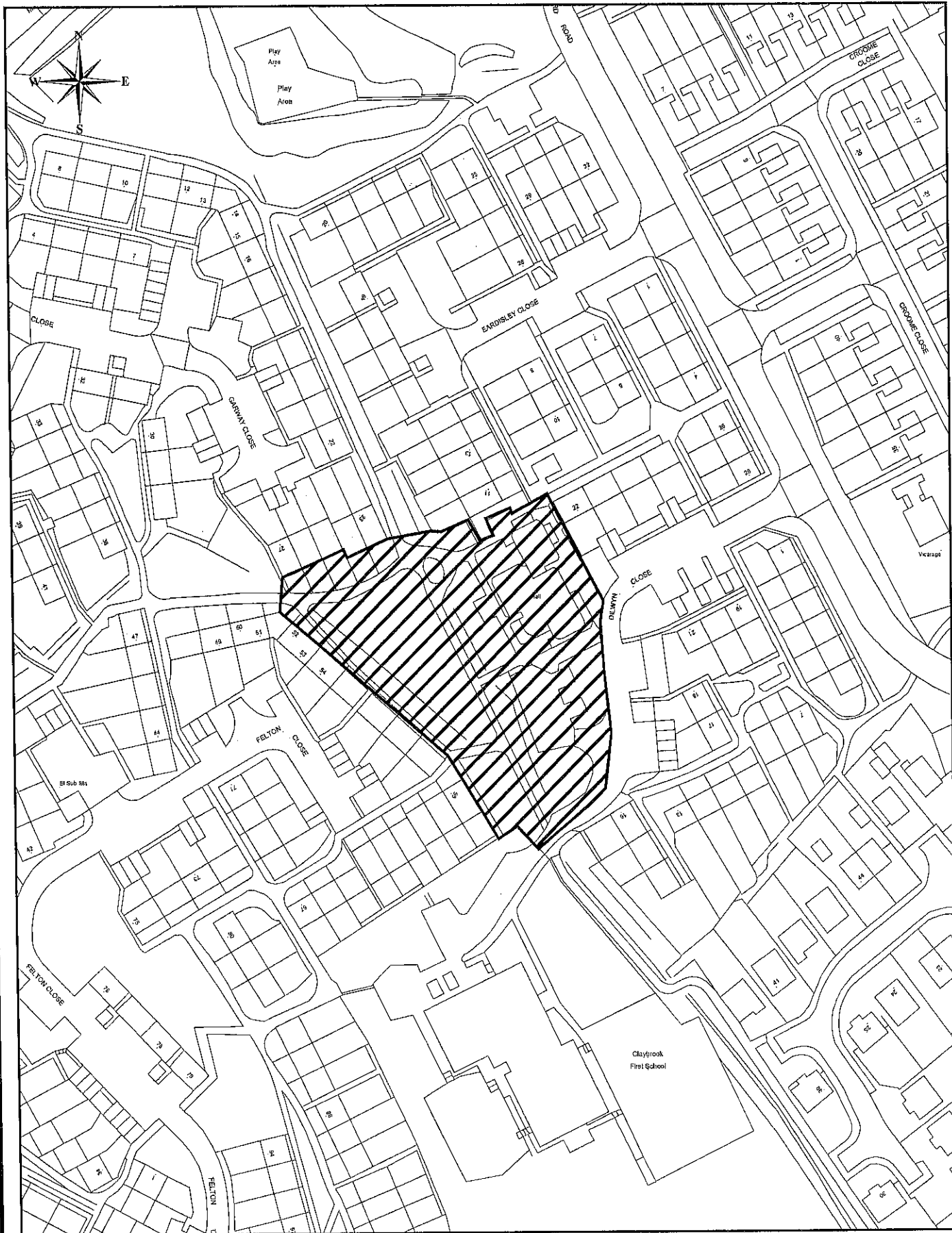
Drawing: Land adj. Clifton Close

Scale: 1/1250

Drawing No:

Date: 03/02/2009

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Project:

Drawn: PMS

Drawing: **Land adj. Dilwyn Close**

Scale: 1/1250

Drawing No:

Date: 03/02./2009

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Subject: Development Site

Drawn: NBH (Property Services)

Location: Evesham Road

Scale: 1:1250

Figure No:

Date: 22/07/2009

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Project:

Drawn: PMS

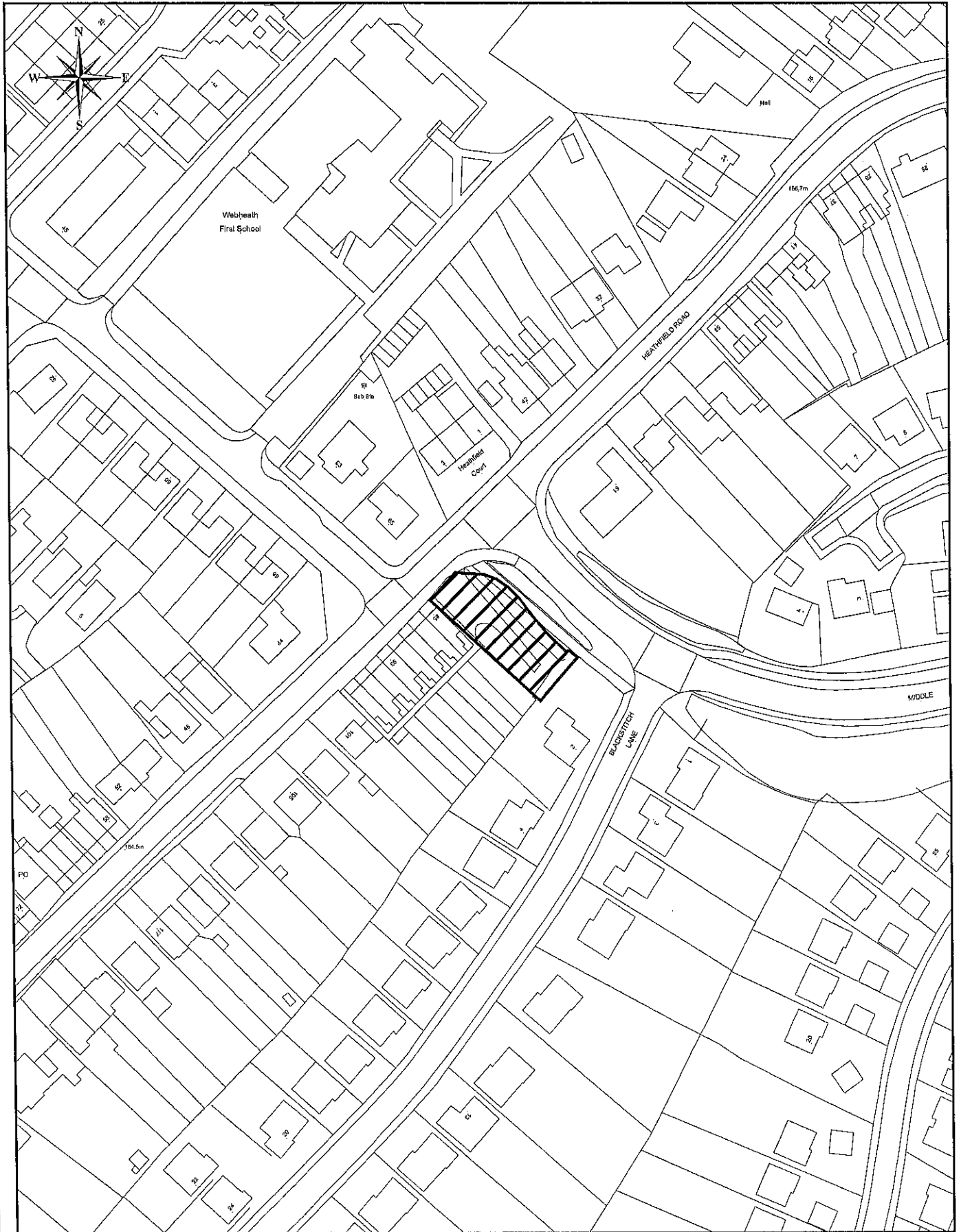
Drawing: **Land adj. Harport Road**

Scale: 1/1250

Drawing No:

Date: 03/02/2009

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Drawn: PMS

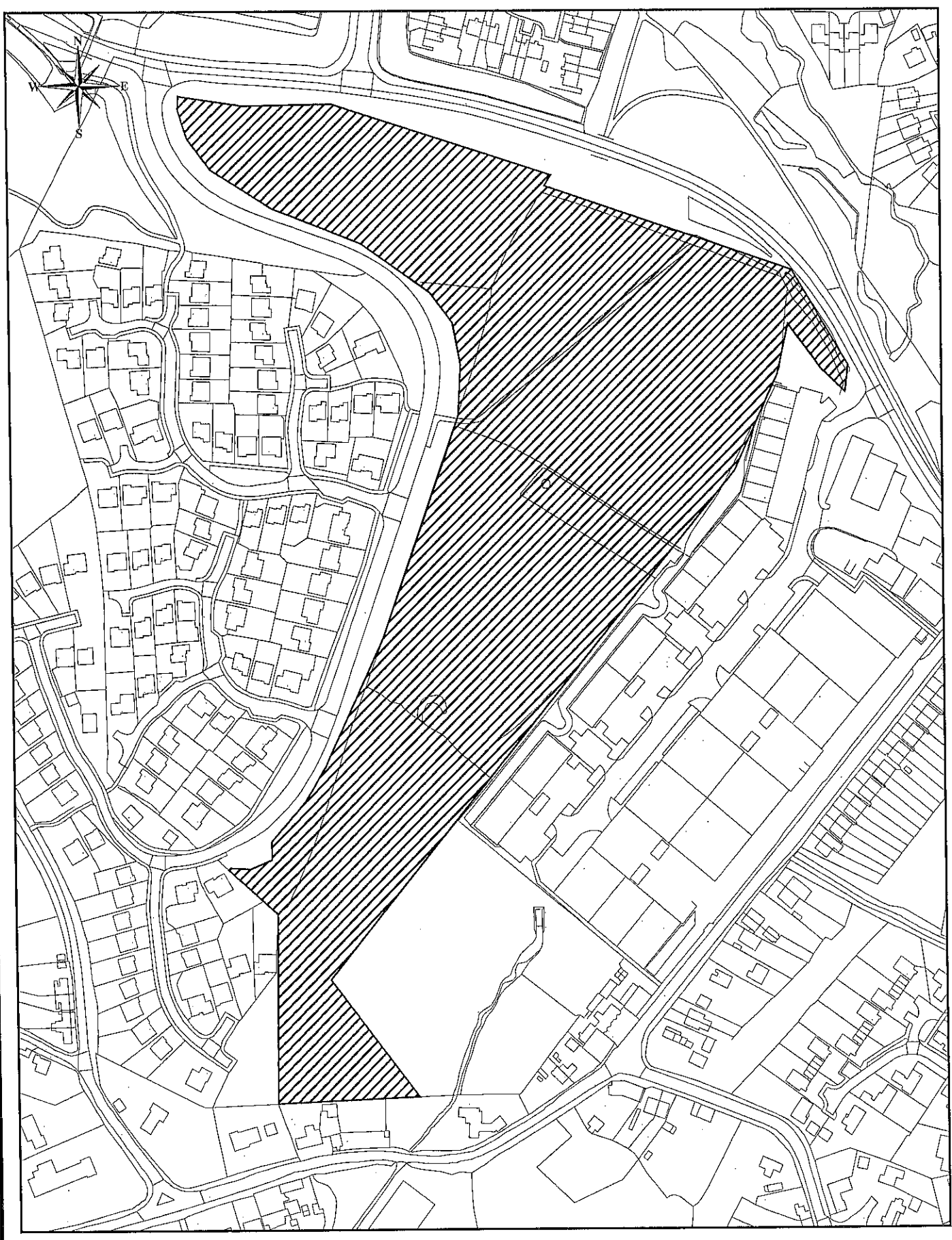
Drawing: **Land adj. Heathfield Road**

Scale: 1/1250

Drawing No:

Date: 04/02/2009

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Project:

Drawn: PMS

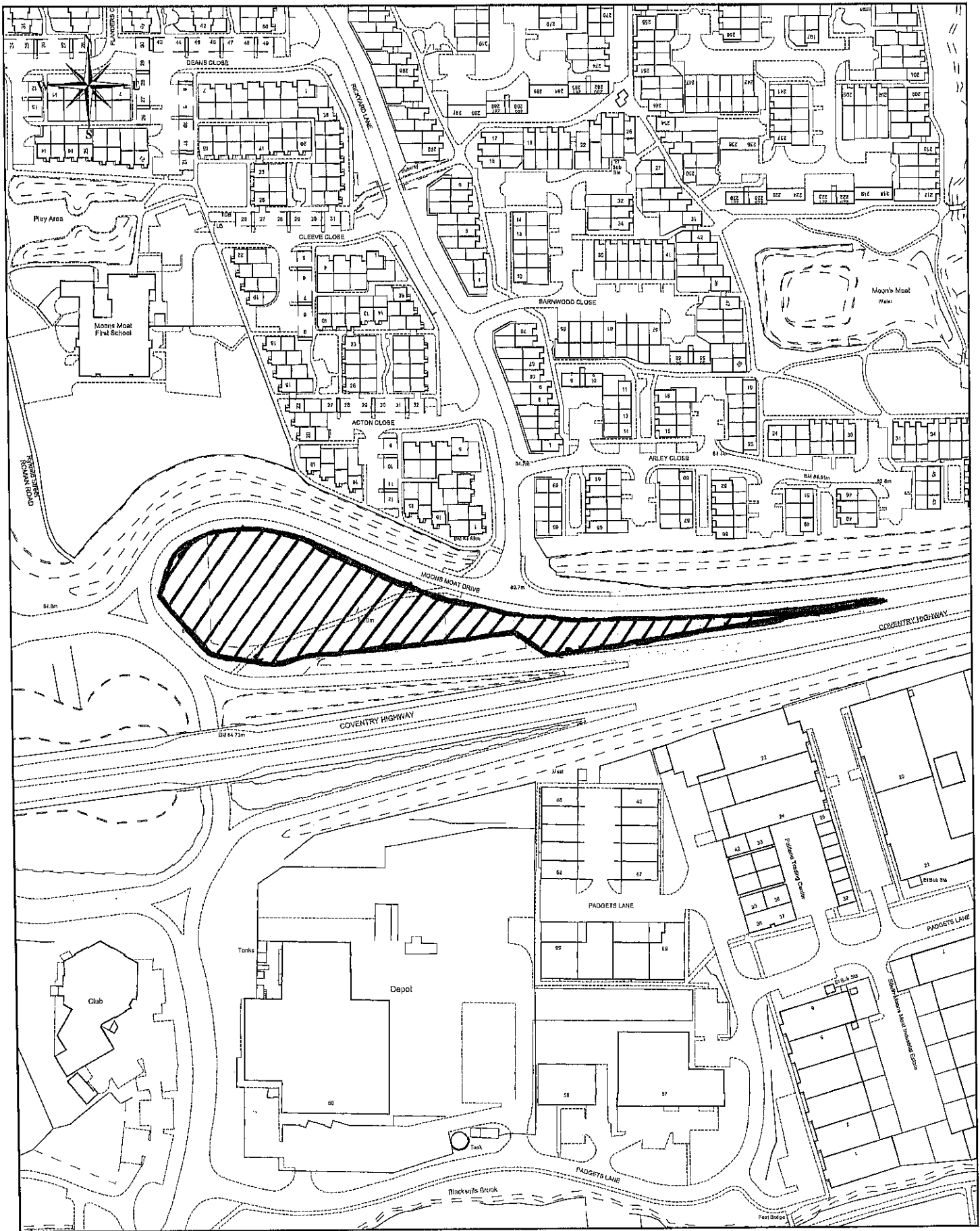
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Scale: 1/2500

Drawing No:

Date: 04/02/2009

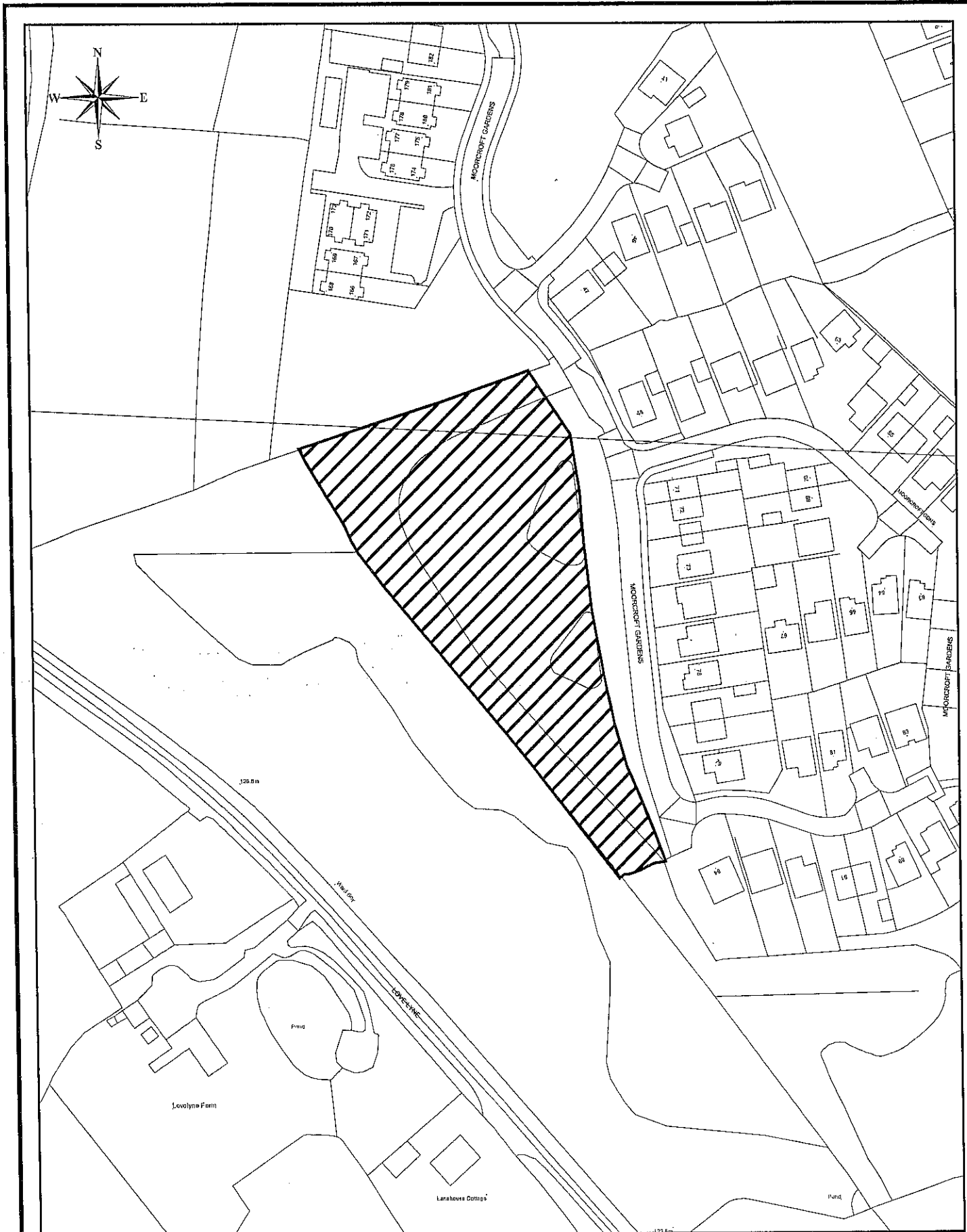
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Subject:	Development Site
Location:	Land off Moons Moat Drive
Figure No:	

Drawn:	PMS(Property Services)
Scale:	1:2500
Date:	14/05/2008

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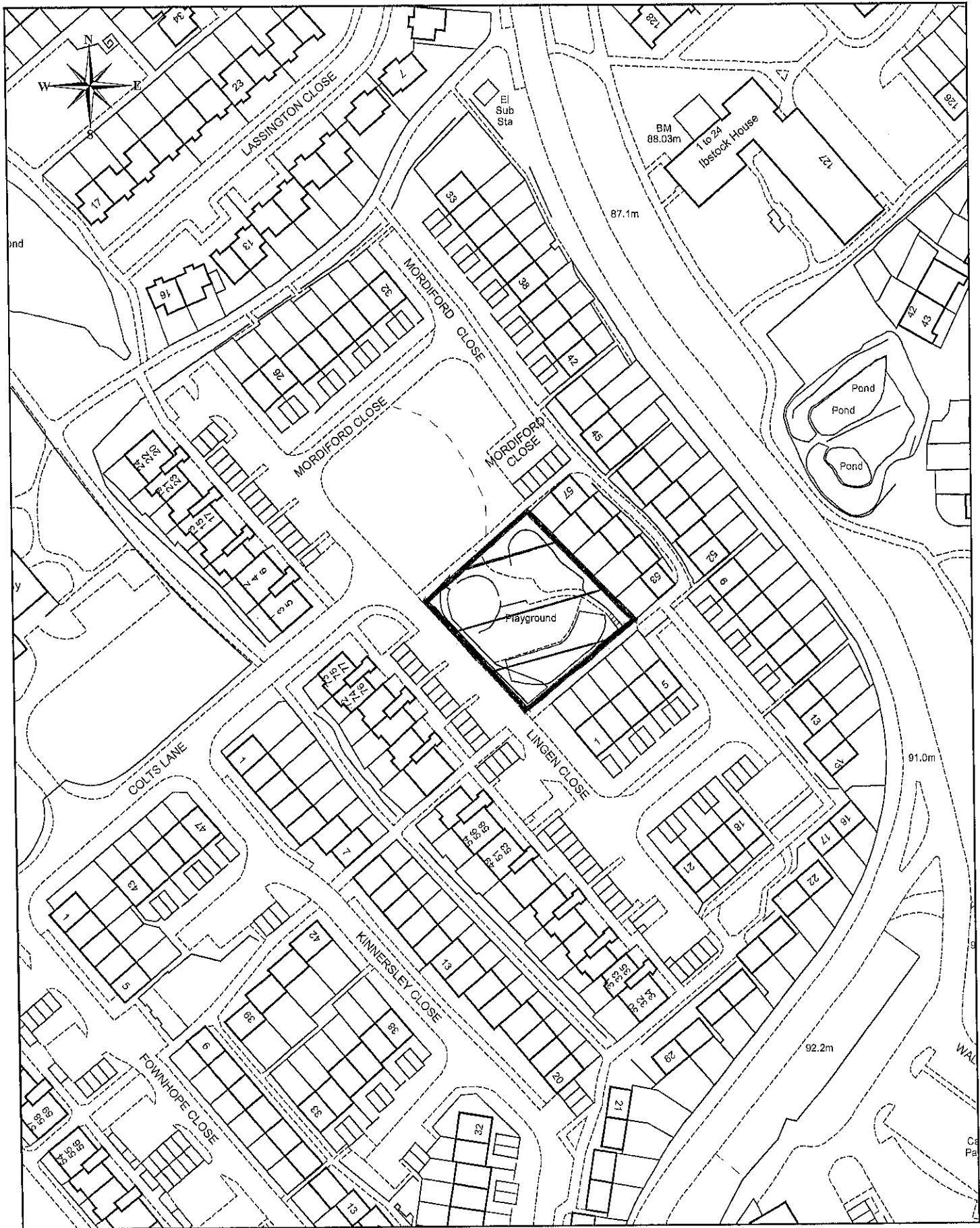
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Project:	Land adj. <b>Moorcroft Gardens</b>
Drawing:	
Drawing No:	

Drawn: PMS
Scale: 1/1250
Date: 03/02/2009

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Subject: Development Site  
 Location: Land at Mordiford Close, Winyates West  
 Figure No:

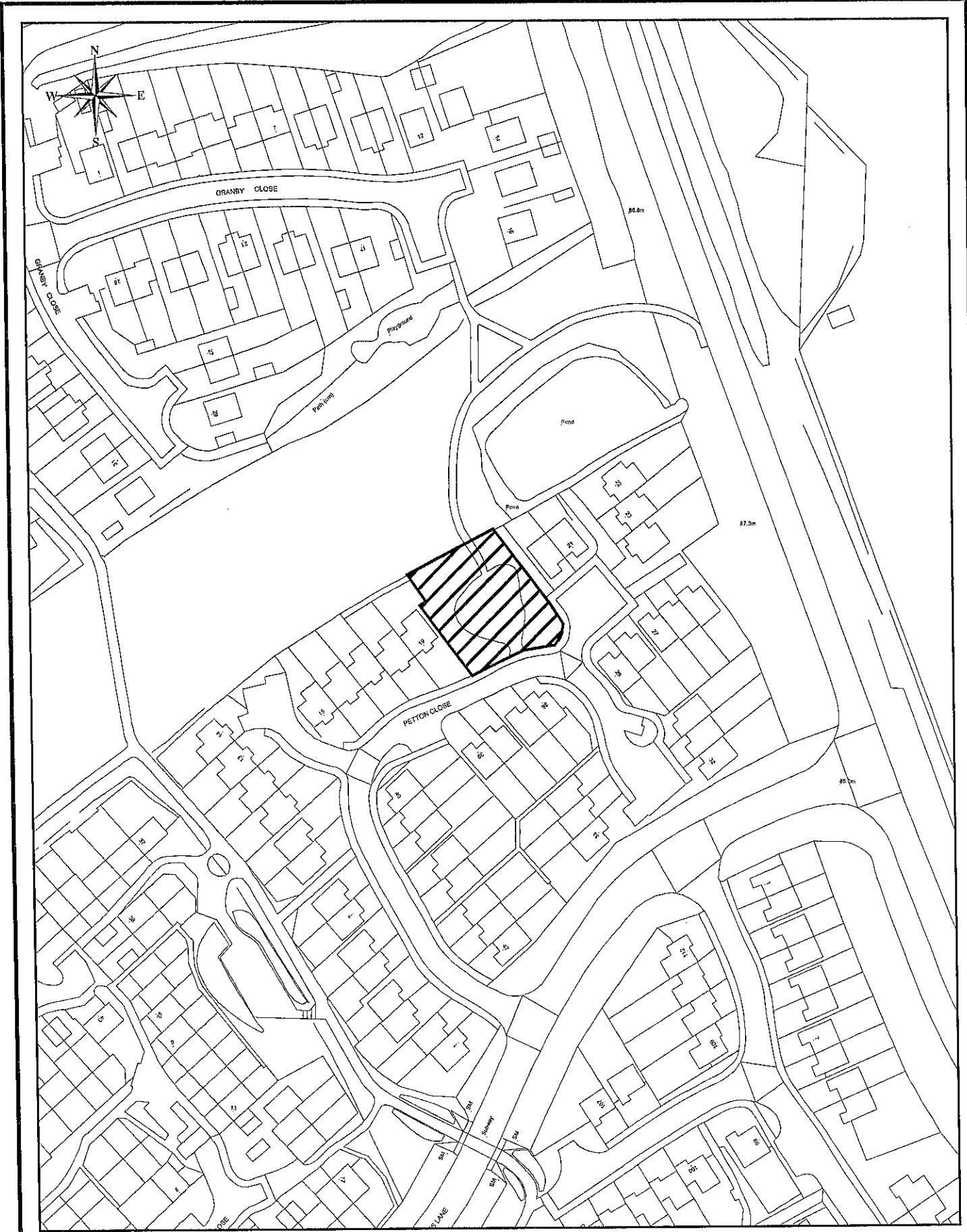
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		Location: <b>Land at Paper Mill Drive</b>	Scale: 1:1250	
		Drawing No:	Date: 14/05/2008	



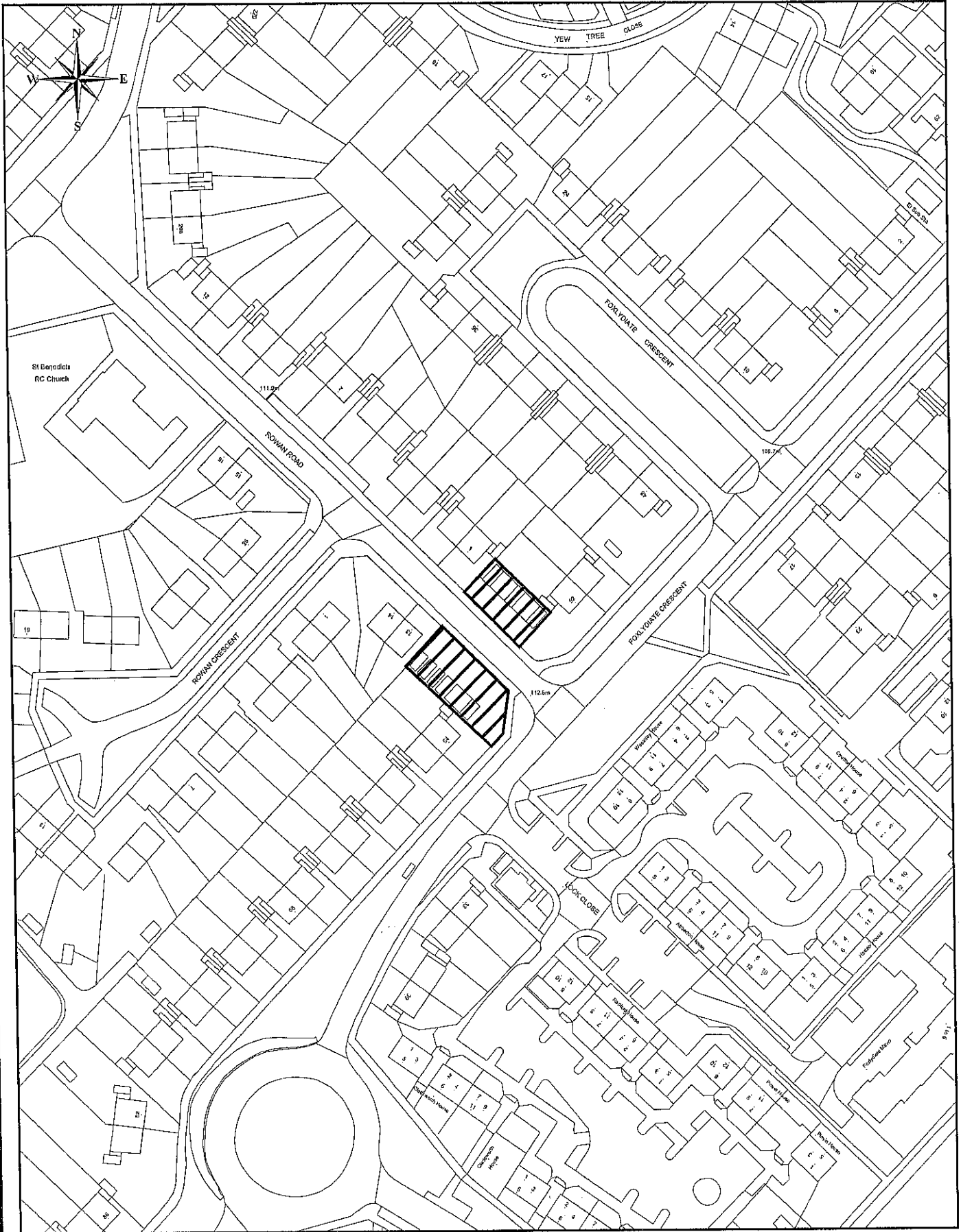


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Project:  
 Drawing: **Land adj. Petton Close**  
 Drawing No:

Drawn: PMS  
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 Date: 04/02/2009

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Project:

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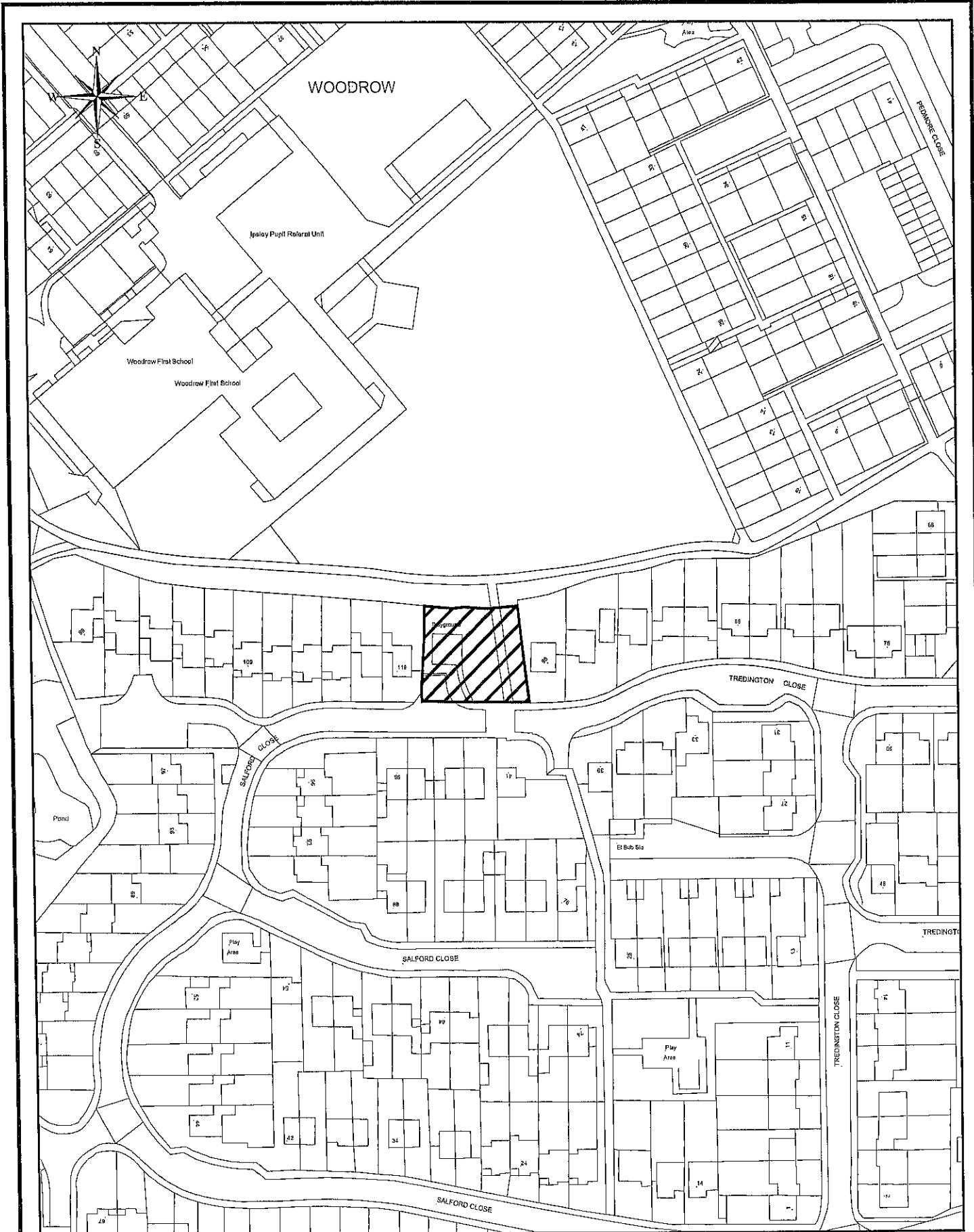
**Land adj. Rowan Road**

Scale: 1/1250

Drawing No:

Date: 04/02/2009

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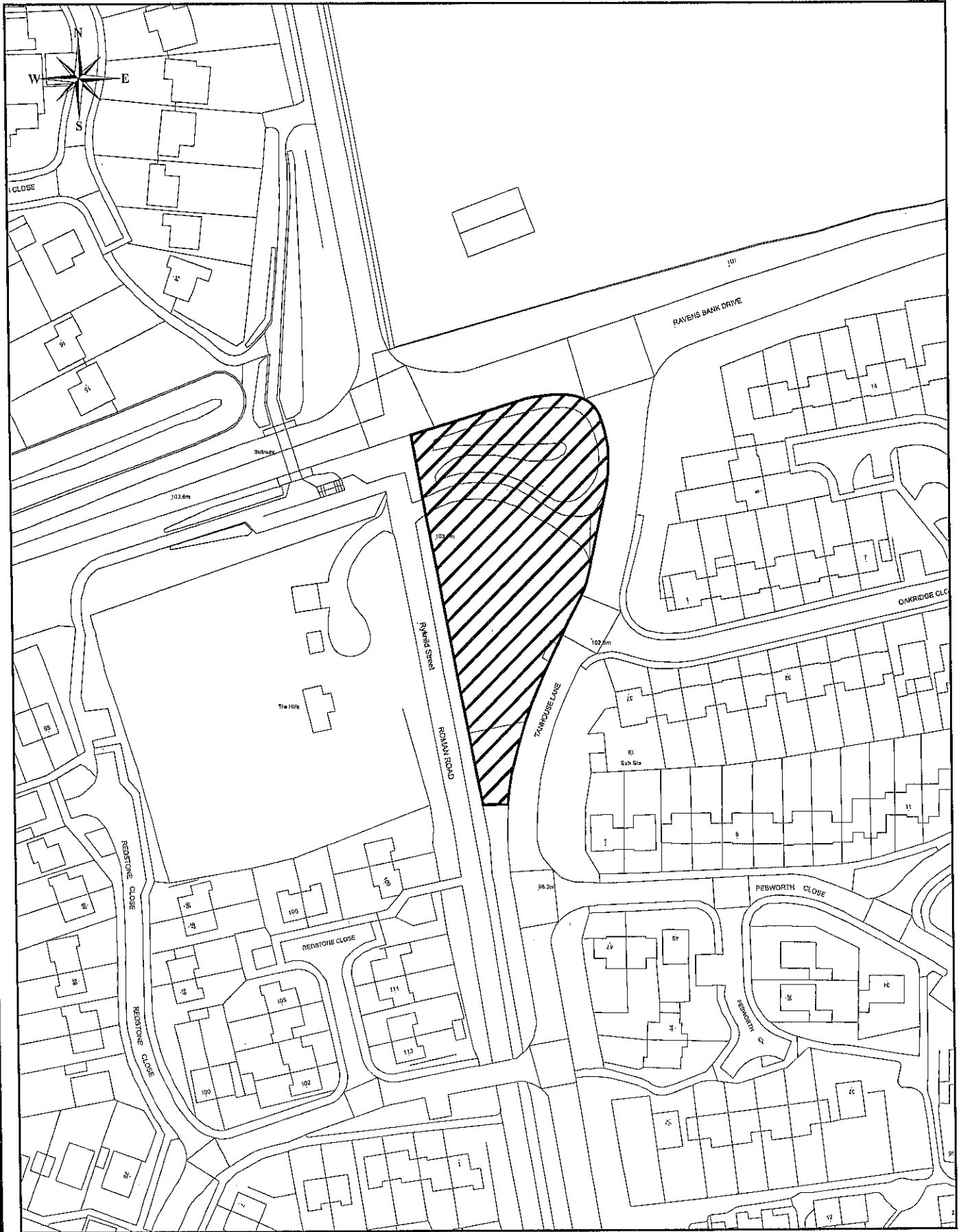


**Property Services**  
 Town Hall  
 Walter Stranz Square  
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Project:  
 Drawing: **Salford Close (North)**  
 Drawing No:

Drawn: PMS  
 Scale: 1/1250  
 Date: 04/02/2009

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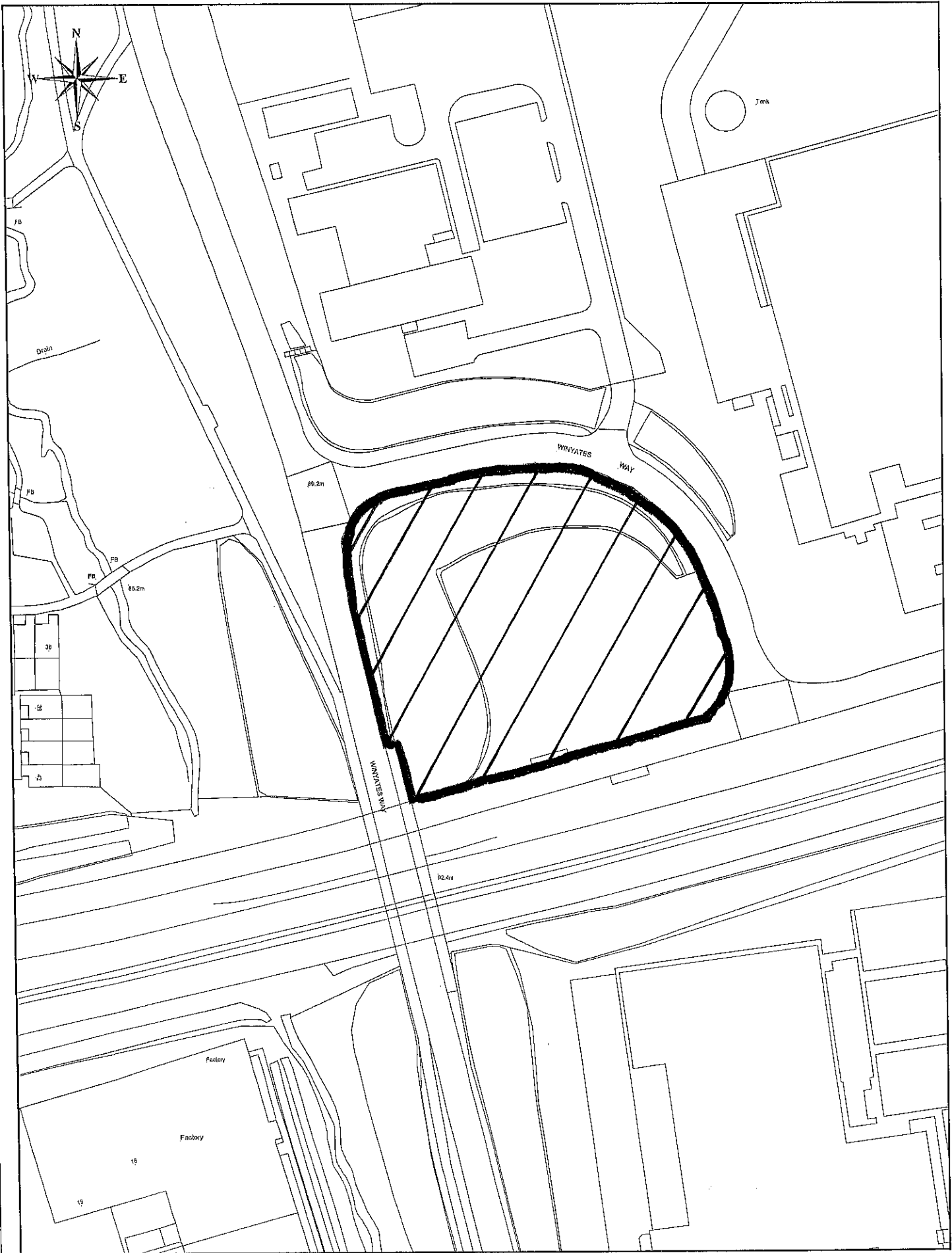


**Property Services**  
 Town Hall  
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Project:  
 Drawing: **Land adj. Tanhouse Lane**  
 Drawing No:

Drawn: PMS  
 Scale: 1/1250  
 Date: 04/02/2009

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 Redditch  
 Worcs B98 8AH

Subject: **Disposal Plan**  
 Location: **Land adj. Winyates Way,  
 North Moons Moat**  
 Drawing No:

Drawn: PMS  
 Scale: 1/1250  
 Date: 06/11/2009

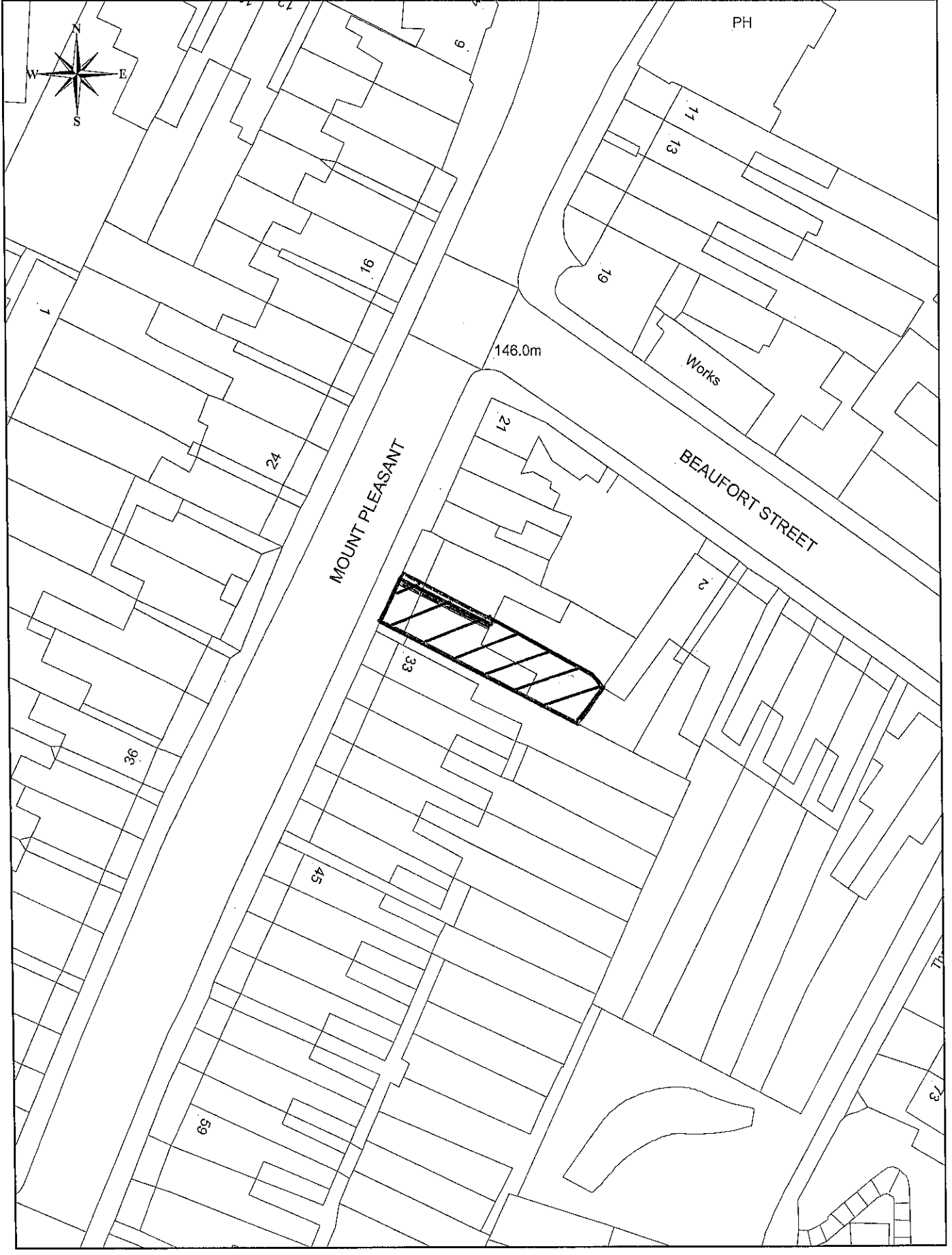
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Subject: Development Site  
 Location: Land at Wirehill Drive/Gaydon Close  
 Figure No:

Drawn: NBH (Property Services)  
 Scale: 1:1250  
 Date: 06/06/2008

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**Property Management**  
 Town Hall  
 Walter Stranz Square  
 Redditch  
 Worcs B98 8AH

Subject:	Disposal Plan	Drawn:	PMS
Location:	31 Mount Pleasant	Scale:	1:500
Drawing No:		Date:	13/07/2009

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**Confidential**

**Birmingham Road**

AREA 0.089 hectares (0.22 acres)

**Comments Received**

**Number      Response from RBC**

Rear of land acts as noise buffer to existing residential properties	1	Traffic noise from A441 would be consideration for Env Health when commenting on an application
POS land in sustainable situation being close to town centre	1	Not designated as POS
Proposal supported for single house build provided retention of high, dense hedging and single dwelling only with sufficient garden area	1	Spacing standards would apply

**Brooklands Lane**

AREA 1.42 hectares (3.51 acres)

**Comments Received**

**Number      Response from RBC**

General Blanket Objections/petition	60	Highways would comment on the detail but no objection in principle.
Increased traffic/access issues	16	Need to address in planning application supporting information
Conservation site with abundance of wildlife, which would lose its habitat	11	Flood Risk Assessment may be needed to support planning application
Rural environment eroded by more housing	8	Planning permission will impose controls on building work
Land is of a boggy nature and prone to floods, making it unsuitable for building on	7	Property values not a planning consideration
Considerable disruption, noise and pollution for nearby residents if building work commences	7	Legal Services to confirm clear title.
Disastrous effect on housing / housing prices	7	
Cannot be sold because is part of Arrow Valley Lake belonging to people of Redditch with restrictions to keep as parkland	6	

Concerns about access from Brooklands Lane and possibility of further development of nearby fields	6	
Horse riders use land (bridal path)	5	Path to be re-routed under relevant regs.
Infrastructure not there to cater for more houses	5	
Security/privacy threatened by sale	5	
Other better suited sites (Brownfield Sites)	4	
Nearby Church Hill Centre could not sustain any more business	4	New housing may make local shops and services more viable
The area is needed for walking dogs	4	Difficult to prove in planning terms but site is adjacent to park
No school for new residents if houses are built as nearest (Marfield) was shut down	4	Planning would take this into account - contributions would be sought
Community as a whole affected and quality of life ruined	4	
Listed building nearby threatened	4	Planning would take advice from conservation officer
Area provides breathing space/buffer zone between developed area	3	
Don't want to live in middle of housing estate	3	
Wish to discuss plans with local Planners before any sale	2	
Came to live there because surrounding area currently beautiful and most residents elderly	2	
Concerned about type of people who would live in new houses	2	
Area used by children for recreational purposes e.g.. football	2	
Footpath on higher slopes of land which is used by walkers, cyclists etc.	2	
Lack of planning permission could allow travellers to purchase sites	2	Land could be sold with covenants restricting use
Existing amenities diminished if sold	2	
Believes land classed as greenbelt and could not be built on	2	
Believes land intended for "schools use" only	1	Designated as POS in AVP
Suggest land be used for allotments instead of housing	1	Could look at other sites but is demand proven (RK)

Route used as alternative to vehicle use encouraging eco-friendly environment	1	Route would still remain available.
Area currently low maintenance	1	
What type of houses to be built on site - private or Council?	1	
Suggest land be used as picnic area with better disabled access	1	Adjacent to AVP
Loss of POS would normally not be granted planning permission	1	Planners need to make argument on basis of policy criteria
Need for development does not out value land as POS	1	Policy R1 applies.
Danger of increase in fly tipping in area if access opened up	1	
Risk to mature trees in development	1	Planning would take advice from tree officer
Already plenty of homes - don't need any more	1	RSS indicates significant need for new housing

**Clifton close**

AREA 0.16 hectares (0.40 acres)

**Comments Received**

**Number      Response from RBC**

Land should not be disposed of for special needs and this should be discussed with community before any decision made. (Comments on general objection form)	30	
Matchborough West Community Group should have the opportunity to find funding for a community meeting room. (Comments on general objection form)	30	
General objections by phone.	2	
Nearby terraced houses do not have front gardens so green space is required as amenity to enhance these properties.	1	
Concerns that public footpath will be lost.	1	
Concerns over what designated use will be.	1	
Land promised for extra parking for Drayton Close is included in site	1	
Sale will increase parking problems in area.	1	

Matter should be viewed by Council before proceeding	1
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## Dilwyn Close

AREA 0.36 hectares (0.89 acres)

### Comments Received

	<u>Number</u>	<u>Response from RBC</u>
New build must compliment existing style - if so then development supported.	1	
Concerns over traffic	1	Highways would be consulted on planning application

## Evesham Rd

AREA 0.07 hectares (0.17 acres)

### Comments Received

	<u>Number</u>	<u>Response from RBC</u>
Garages currently in situ are required as Evesham Road, Astwood Bank does not have roadside parking. Offroad parking essential to the area.	1	Re-provision of parking as part of resi scheme acceptable in principle, but may make scheme unviable

## Harport Road

AREA 0.65 hectares (1.61 acres)

### Comments Received

	<u>Number</u>	<u>Response from RBC</u>
Increased traffic/access issues (mostly petition).	180	
Decrease in value of current properties (mostly petition). Would there be any compensation?	170	Not a planning consideration and no private land is being taken that necessitates compensation.
Worries about losing privacy (mostly petition).	168	
Detrimental impact on the community (petition)	166	
Loss of daylight if high buildings constructed (mostly petition).	164	
Sale will cause change to the outlook of many houses (petition).	163	

Land used for recreation (walking dogs/children playing).	16	
Land should remain open space for communal use	6	
Residents should be kept fully informed what is happening before sale.	3	
Worried about floods if land built on.	3	Flood risk assessment would be undertaken
Worries about more noise. Noise factor should be assessed.	3	env health would be consulted on planning application
Wildlife in area would be endangered.	3	
Concerned about who land will be sold to and for what purpose.	2	
Water mains underground.	2	
Land needed for health and well being of residents	2	
Drains compromised by new houses using them.	2	
Selling of green areas is simple cost cutting exercise as Council don't wish to maintain trees in area.	2	
Development intrusive to rear of properties	2	
Elderly residents need to be taken into consideration.	2	
Will land be sold with planning permission or not and what conditions/restrictions would there be and how enforced?	1	
Boundary lines shown incorrectly on plan.	1	
Wish access to property maintained.	1	
Use for allotments instead	1	
Hedging will need to be maintained if site is to be built on.	1	
Costs involved in selling plot would outweigh benefits	1	
Increased footfall on footpaths leading to increased crime.	1	
Should develop and renovate existing housing stock first.	1	
Noise pollution caused by development.	1	
Footpaths would be damaged by new gas pipes being laid.	1	
Council's time better spent on other projects	1	
Abbey Stadium too far away - need to keep local spaces	1	
More pollution if have to travel by car to reach any other facilities	1	

Sale of land has previously been stopped and residents promised it would not be built on.	1	
Not enough schools to cope with new intake of people if houses built.	1	
Could the land be used for any other purpose than housing?	1	
Council selling land simply as a means to raise funds.	1	
Can area be broken up and made available for residents to purchase?	1	
Area too small for housing.	1	
General comments	1	

**Heathfield Road**

AREA 0.06 hectares (0.14 acres)

**Comments Received**

**Number      Response from RBC**

Parking /Access issues	5	Would be considered as part of planning brief.
General enquiries.	2	
Claim of adverse possession.	1	
Site not big enough for housing.	1	
Building of houses would create upset to current residents.	1	
Planning permission required first.	1	

**Hunt End Lane**

AREA 5.97 hectares (14.74 acres)

**Comments Received**

**Number      Response from RBC**

Wish to be kept informed of all decisions.	91	
General Objections	86	
Wildlife endangered by development.	48	Officers to investigate presence of protected species (Planning SHLAA comment). Bio-diversity survey would be undertaken.

Place needed for recreational purposes (walking dog/horse riding)	33		
Excellent views/environment that residents would not want to lose.	29		Noted but not a spatial planning matter. Planning conditions could require that development would be well screened
Increased traffic problems	26		Investigate through Highways Partnership the suitability of Hunt End Lane/ Windmill Drive junction to accommodate an increase in traffic from new properties (SHLAA Planning comment)
Flooding dangers to area as it is a flood plain/water balancing area.	17		
Additional population created by development would put pressure on local infrastructure including schools and hospitals.	16		
Trees in area damaged by development, some have TPOs	11		Development would need to comply with the TPO restrictions for New Town TPO 29 (Planning SHLAA comment)
Surely other land (pre-existing sites) is available for houses.	11		
Land provides screen/buffer zone from industrial area nearby.	10		A buffer will be retained between incompatible uses if this site comes forward for development (Planning SHLAA comment)
Request for better consultation/public debate.	9		
Detrimental social impact of development/loss of quality of life.	7		
Noise pollution/disruption caused by development.	10		Disruption from construction is a temporary issue (Planning SHLAA comment)
Houses will lose value if project goes ahead.	5		
Money gained for Abbey Stadium project no good for residents here.	5		
Green land was one of reasons residents moved to area.	4		
Government targets for new houses should not be at expense of existing home owners.	3		
Planning application misleading as plan is to build more than 20 houses (70 houses instead).	3		no application made yet

Site currently counters carbon emissions	4	
Greater access to Hunt End Lane increases security risks.	2	
Area is used for walking and exercising - if lost it would create health problems for residents.	2	
Taking away green spaces increases negative view of Redditch to others.	2	
Money gained from sale purely to meet Council's own costs.	2	
How can development of open space be justified?	2	against criteria in policy R1
Land listed for amenity use.	2	
If this area is developed, soon other areas will follow.	1	
Will Council compensate for disruption.	1	
Site not suitable for housing as land is steep.	1	Noted. However, Redditch is renowned for building on steep, undulating land due to its general topography (Planning SHLAA comment)
Closeness to Hunt End Industrial Estate would make any housing difficult to sell.	1	Woodland buffer strips would remain to avoid this.
Concerns over public footpaths.	2	Public footpath/ access would be maintained (Planning SHLAA comment)
Disposal to third party would mean loss of control/accountability re: intended use for land	1	Development would still require planning permission regardless of owner
If land sold now in current economic climate the best value cannot be obtained for it.	1	Council will only sell if best value is achieved.
Two paths are a potential PROW.	1	Suggest that arrangements are put in place during construction to keep public right of way open (Planning SHLAA comment)
Social Housing creating increased crime rate.	1	
What alternatives to generate funding for Abbey Stadium have been considered?	1	
Who exactly benefits from development?	1	Residents of whole borough benefit from Capital Receipt
Request for land designation in District Plan.	1	
Already oversupply of housing.	1	



Access is available from neighbouring housing development allowing non-intrusive access (positive response).	1	
Direct access to Enfield Road would create problems of people using area as a dog's toilet (creating mess and slipping hazards).	1	
Money from disposal should be used for more local amenities.	1	
Land complies with 2 policies in the Local Plan 3 so should, not be disposed of.	1	
RBC core strategy document said land was protected in future against development.	1	
If only some of land is developed, would rest be given special restrictions to prevent further development?	1	Yes

### Moons Moat Drive

AREA 0.8 hectares (1.98 acres)

#### Comments Received

Number Response from RBC

High hedge and trees must not be removed as provide buffer zone to counter traffic noise. Would be a health & safety issue.	1	planning would consult Env health
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### Moorcroft Gardens

AREA 0.51 hectares (1.27 acres)

#### Comments Received

Number Response from RBC

Area used for recreation (by children/walking dogs/horse riding)	72	
Petition signatures.	62	
Open space makes area unique and sought after and will be lost if development goes ahead..	51	
Wildlife will lose habitat if land sold.	45	

Increase in traffic and accidents caused by development.	43	Highways would be consulted by planning
Too many cars parked already - development will create more.	35	new development required not to worsen existing situation, not to improve it
Houses will lose value if land is sold.	32	not a planning consideration
Development would destroy uninterrupted views of Malvern Hills, Bredon Hill and Broadway Tower, across Worcestershire countryside and Severn Valley.	28	
Land maintains biodiversity of area.	21	
General enquiries.	9	
Increased pollution/noise/mess caused by new development.	7	
Current infrastructure not able to support new development	6	
Was told that land was POS so could not be built on.	5	unless meet R1 criteria
Other more appropriate sites could be used.	4	
Trees will be destroyed by development.	4	
Confusion over two different plans circulated.	2	
More consultation needed.	2	
Children forced to play on roads if land sold - dangerous!	2	
Development would cause increased level of water run-off and flooding.	2	
Development could have negative impact on land erosion.	2	
Wish to be informed of any public meeting.	2	
Area makes Redditch a nice place to live.	2	
Want response to queries.	1	
Is the land covered by the Callow Hill Ridge Landscape Protection Area?	1	<b>Need to check with Dev Plans</b>
Has the land been discounted by the Strategic Housing Land Availability Assessment for development?	1	yes
Development would be contrary to policy BCRA.1 of local plan 3	1	BRA1 not relevant as not in rural area
Land needs ecological assessment to determine presence of protected species.	1	
Not cost effective for developer to build on.	1	
Monies from sale used as revenue for Council and nothing to do with Government housing quota.	1	

Sale used to fund redundant Abbey Stadium project.	1	
Other methods of revenue should be found.	1	
Study into the Future Growth implications of Redditch report concluded area was unsuitable for development.	1	material consideration in planning process
Development will spoil original urban planning of Redditch.	1	
More youths prowling streets as a result of new development.	1	
Negative impact of current residents.	1	
Development in contradiction of Redditch Open Space Needs Assessment	1	
Loss of privacy caused by development in contravention of Human Rights Act.	1	
Land is only green open space on west side of Moorcroft Gardens?	1	
Land provides natural buffer zone between residential & green areas.	1	
Area used for photographers.	1	
Builders who built estate added cost of landscaping to price of houses so residents paid for this. Residents will get no recompense if land is sold off..	1	value not a material planning consideration
Sale would be "detrimental to amenity/character of street scene".	1	
Cramming, loss of street scene and open space is unacceptable under SPG "Encouraging Good Design Document".	1	
Estate already has enough houses.	1	

**Mordiford Close**

AREA 0.13 hectares (0.32 acres)

**Number Response from RBC**

Concerns over loss of play area	5	
Land needs to be officially designated as Primarily Open Space and as an "Informal Play Area".	1	

**Paper Mill Drive**

AREA 0.50 hectares (1.24 acres)

**Comments Received**

**Number** **Response from RBC**

General comments	2	
Site is Buffer Strip for residential area reducing noise pollution and sale would breach health and safety..	1	
Part of Arrow valley Park and has deeds of covenant keeping as parkland.	1	
Area is nature reserve containing lots of wildlife.	1	
There are already office blocks in area, unused, so why build	1	
Increase of traffic hazardous.	1	

**Petton Close**

AREA 0.09 hectares (0.21 acres)

**Comments Received**

**Number** **Response from RBC**

General objections (mainly petition).	77	
Play Area used by children and parents.	9	
Design accommodates outdoor pursuits, is in a safe area and should not be disposed of for building.	3	
Concerned about nearby pond and wildlife/environment	3	
Access concerns	2	
Tarmac area unmanaged but this is no reason for disposal.	1	

**Rowan Road**

AREA 0.06 hectares (0.14 acres)

**Comments Received**

**Number** **Response from RBC**

Request to be kept informed of all upcoming meetings.	3	
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If any of the garages on the site are used for cars than alternative arrangements will need to be found to allow for house building.	1	
Development favourable to enhance street scene.	1	
Concerned that if garage taken away then no room for trailer or large items that cannot fit into garden. Possible clutter on frontages.	1	
Concerned over cost of removal of garages to pensioners	1	
General comments	1	

### Salford Close

AREA 0.07 hectares (0.16 acres)

#### Comments Received

#### Number    Response from RBC

Area needed for recreation.	4	
To build up to current footpath would create "mugging alley".	3	"Secure by Design" principles would be considered to avoid such matters.
Subsidence in area.	2	Ground survey would be carried out.
Parking issues.	2	
If current footpath is moved and replaced by driveway then damage could be caused by cars to properties level with it.	2	
Moving footpath would incur expense for Council that may not be recovered from sale of land.	1	
Only one house would be feasible due to new substantial driveway required.	1	This is a possibility that would be considered at planning application stage.
Cannot support development as area complies with 300m Open Space recommendation by Natural England in residential developments.	1	Redditch BC is considered to have an above average provision of open space
Open green space enjoyed by residents.	1	
Any new house would overlook current residents - privacy concerns.	1	
Development in contravention of Government's statement supporting play areas	1	
Housing would be even more packed than it already is.	1	

Loss of wildlife in area is development goes ahead.	1
Residents need some "breathing space".	1
Concerns over resident's fencing that borders site.	1
New building would block sunlight.	1
Objection to new window overlooking resident's back garden.	1
General objections	1

**Tanhouse lane**

AREA 0.32 hectares (0.78 acres)

**Comments Received**

**Number** **Response from RBC**

Area used as Play Area.	1
Tree and Landscape Survey needed before development takes place.	1
Objection as loss of open space will not comply with 300m recommendation by Natural England for informal play space provision.	1

**Winyates Way**

AREA 0.62 hectares (1.54 acres)

**Comments Received**

**Number** **Response from RBC**

Purchaser should retain boundary trees and establish window area at the lower end of Winyates Way. Trees will then give security and privacy.	1
Provided trees protected during construction and any required boundary treatment compliments existing trees, proposal is supported to erect business premises on site.	1

In event of Planning Consent, an environmental survey will be required in order to accommodate protected species and any mitigation found to be required.	1
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**Wirehill Drive**

AREA 0.73 hectares (1.80 acres)

**Comments Received**

**Number Response from RBC**

Quality of resident's life would be destroyed (mostly signatures collected).	12	
No proper consultation (signatures collected).	11	
Is this being sold for "Land 4 Leisure" or to meet Government's housing targets? (signatures collected)	11	Asset Disposal Programme will support capital schemes primarily the Abbey Stadium.
Sufficient land is available elsewhere to meet Government's plans on house building in Redditch (signatures collected).	11	There is still a deficit to meet current targets.
Council's Open Space Needs Assessment shows deficit of open space in Lodge Park ward so to develop land would deprive residents (signatures collected).	11	
Removal of trees and hedgerows would increase traffic noise from adjacent highways (signatures collected).	11	
Removal of trees and hedgerows would damage local wildlife (signatures collected).	11	
Traffic problems would get worse (signatures collected).	11	
Possible subsidence problems for new housing due to man made soil (signatures collected).	11	
When green space is gone it is gone forever (signatures collected).	11	
One of main reasons people live in Redditch is because of the pockets of green space (signatures collected).	11	
Area used for walking dogs.	1	
Are residents to be compensated for loss of greenery?	1	
More traffic creates more traffic problems. Some cars already have problems holding onto the road when turning sharp bend.	1	

Area is open plan estate - how can these rules now be changed?	1		
Footpath from any development needs to be maintained to green grassed strip nearby.	1		
Substantial hedge along site plays important role in character of area of Windmill Drive. It contributes to the quality of the urban area and should be kept.	1		
LP3 Policies R2 and R3 apply, with R4 for provision of children's play area within the development.	1		



## Executive Committee

No Specific Ward Relevance

27<sup>th</sup> January 2010

### SINGLE EQUALITIES SCHEME 2009-2012

(Report of the Head of Strategy and Partnerships)

#### 1. Summary of Proposals

The Council is under a statutory duty to publish a Race Equality Scheme; a Disability Equality Scheme and a Gender Equality Scheme.

The Single Equality Scheme attached to this report sets out how Redditch Borough Council is promoting and taking action on the specific equality duties placed on it in respect of race, disability and gender. It also explains how it is applying the equality duty principles to other strands of diversity – age, gender identity, religion or belief, and sexual orientation.

The Scheme outlines the context in which the Council operates; the baseline position in relation to equality; and how it intends to continue to promote equality. A single equality scheme can be beneficial as it can focus more on an individual's needs and recognises that people have more than just a single identity. It provides a framework in which to address multiple discrimination and to build synergies between different groups and identities.

#### 2. Recommendations

The Committee is asked to **RECOMMEND** that

- 1) **the Single Equalities Scheme and Equalities Action Plan attached to this report at Appendix 1 be approved.**

#### 3. Financial, Legal, Policy Risk and Sustainability Implications

##### Financial

- 3.1 Actions within the scheme do not have any immediate financial implications. As the action plan develops in more detail, should any additional requirements for resources arise they will be subject to the normal Council approval procedures

##### Legal

- 3.2 The Race Relations (Amendment) Act 2000, the Disability Discrimination Act 2005 and the Sex Discrimination Act 1975 as

amended by the Equality Act 2006 place statutory duties on the Council to have equalities schemes in place covering race, disability and gender equality. These can be incorporated into a single equalities scheme provided that they can be separately identified within that scheme.

In addition the Employment Equality (Religion or Belief) Regulations 2003, the Employment Equality (Sexual Orientation) Regulations, 2003 and the Employment Equality (Age) Regulations 2006 make it unlawful to discriminate in employment or training through direct discrimination, indirect discrimination, harassment or victimisation on the grounds of religion or belief, sexual orientation or age.

The Single Equality Bill published in April 2009 will streamline the law by creating a clearer legal framework, drawing together a number of pieces of equality law into a Single Equality Act. It proposes the amalgamation of the six equality strands covering gender, race, disability, age, sexual orientation, religion or belief, and gender reassignment into a single equalities duty which is expected to come into force in 2011.

### Policy

- 3.3 The Council has had a Race Equality Scheme and a Disability Equality Scheme in place. These are now due for review. The Single Equality Scheme contains the Council's first Gender Equality Scheme.

### Risk

- 3.4 Failure to have the required equality schemes in place could lead to action being taken against the Council by the Equalities and Human Rights Commission, who have powers of enforcement under section 31 of the Equality Act 2006.

### Sustainability / Environmental

- 3.5 None specific.

### Report

#### **4. Background**

- 4.1 The Council is under a statutory duty to have in place equalities schemes and action plans covering race, disability and gender equality. These can be incorporated into a single equalities scheme provided that they can be separately identified within that scheme.

# Executive

## Committee

27<sup>th</sup> January 2010

- 
- 4.2 The Council's Race Equality Scheme and Disability Equality Scheme are due to be reviewed and will be incorporated into the new Single Equalities Scheme, together with the Gender Equality Scheme.
- 4.3 There is a wide range of equality law to be borne in mind when creating equality schemes. Consideration must also be given to human rights law, and the duty of all public authorities to comply with human rights as specified in the Human Rights Act 1998.
- 4.4 The term "equality" is used to mean that everyone has equal access to Council services or equal opportunities as an employee or Member of the Council. It is not about treating everyone in the same way, but recognising that individuals have different needs, which may need to be met in different ways to achieve equal outcomes.
- 4.5 There are six areas of equality recognised by law – Race, Gender, Disability, Religion or Belief, Sexual Orientation and Age. People in those groups have historically suffered more direct and indirect discrimination and social exclusion than the majority of the population. Some people will fit into more than one of these strands may face obstacles for more than one reason.
- 4.6 Diversity among residents, service-users and employees is not limited to the six statutory equality strands. It also includes issues such as education, geographical location, marital status, class and work experience amongst others.

### **5. Key Issues**

- 5.1 Public authorities were required to prepare and publish a Gender Equality Scheme by 30<sup>th</sup> April, 2007. The Council has not yet published its Scheme and there is, therefore, a risk that enforcement action may be taken by the Equalities and Human Rights Commission.
- 5.2 A Single Equality Scheme is a scheme that covers all the communities that generally face inequality of opportunity. These have been identified as age, disability, gender, sexual orientation, faith or belief and ethnicity. The aim of the Single Equality Scheme is to provide a clear approach to equality and diversity across all communities.
- 5.3 The Single Equality Scheme has considered how the extension of the principles of the equality duties may work across the other diversity strands of age, gender identity (wider than transsexual as covered by the gender equality duty), religion or belief, and sexual orientation. The Scheme looks at some issues which may be of relevance to those strands, and has considered how our work may impact on them, and what actions we might take.

# Executive Committee

27<sup>th</sup> January 2010

- 5.4 The Equality Action Plan attached as Appendix 1 to the Scheme incorporates the identified areas for improvement across the six equality strands following consultation.
- 5.5 In some instances, delivering equality may mean breaking down unfair barriers and discrimination. In others it may simply mean changing the way we deliver services to make them more accessible for all. This is a matter of good service delivery for all our residents.
- 5.6 The Council has specific duties to consult on the development of equality schemes and policies. The Community Forum has been actively consulted on in relation to this scheme.
- 5.7 Good Governance is important for the scheme to have the maximum positive impact and effect over the next three years. This will be achieved through:
- a) Equality Champions.** These are Council Officers who will support their service area and Head of Service to deliver the Council's equality agenda.
- b) The Community Forum.** This will be a stable, long term working group made up of representatives from community groups. It will be involved in the development and implementation of the Single Equalities Scheme and will nominate a representative to sit on the Redditch Partnership.
- c) The Corporate Management Team** will monitor the work on equalities. Progress will be reported regularly to the Corporate Management Team during the year.
- d) The Executive Committee** will receive an annual progress report on the scheme (covering all equality strands) which will then be published in March of each year.
- 5.8 The Single Equality Scheme is a living document, elements of which are likely to change over the three year period of the Scheme. For example, parts of the action plan may develop further as a result of completed actions, future organisational change within the Council, or following changes in legislation. Any changes will be reported on annually in March.

## 6. Other Implications

- Asset Management - None specific
- Community Safety - It is anticipated that improving service design and delivery to achieve equality

of outcomes for local people (while promoting good relations between different groups in the community) will have a positive impact on matters such as community safety, crime and disorder, and community cohesion.

Human Resources - There are no staffing implications associated with this report.

Social Exclusion - Social exclusion of vulnerable or marginalised individuals and communities has a direct link with equality of access to services.

## 7. Lessons Learnt

7.1 The equalities agenda is very complex and requires effective consultation with both internal services and external customers from all sections of the community. Equalities is a fast moving and dynamic policy development area and officers, while researching best practice found a multitude of different schemes, with differing emphasis and different degrees of community involvement.

## 8. Background Papers

8.1 The Equality Framework for Local Government.

## 9. Consultation

9.1 This report has been prepared in consultation with relevant Borough Council Officers.

9.2 Other consultees were the Community Forum, Crime and Disorder Reduction Partnership, the Home Office and support was given by IDeA.

## 10. Author of Report

The author of this report is Angie Heighway (Head of Strategy & Partnerships) and Pat Bellamy (Policy Officer), who can be contacted on extension 3122 or 3193 ([angie.heighway@redditchbc.gov.uk](mailto:angie.heighway@redditchbc.gov.uk) or [pat.bellamy@redditchbc.gov.uk](mailto:pat.bellamy@redditchbc.gov.uk) ) for more information.

## 11. Appendices

Appendix 1 – Single Equality Scheme 2009 – 2012.



## Executive Committee

No Direct Ward Relevance

27th January 2010

### ENERGY STRATEGY

(Report of the Head of Environment and the Head of Legal, Democratic and Property Services)

#### 1. Summary of Proposals

To seek the adoption of an Energy Strategy and Action Plan to contribute to the Council's Objectives, including Climate Change Objectives.

#### 2. Recommendations

The Committee is asked to **RECOMMEND** that

**the Energy Strategy and Action Plan, as attached at Appendix 1 to the report, be adopted.**

#### 3. Financial, Legal, Policy, Risk and Climate Change / Carbon Management Implications

##### Financial

- 3.1 There is currently no allocated budget for the installation of energy efficiency measures. The Public Buildings Repairs and Maintenance budget for 2009/10 is £598,000 and whenever appropriate works are undertaken using this budget, the works install energy efficient products, where possible. The capital programme for 2009/10 is £27,530. A revenue bid of £120,000 has been submitted for planned maintenance, some of which would include the installation of more energy efficient measures.
- 3.2 The Council has secured an interest free loan from Salix (part of the Carbon Trust) to enable the Council to carry out energy efficiency projects. The loan is repayable from March 2011 in 8 equal instalments over 4 years. The expectation is that savings from energy efficiencies will be available to repay the loan and the Council will be able to keep any savings generated after the loan has been repaid.
- 3.3 The total amount of the loan to be requested amounts to £189,298. Details of the specific projects which would be carried out are set out in Appendix 1 to the draft Energy Strategy.

Legal

- 3.4 The Climate Change Act 2008 places the Secretary of State under a duty to ensure that the net UK carbon account for the year 2050 is at least 80% lower than the 1990 baseline. The Low Carbon Transition Plan 2009 sets out the Government's Plan for meeting the Climate Change Act target and demonstrates how the UK will deliver emission cuts of 18% on 2008 levels by 2020 (and over a one third reduction on 1990 levels).

Policy

- 3.5 The Council's Energy Strategy is now out-of-date and needs updating to take into account the Climate Change Act 2008 and the Council's objective of achieving a 2% year on year reduction in corporate carbon emissions. The Strategy will contribute to the Council's overall Climate Change Strategy.
- 3.6 National Indicator 185 measures the carbon emission from the Council's operations and the Council's performance against this target will be monitored.
- 3.7 The Strategy will contribute to the Council's Vision and strategic objectives by, for example, improving energy efficiency and managing the Council's assets effectively.

Risk

- 3.8 There is a risk that by not having and implementing an effective Energy Strategy, the Council will not achieve its carbon reduction objective or perform against the National Indicator 185 target

Climate Change / Carbon Management

- 3.9 The Energy Strategy makes a significant contribution to the Council's Climate Change Strategy and carbon management objectives.

Report**4. Background**

The Council has had an Energy Strategy as part of its Asset Management Plan for some years. Recently, the drivers for the Energy Strategy have expanded to include not only effective asset management and Value for Money but also the need to mitigate against the effects of climate change.



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### 5. Key Issues

5.1 The draft Energy Strategy attached at Appendix 1 has been developed to address the Council's objective of achieving a 2% year on year reduction in corporate carbon emissions as well as the drivers identified above.

5.2 The aim of the Strategy is:

*“to reduce the Council's energy consumption in its estate, mitigate against future rising energy costs and identify how to best adapt the Council's estate for the risks and opportunities that future energy challenges will bring”.*

In this context, 'estate' is defined as the Council's buildings, operations and services.

5.3 The Strategy sets out 3 main objectives:

- a) To improve the energy efficiency of our estate;
- b) To reduce energy consumption from our estate;
- c) To reduce fossil fuel reliance by moving to renewable sources of energy and to ensure that any savings made from investing in energy efficiency are reinvested in sustainable energy.

5.4 The data which the Council has collected as part of its baseline figure for National Indicator 185 shows that of the 3637 tonnes of CO<sub>2</sub> emissions for 2008/09, 77% of emissions were from the Council's buildings, 20% from the Council's fleet and 3% from business mileage.

5.5 The Strategy sets out some scenarios for carbon emissions in the future based on 3 different assumptions. The first is based on a 'business as usual' approach with no action being taken. This is likely to lead to increased energy consumption and carbon emissions. The second scenario is based on a 2% year on year reduction in energy consumption. The third is based on achieving the 10:10 pledge to reduce carbon emissions by 10% by the end of 2010 and a 2% reduction year on year thereafter.

5.6 An Action Plan has been prepared identifying the actions that need to be taken to achieve a reduction in energy consumption. Some of these are based around specific energy efficiency projects whilst others will need to address the behavioural change that will be required to make the fullest savings possible. In addition to the

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Action Plan, the funding that will be required has also been identified

- 5.7 Members and Officers have an important role to play in embracing the objectives of the Strategy and the role of the relevant Stakeholders has also been included in the Strategy. The Energy Strategy and performance against the Action Plan will be reviewed by the Climate Change Advisory Panel to ensure that targets are being achieved and an annual review will be presented to the Executive and Overview & Scrutiny Committees.
- 5.8 The draft Strategy has been considered and endorsed by the Climate Change Advisory Panel.

## 6. Other Implications

- Asset Management - Energy efficiency measures are a significant element of management of the Council's assets and will help to improve the sustainability of the Council's assets.
- Community Safety - There are no specific Community Safety implications.
- Human Resources - All actions will be carried out within existing resources.
- Social Exclusion - There are no specific social exclusion implications.
- Environment / Sustainability -

## 7. Lessons Learnt

Improvement of the Council's energy efficiency and reduction in energy consumption will not only lead to reduced carbon emissions but could also help the Council to make significant savings.

## 8. Background Papers

Energy Saving Trust Local Area Carbon Emission Reduction report for RBC – June 2009

## 9. Consultation

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This report has been prepared in consultation with the Climate Change Advisory Panel and relevant Borough Council Officers.

**10. Author of Report**

The author of this report are Guy Revans (Head of Environment) who can be contacted on extension 3292 (e-mail: [guy.revans@redditchbc.gov.uk](mailto:guy.revans@redditchbc.gov.uk)) and Sue Mullins (Head of Legal, Democratic & Property Services) who can be contacted on extension 3210 (e-mail: [sue.mullins@redditchbc.gov.uk](mailto:sue.mullins@redditchbc.gov.uk)) for more information.

**11. Appendices**

Appendix 1 – Draft Energy Strategy and Action Plan 2010 - 13



**APPENDIX 1**

**REDDITCH BOROUGH COUNCIL**

**ENERGY STRATEGY AND ACTION  
PLAN 2010 - 13**

1. Introduction
2. Energy Strategy
  - 2.1 Context and drivers
  - 2.2 Vision
  - 2.3 Aim
  - 2.4 Objectives and targets
3. Emissions baseline and projections
  - 3.1 Scope & Baseline
  - 3.2 Projections
4. Energy Action Plan
5. Action Plan Financing
6. Summary of Predicted Costs and Savings (energy and CO<sub>2</sub>)
7. Stakeholder management and communications
  - 7.1 Stakeholder Analysis/Communications Plan
  - 7.2 Climate Change Champions Scheme
8. Governance, ownership and management
  - 8.1 Main roles and responsibilities
  - 8.2 Risks and issues management
  - 8.3 Reporting and evaluation

Appendix 1 : Action Plan

Appendix 2 : Detailed Capital Projects

## 1. Introduction

This Energy Strategy and Action Plan set out a systematic approach to reducing the Council's energy consumption and reliance on fossil fuels. It takes account of and links into the Council's Climate Change Strategy and seeks to support the reduction of the Council's overall carbon footprint. It also takes into account the Energy Saving Trust recommendations contained in Redditch Borough Council's Local area carbon emission reduction report of June 2009.

The document details the sources of the Council's greenhouse gas emissions from its energy use (from energy and water consumption in buildings and fleet/business travel) and establishes a baseline against which progress can be measured. It sets out the Council's approach towards energy reduction and identifies key actions for the Council to take to meet its reduced carbon emissions target by 2013 and beyond. Some of these measures have already been put in place or are in the process of being undertaken, whereas others require more detailed consideration before proceeding.

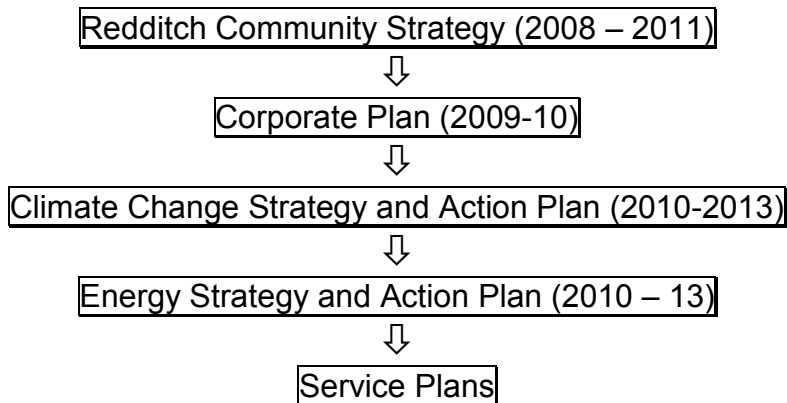
## 2. Energy Strategy

### 2.1 Context and drivers

The Energy Strategy has been developed to address a number of key drivers, as summarised below:

- To fulfil our commitment to tackling climate change made by signing the Nottingham Declaration on Climate Change in 2006 and the Worcestershire Climate change Pledge in 2007
- To fulfil our corporate ambition to achieve a 2% year on year reduction in our own corporate carbon emissions (measured via NI185)
- To respond to the Worcestershire Local Area Agreement which includes a 3% reduction target year on year for NI 186 and to adapt to future climate change (NI188) – including an assessment of how the Council would continue to run its services and operations if there were disruptions to the energy supply network, for example.
- To support and progress the objectives of the Council's Climate Change Strategy
- To manage energy demand in light of rising energy costs.
- To explore options and implement actions that will produce cost savings (Gershon efficiencies)
- To prepare to meet the requirements of recent legislation on climate change including the Climate Change Act 2008, such as the Low Carbon Transition Plan (2009) , and future international agreements in relation to climate change

The following diagram represents the hierarchy of the Council's strategies and plans in relation to carbon management issues and how the Energy Strategy and Action Plan sit within this:



## 2.2 Vision

The Council's Vision is for Redditch to be an enterprising community which is safe, clean and green.

The Council's 'clean and green' priority states as follows:

*“The Council will develop attractive open spaces, taking enforcement action against littering, fly tipping and other behaviour detrimental to the environment, where appropriate, and supporting measures to tackle climate change”.*

The Council therefore recognises the need to tackle climate change at a local level. We will reduce the impact on climate change in all we do through achieving a continual reduction in energy consumption from our operations and buildings. We will mitigate against future climate change by seeking sustainable energy sources and identify how best to adapt for the future risks and opportunities that future energy sources will bring.

This Energy Strategy will contribute to the Council's Vision and strategic objectives, by:

- Delivering a cleaner, greener Borough and improving the quality of green spaces;
- Improving the Council's performance with regard to mitigation and adaptation to the Climate Change Agenda;
- Improving energy efficiency;
- Managing the Council's assets effectively;
- Securing energy from renewable and greener sources;
- Contributing to the Council being a well-managed organisation.



### 2.3 Aim

**The aim of the strategy is to reduce the Council's energy consumption in its estate mitigate against future rising energy costs and identify how to best adapt the Council's estate for the risks and opportunities that future energy challenges will bring.**

### 2.4 Objectives and targets

The Council has set an objective of reducing the Council's carbon footprint by 2% year on year, although the Council is also considering signing up to the 10:10 Climate Change Campaign. The objectives of this Energy Strategy relate to the contributions towards this target that can be made by the Council's own estate (buildings, operations and services). These objectives are:

- To improve the energy efficiency of our estate ;
- To reduce energy consumption from our estate
- To reduce fossil fuel reliance by moving to renewable sources of energy (EST) and to ensure that any savings made from investing in energy efficiency are reinvested in sustainable energy (Spend to Save)

In order to reduce our carbon emissions by 2% year on year, we need to reduce our energy consumption (electricity, gas, petrol and diesel) by 2% year on year to meet the following targets:

**Table 1 – Baseline and target CO<sub>2</sub> emissions**

Year	Buildings <sup>^</sup> (TCO <sub>2</sub> e)	Fleet <sup>^</sup> (TCO <sub>2</sub> e)	Staff Mileage (TCO <sub>2</sub> e)	Total (TCO <sub>2</sub> e)
2008/9 (Baseline)	2799	744 <sup>1</sup>	94 <sup>2</sup>	<b>3637</b>
2009/10	2743	729	92	<b>3564</b>
<b>2010/11*</b>	<b>2688</b>	<b>714</b>	<b>90</b>	<b>3492</b>

#### Key to Table 1

<sup>1</sup> Equates to 1,412,766 miles

<sup>2</sup> Equates to 471,234 miles

<sup>^</sup>This includes contractor data where the contractor is undertaking a function on behalf of the Council

\*New targets will need to be set at this point for the coming years.

(Unlikely to be split equally each year – biggest efficiency saving likely to be with building emissions)

In order to achieve our objectives and targets we will focus on the following areas:

- Raising staff awareness of energy usage and ways of reducing energy consumption across the Council, including education and training, to bring about behavioural change (e.g. Switch it off campaigns),
- Reducing energy consumption in buildings by reducing unnecessary usage
- Strengthening our approach to data monitoring and targeting.

- Reducing energy consumption by our vehicle fleet by procuring fuel-efficient and low emission vehicles, driver training and monitoring of the fleet.
- Encouraging staff to reduce carbon emissions through delivery of our green travel plan, including a review of business mileage reimbursement
- Improving the energy efficiency of our buildings by a continuing programme installing energy efficient lighting, light sensors and heating systems
- Increasing the use of renewable energy by integrating renewables capacity in buildings and exploring the use of cleaner or alternative fuels for our vehicle fleet
- Ensuring that energy is procured from sustainable sources

### **3. Emissions baseline and projections**

#### **3.1 Scope & Baseline**

The scope of emissions sources considered in measuring the emissions baseline is outlined below. Only those areas where the Council has responsibility for carbon emissions have been included in the baseline calculations. The scope will be reviewed annually in the light of any changes in responsibility and or the construction/acquisition of new buildings:

- Energy use in buildings where the Council has control over energy consumption
- Fleet vehicles (fuel consumption)
- Staff business travel

This Energy Strategy excludes from its scope Council housing, except for buildings with communal heating systems. A separate strategy will need to be developed for our housing to ensure that this complies with our strategic climate change objectives.

In 2008/09, we were required by Government to make a detailed calculation of emissions arising as a result of running our business and services. The main areas of focus include looking at our buildings, our fleet transport and business mileage undertaken by staff. Our corporate baseline CO<sub>2</sub> footprint was 3637 tonnes CO<sub>2</sub> (based on 997 employees).

Whilst the baseline should be considered to be a relatively accurate representation of the Council's carbon emissions from its estate, the following should be noted:

- Most of the data for electricity and gas is based on actual meter readings but some of the readings are estimated
- Oil and transport fuel data is obtained from records on fuel usage for each piece of equipment or vehicle based on hours used or miles per gallon
- Business travel has been derived from mileage claims and an estimation of fuel consumption has been made based on engine size, vehicle age and fuel type.

**Table 2 - Emissions baseline and costs for financial year 2008-09**

Source	Consumed	CO <sub>2</sub> Tonnes	% CO <sub>2</sub>	Cost £	% Cost
Energy Use in buildings	2,630,105 kWh Electric 7,688,777 kWh Gas	2799	77	146,233 153,145 (299,378)*	<b>39.5</b>
Fleet Transport	Petrol/diesel	744	20	282,368	<b>37.2</b>
Business Miles	292,892 @ 60p per mile	94	3	175,735	<b>23.3</b>
<b>Total Baseline</b>		<b>3637</b>	<b>100</b>	<b>757,841</b>	<b>100</b>

\* (This excludes energy used in sheltered housing complexes)

The price of energy has risen this year from 5.56p per kWh to 8.6p per kWh for electricity and from 1.99p per kWh to 2.63p per kWh. Assuming our consumption remains the same for this year, the change in cost would be as follows:

**Table 3 – Increase in fuel costs for 2009/10 based on baseline consumption**

Source	Consumed	CO <sub>2</sub> Tonnes	% CO <sub>2</sub>	Cost £	% Cost
Energy Use in buildings	2,630,105 kWh Electric 7,688,777 kWh Gas	2799	77	226,189 202,215 (428,404)	<b>39.5</b>
Fleet Transport	Petrol/diesel	744	20	282,368	<b>37.2</b>
Business Miles	292,892 @ 60p per mile	94	3	175,735	<b>23.3</b>
<b>Total Baseline</b>		<b>3637</b>	<b>100</b>	<b>886,507</b>	<b>100</b>

From the Table 1, it can be seen that energy use from buildings accounts for 77% of the Council's carbon emissions from its estate and fleet transport 20%, whereas business mileage only has a small effect on the overall footprint. In terms of costs, energy use in buildings (nearly 40%) and fuel for the transport fleet (37%) are the greatest costs, whereas the costs of business mileage are relatively small in comparison.

The emissions from buildings can be broken down further as follows:

**Table 4 - Carbon Emissions from Buildings (2008/09)**

<u>Site</u>	<u>Amount used (kWh) Combined</u>	<u>CO2 emission (kg, weather corrected)</u>	<u>% CO2</u>	<u>Cost (£)</u>	<u>% cost</u>
Town Hall	1,736,210	635,882	21	66,736	23
Crematorium	1,684,847	387,935	13	39,675	13
Other public leisure	945,504	294,567	10	30,680	10
Leisure Centre (wet)	1,166,177	298,034	10	30,694	10
Business centres	1,107,434	382,165	13	27,357	9
Community Centres	1,016,517	255,725	9	26,310	9
Depot	867,789	244,249	8	25,300	9
Leisure Centre (dry)	676,273	199,867	7	20,759	7
Warehouses	646,755	154,717	5	15,865	5
OSS and ASB	291,212	84,543	3	8,773	3
Changing rooms	89,644	31,131	1	3,260	1
<b>Total</b>	<b>10,228,362</b>	<b>2,968,814</b>	<b>100</b>	<b>295,409</b>	<b>100</b>

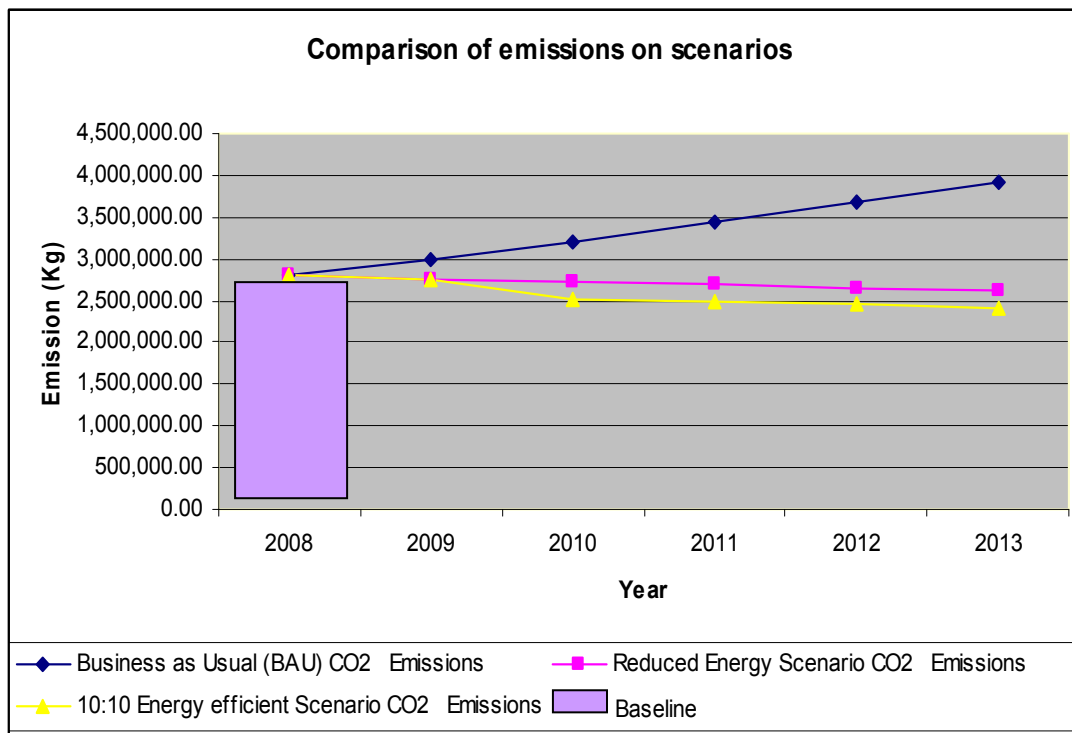
### 3.2 Projections

The Council's carbon footprint and associated costs will rise over time if no action is taken to control emissions. A projection of the future carbon emissions based on a national prediction that energy consumption will rise by 3% year on year.

#### ***High emissions - Business as Usual (BAU) Scenario***

The business as usual scenario is the projection of the future carbon emissions (3% year on year) if no action is taken to control energy consumption. This has been calculated in line with the Department of Energy and Climate Change forecasts for energy consumption.

The chart below shows the predicted effect on carbon emissions (from buildings and transport) if no action is taken to control energy consumption.



### ***Reduced Energy Scenario***

The chart above also shows the effect upon carbon emissions if an energy reduction programme is implemented, in line with the target of 2% reduction in carbon emissions year on year and savings are continued to be made at this rate until 2013.

In the Business as Usual scenario, energy related costs could rise by 40% from their current levels by 2013. In the Reduced Energy scenario, energy related costs could fall from their current levels by 10%.

### ***Energy Efficient/Green Scenario – to meet 10:10 targets***

If an energy reduction programme is implemented, in line with the 10:10 target of achieving a 10% reduction in carbon emissions in 2010 and 2% year on year thereafter, energy related costs could fall from their current levels by 14%.

To achieve this target, significant capital investment is required to reduce energy consumption and increase energy efficiency within the Council's buildings. An application has been made to Salix for a loan for the installation of energy efficiency measures. Details of the projects to be carried out, subject to loan approval, are set out in Appendix 2. If the projects identified in Appendix 2 are implemented they could lead to:

- savings of £48,920 per annum (equating to 1,986,900 kWh). In the first instance, these savings would be required to repay the loan but thereafter any savings would be retained by the Council.
- a reduction in CO<sub>2</sub> emissions of 327 tonnes per annum, which would equate to almost 9% of the Council's baseline CO<sub>2</sub> emissions for 2008/09.

#### **4. Energy Action Plan**

The Action Plan for reduction of the Council's energy consumption, improvement of the Council's energy efficiency, reduction of the Council's reliance on fossil fuels and investment in sustainable energy is set out in Appendix 1.

#### **5. Action Plan Financing**

The financial savings implications for the Council of the successful implementation of the Energy Strategy are significant. Energy prices have been steadily increasing for the past few years and all indications are that this trend will continue and intensify as fossil fuel production rates decline. To address this, the Energy Strategy aims to:

- Reduce energy consumption by introducing efficiency measures, thereby reducing costs
- Reduce fossil fuel reliance by moving to more sustainable and renewable energy sources, such as solar
- Any other measures to mitigate future climate change issues in respect of energy
- Maximise the use of external funding to install energy efficiency measures as quickly as possible. The Council has applied for an interest free loan from Salix to enable capital works to be carried out for the installation of energy efficient systems and facilities.

Moving to a more sustainable energy source does not necessarily provide a financial saving, but does contribute significantly to reducing the Council's carbon footprint. Measures to replace ageing systems [e.g. gas-fired boilers with wood pellet types and the introduction of bio-diesel or 'blends' ] have therefore been included in the action plan.

There is currently no allocated budget for energy efficiency measures. All energy efficient installations have been carried out within current repairs and maintenance budgets. The Council has, however, secured capital funding via an interest free loan from Salix for a range of Energy efficiency measures as detailed in Appendix 2.

#### **6. Summary of Predicted Costs and Savings (energy and CO<sub>2</sub>)**

A summary of the predicted costs and financial savings from the capital projects undertaken in the first year of the Action Plan (plus current projects for 2009/10 is provided below. It is estimated that the savings from these measures will provide a return over the capital expenditure by 2013. Any acceleration of energy price rises will further increase the financial benefits of the programme to the Council.

**Table 5 – Summary of Predicted Costs and savings**

Scheme	Cost (£)	Payback period (years)	kWh saving per annum	Emissions reduction (Tonnes CO <sub>2</sub> per annum)
<b>2009/10</b>				
Palace Theatre roof insulation	50,000	-	4169	0.7
Bordesley Visitors Centre – change to LED display lighting	5,000	-	12,556	5.4
Windmill Community Centre Boiler and control upgrade	5,000	-	1,314	0.6
Town Hall – replacement air conditioning	15,000	-	20,835	1.19
<b>Totals</b>	<b>75,000</b>	<b>-</b>	<b>38,874</b>	<b>7.89</b>
<b>2010/11</b>				
Arrow Valley Countryside Centre Voltage Optimisation	4,468	3.6	14,503	7.79
Auxerre House replacement Storage Heaters	14,000	4.3	38,297	20.57
Bredon House Corridor Lighting	15,000	5.5	31,501	16.92
Crossgates Depot Voltage Optimisation	6,433	2.8	26,584	14.28
Palace Theatre Lights	1,800	4.8	4,359	2.34
Palace Theatre Voltage Optimisation	7,905	3.6	20,263	10.88
Redditch Council Building Management System	100,000	4.4	873,191	161.36
Town Hall Valve and pipe lagging in plant rooms	5,814	1.9	119,771	22.5
Town Hall Voltage Optimisation	28,878	2.9	116,990	62.82
Town Hall Zoning Valves	5,000	4.5	42,441	7.85
<b>Totals</b>	<b>189,298</b>	<b>-</b>	<b>1,287,900</b>	<b>327.31</b>

## 7. Stakeholder management and communications

It is recognised that effective communication with our key stakeholders is fundamental to gaining approval and endorsement for the Energy Strategy, but also to ensure that energy management becomes part of the organisation's culture and day-to-day business.

The key stakeholders for the Energy Strategy have been identified as:

- Executive Members & Scrutiny Members, including the Council Leader and Portfolio Holder for Housing, Local Environment and Health
- Council Members
- Chief Executive and Directors
- Heads of Service/Managers
- All staff
- Council contractors
- Redditch Local Strategic Partnership

The objectives of our communication activities are to:

- To raise awareness of the energy management activities being undertaken within the Council
- To encourage Members and staff to make their own contribution to reducing emissions e.g. from energy or transport, both at work and at home
- To embed energy management throughout the organisation

The following table lists the key stakeholders that have been identified, and summarises our approach for raising awareness about energy management and gaining their support and contribution to the programme. Communications work will be overseen by the Energy/Climate Change Group, which meets on a monthly basis to plan and coordinate activities.

### 7.1 Stakeholder Analysis/Communications Plan

<b>Individual or Group</b>	<b>Their interest or issues</b>	<b>Their information needs or messages</b>	<b>Means of Communication</b>
Leader/ Portfolio Holder/ Scrutiny/ Executive/ Members/ Climate Change Advisory Panel	<ul style="list-style-type: none"> <li>▪ community leadership</li> <li>▪ cost savings/ budgets</li> <li>▪ reputation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Understanding of the energy reduction programme</li> <li>▪ Case for Action – costs and carbon emissions will continue to rise if we don't take action</li> <li>▪ Programme will be governed to ensure effective use of scarce resources</li> <li>▪ Capital investment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regular articles for Members' Newsletter</li> <li>▪ Member briefings</li> <li>▪ Annual progress report</li> <li>▪ Panel and Committee updates and reports</li> <li>▪ Performance Management of Performance Indicators</li> </ul>



		<p>required, plus potential for external funding</p> <ul style="list-style-type: none"> <li>▪ Regular updates on progress made</li> <li>▪ Potential to lead the community</li> </ul>	
Directors and Heads of Service	As above	As above	<ul style="list-style-type: none"> <li>▪ To be raised at appropriate CMT meetings</li> <li>▪ Performance Management of Performance Indicators</li> </ul>
Managers	<ul style="list-style-type: none"> <li>▪ Benefit for their service</li> <li>▪ Improved operational efficiency</li> <li>▪ Cost savings</li> </ul>	As above	<ul style="list-style-type: none"> <li>▪ Face to face meetings as necessary</li> <li>▪ Link to Service Plan as one of corporate priorities</li> </ul>
All staff	<ul style="list-style-type: none"> <li>▪ Desire to play their part in delivering corporate priority</li> <li>▪ Requirements as corporate priority</li> <li>▪ Pride in Council actions</li> <li>▪ Cost savings</li> </ul>	<ul style="list-style-type: none"> <li>▪ General awareness of programme and how they can have an influence (need to get staff on board as success of some actions will depend on wide take up)</li> <li>▪ Link to steps they can take at home/potential cost savings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regular articles in Core Team Brief</li> <li>▪ New staff briefed at induction</li> <li>▪ Information for Intranet</li> <li>▪ Notice board</li> <li>▪ Discussion at Team meetings</li> <li>▪ Environmental champions</li> </ul>

## 7.2 Climate Change Champions Scheme

The intention is to establish a Climate Change Champions team to form a central part of the communications plan and to assist in achieving the behavioural change that will be required to achieve some of the objectives of the Strategy. However, this may be a longer term actions as most of the significant reductions and energy efficiencies do not require behavioural change

## **8. Governance, ownership and management**

### 8.1 Main roles and responsibilities

Ownership of the Energy Strategy Action Plan is key to its success. The key people and groups within the Council and their roles are set out below:

<b>Role in Action Plan</b>	<b>Name</b>	<b>Position</b>
Portfolio Holder (Programme Sponsor)	Cllr Brandon Clayton	Portfolio Holder for Housing, Local Environment and Health
Senior Management (Programme Sponsor)	Kevin Dicks	Chief Executive
Finance Champion	Teresa Kristunas	Head of Finance, Revenue and Benefits Services
Project Leaders	John Staniland	Acting Director of Environment and Planning
	Ceridwen John	Climate Change Manager
	Guy Revans	Head of Environment
	Sue Mullins	Head of Legal, Democratic & Property Services
Energy/Climate Change Group Members	John Staniland	
	Guy Revans	
	Sue Mullins	
	Ceridwen John	
	John Homer	
	Chris Hemming	
	Joanne Lowe	
	Rob Kindon	
	Paul Mills	
	Elaine Storer	
Tracy Beech		
Climate Change Advisory Panel	Cllrs B Clayton (Chair), MacMillan, Hopkins, Hicks and Taylor	Members
Energy Management in Buildings	Sue Mullins	Head of Legal, Democratic & Property Services
Energy Management in IT	Jane Smith	Head of Customer and IT Services
Energy Management in Transport	Terry Horne	Head of Operations
Energy Management in Procurement	Teresa Kristunas	Head of Finance, Revenue and Benefits Service
Communications	Elaine Storer	Head of Human Resources and Communications

**Programme Sponsors** – responsible for setting the strategic direction for the Energy Strategy and reviewing progress against the objectives outlined in the Plan.

**Project Leaders** – responsible for evolving and implementing the Energy Strategy and for achieving the Carbon reduction targets.

**Energy/Climate Change Group** – A cross-directorate Officer group who support and challenge the whole carbon management team. The Steering Group has the following responsibilities:

- Reviewing and updating the Action Plan on an annual basis
- Monitoring and reporting progress against the plan
- Monitoring and reporting on emission performance
- Internal and external communication
- Engagement with environmental champions on awareness raising initiatives

**Climate Change Advisory Panel** – The Climate Change Advisory Panel meets on a quarterly basis to provide strategic oversight of the Programme and has the following responsibilities:

- championing and providing leadership on carbon management within the Council
- setting and reviewing the strategic direction and targets, ensuring the objectives of the Energy Strategy and Action Plan are in line with those of the Council
- owning the scope of the Energy Strategy Action Plan and prioritising the list of energy reduction projects which it comprises, ensuring sufficient projects are identified, quantified and prioritised to reach the targets
- monitoring progress towards meeting the objectives and targets, based on reports provided by the Project Leaders
- removing obstacles to the successful completion of energy management projects
- reviewing and championing plans for financial provision to support energy management projects
- ensuring that there is a framework in place to coordinate the management of projects within the energy management programme

## 8.2 Risks and issues management

Through regular meetings the Energy/Climate Change Group and the Climate Change Advisory Panel will predict and identify issues potentially affecting the success of the programme and will identify the means of managing and resolving these issues.

## 8.3 Reporting and evaluation

The Climate Change Advisory Panel will review the performance of the Energy Strategy annually and evaluate the measures taken since the last review. A plan of the scheme of work to be undertaken in the following two financial years, taking into account new technologies that may be available and lessons learnt etc. will also be prepared. The outcomes of the annual review will be reported to the Overview & Scrutiny Committee and to the Executive Committee on an annual basis. The Energy/Climate Change Group will also undertake a half yearly review of progress of the programme which will be reported to CMT. Progress towards meeting the energy target and the success of projects will be communicated to staff and to Members through the channels identified in the Communications Plan.

## Appendix 1 : Action Plan

ACTION	WHEN/BY	OFFICER RESPONSIBLE	FUNDING	
<b>To reduce energy consumption from our estate</b>				
Own buildings	Assign energy costs to departments or buildings based on actual use. Targets should be set for reduction and staff trained to use less energy. Publicise results and use them to raise awareness further. Meter readings should be used to classify buildings and prioritise work	2010 -11	Head of Legal, Democratic & Property Services and Head of Financial, Revenues and Benefits Services	Within existing resources
	Use smart metering and feed back to energy users	[TBC]	Head of Legal, Democratic & Property Services	Subject to budget bid
	Ensure compliance with the EU Energy Performance of Buildings Directive to highlight energy performance within the Council's own buildings	[TBC]	Head of Legal, Democratic & Property Services	
Transport	Staff and visitor travel plan	2010 – 11	Head of Human Resources and Communications	Within existing resources
	Encourage staff to use more efficient vehicles for work and consider prohibiting high polluting vehicles (offering pool vehicles instead)	2011 – 12	Head of Human Resources and Communications	Within existing resources
	Set service plan targets for reduction of fuel use and mileage in services involving transport and in business mileage.	2010 – 11	Head of Operations	Within existing resources
	Review the size of the Council's vehicle fleet and optimise how the remaining fleet is used	2011 – 12	Head of Operations	Within existing resources

	Managers and supervisors to periodically interview drivers regarding fuel use and identify improvements that may be made	2010 - 11	Head of Operations	Within existing resources
Staff training and engagement	Ensure energy training is provided to staff in areas of Council operation deemed to have most significant impact on energy use	2010 - 11	Head of Environment	Within existing resources
	Introduce energy training on energy issues for all new staff as part of their induction	2010 - 11	Head of Human Resources and Communications	Within existing resources
	Embark upon staff awareness campaign	2010 – 11	Head of Environment & Head of Legal, Democratic & Property Services	Within existing resources
	Appoint energy champions in each department or building and ensure that they are responsible for keeping staff informed of energy saving tips and can keep an eye on simple things such as lights and monitors being left on	2010 – 11	All Heads of Service	Within existing resources
	Provide training to drivers in fuel efficient driving	Ongoing	Head of Operations	Corporate Training budget
Data	Ensure that a system is in place for gathering data relating to sustainable energy use in the Council's estate	2011 – 12	Head of Legal, Democratic & Property Services and Head of Financial, Revenues and Benefits Services	Within existing resources
	Investigate investment in	2012 - 13	Head of	Within

	a vehicle tracking system to monitor vehicle use		Operations	existing resources
Resources	Establish a cross-service energy Group	2010 - 11	Head of Environment and Head of Legal, Democratic & Property Services	Within existing resources

### To improve the energy efficiency of our estate

Own Buildings	Consider energy efficiency during refurbishment and use forecast future prices when calculating payback periods	Ongoing	Head of Legal, Democratic & Property Services	Within existing repair & maintenance and capital budgets
	Use energy efficiency data when considering whether or not assets should be retained	Ongoing	Head of Legal, Democratic & Property Services	Within existing resources
	Prioritise energy efficiency investments in existing buildings and use forecast future prices when calculating payback periods	Ongoing	Head of Legal, Democratic & Property Services	Within existing repair & maintenance and capital budgets
	Introduce procurement policies that ensure sustainable energy is maximised, including introducing:			
	Basic energy efficiency standard in the procurement of electrical goods (e.g. energy saving recommended certified products)	2010 – 11	Head of Environment	Within existing resources
	A policy of procuring items manufactured with minimal energy usage and environmental impact, including transport	2010 – 11	Head of Environment	Within existing resources
	Consider introduction of a policy of purchasing green electricity	2012 - 13	Head of Environment and Head of Financial,	Within existing resources

Revenues &  
Benefits Services

**To reduce fossil fuel reliance by moving to renewable sources of energy and to ensure that any savings made from investing in energy efficiency are reinvested in sustainable energy**

Own Buildings	Consider producing own renewable energy	2012 - 13	Head of Environment	Within existing resources
Procurement	Reinvest all financial savings from energy efficiency in further energy work including renewable energy sources	Ongoing	Head of Financial, Revenues and Benefits Services	Within existing resources

## Appendix 2 : Detailed Capital Projects

<b>Project Name</b>		<b>Arrow Valley Countryside Voltage Optimisation</b>
<b>Project Description</b>		The voltage supplied to buildings is much to higher than is needed by the equipment due to allowance in drops in voltage across the network. Electric supply is 240Volts +/- 6%. Over supply to equipment is lost in heat and shorten equipment life span. Voltage optimisation works by reducing losses in electrical equipment, therefore saving energy and reducing CO2 emissions
<b>Qualified costs and benefits</b>	<b>Capital Investment</b>	£4,468.00
	<b>Revenue costs</b>	£0.00
	<b>Financial saving per year</b>	£1,247.00
	<b>Payback period</b>	3.58 years
	<b>Internal funding</b>	none
	<b>External funding</b>	Salix
	<b>kWh saved PA</b>	14,503
	<b>Emissions reduction( tonnes co2 PA)</b>	7.79
	<b>Cost per Tonne CO2 over the life of project</b>	£30.61
<b>Resources</b>	<b>RBC staff</b>	No additional staff
	<b>External consultants</b>	None
	<b>External contractors</b>	Specialist contractor
	<b>Procurement period</b>	8 weeks
	<b>Lead time</b>	8 week to manufacture
	<b>Time scale to complete on site</b>	3 weeks
	<b>Impact on the Service</b>	Require minimal shut down of electric to install
<b>Benchmarking</b> Based on kWh consumption April to March	<b>Electric consumption 2008/9</b>	111,560
	<b>Gas Consumption 2008/9</b>	
	<b>Water consumption 2008/9</b>	
<b>Target 2009 /2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	97,057
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Actual 2009 2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Project Proposer</b>	Chris Hemming	
<b>Project Co ordinated</b>	Chris Hemming	



<b>Project Name</b>	<b>Auxerre House ( Sheltered Accommodation) Replacement Storage Heaters in corridors</b>	
<b>Project Description</b>	Removal of existing storage heaters in the corridors and replacement with low energy radiators	
<b>Qualified costs and benefits</b>	<b>Capital Investment</b>	£14,000.00
	<b>Revenue costs</b>	£0.00
	<b>Financial saving per year</b>	£3,294.00
	<b>Payback period</b>	4.25 years
	<b>Internal funding</b>	none
	<b>External funding</b>	Salix
	<b>kWh saved PA</b>	38,297
	<b>Emissions reduction( tonnes co2 PA)</b>	20.57
	<b>Cost per Tonne CO2 over the life of project</b>	£37.82
<b>Resources</b>	<b>RBC staff</b>	No additional staff
	<b>External consultants</b>	None
	<b>External contractors</b>	Specialist contractor
	<b>Procurement period</b>	3 weeks
	<b>Lead time</b>	8 week
	<b>Time scale to complete on site</b>	2 weeks
	<b>Impact on the Service</b>	minimal
<b>Benchmarking</b> Based on kWh consumption April to March	<b>Electric consumption 2008/9</b>	76,595
	<b>Gas Consumption 2008/9</b>	
	<b>Water consumption 2008/9</b>	
<b>Target 2009 /2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	38,298
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Actual 2009 2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Project Proposer</b>	Chris Hemming	
<b>Project Co ordinated</b>	Chris Hemming	

<b>Project Name</b>		<b>Bredon House Corridor Lighting</b>
<b>Project Description</b>		Corridor lights are on 24 hours a day 365 days of the year. Change light fittings to T5 fittings with automatic controls to turn off the lights when no one is in the corridor
<b>Qualified costs and benefits</b>	<b>Capital Investment</b>	£15,000.00
	<b>Revenue costs</b>	£0.00
	<b>Financial saving per year</b>	£2,709.00
	<b>Payback period</b>	5.54 years
	<b>Internal funding</b>	none
	<b>External funding</b>	Salix
	<b>kWh saved PA</b>	31,501
	<b>Emissions reduction( tonnes co2 PA)</b>	16.92
	<b>Cost per Tonne CO2 over the life of project</b>	£44.34
<b>Resources</b>	<b>RBC staff</b>	No additional staff
	<b>External consultants</b>	None
	<b>External contractors</b>	Framework contractor
	<b>Procurement period</b>	3 weeks
	<b>Lead time</b>	3 week to deliver lights
	<b>Time scale to complete on site</b>	4 weeks
	<b>Impact on the Service</b>	Minimal
<b>Benchmarking</b> Based on kWh consumption April to March	<b>Electric consumption 2008/9</b>	35,739
	<b>Gas Consumption 2008/9</b>	
	<b>Water consumption 2008/9</b>	
<b>Target 2009 /2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	3,852
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Actual 2009 2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Project Proposer</b>	Chris Hemming	
<b>Project Co ordinated</b>	Chris Hemming	

<b>Project Name</b>		<b>Crossgates Depot Voltage Optimisation</b>
<b>Project Description</b>		
The voltage supplied to buildings is much to higher than is needed by the equipment due to allowance in drops in voltage across the network. Electric supply is 240Volts +/- 6%. Over supply to equipment is lost in heat and shorten equipment life span. Voltage optimisation works by reducing losses in electrical equipment, therefore saving energy and reducing CO2 emissions		
<b>Qualified costs and benefits</b>	<b>Capital Investment</b>	£6,433.00
	<b>Revenue costs</b>	£0.00
	<b>Financial saving per year</b>	£2,286.00
	<b>Payback period</b>	2.81 years
	<b>Internal funding</b>	none
	<b>External funding</b>	Salix
	<b>kWh saved PA</b>	26,584
	<b>Emissions reduction( tonnes co2 PA)</b>	14.28
	<b>Cost per Tonne CO2 over the life of project</b>	£30.61
<b>Resources</b>	<b>RBC staff</b>	No additional staff
	<b>External consultants</b>	None
	<b>External contractors</b>	Specialist contractor
	<b>Procurement period</b>	8 weeks
	<b>Lead time</b>	8 week to manufacture
	<b>Time scale to complete on site</b>	3 weeks
	<b>Impact on the Service</b>	Minimal
<b>Benchmarking</b> Based on kWh consumption April to March	<b>Electric consumption 2008/9</b>	204,494
	<b>Gas Consumption 2008/9</b>	
	<b>Water consumption 2008/9</b>	
<b>Target 2009 /2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	177,910
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Actual 2009 2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Project Proposer</b>	Chris Hemming	
<b>Project Co ordinated</b>	Chris Hemming	

<b>Project Name</b>		<b>Palace Theatre Lights</b>
<b>Project Description</b>		Replacement of halogen spot lights in the bar and Auditorium with LED lighting
<b>Qualified costs and benefits</b>	<b>Capital Investment</b>	£1,800.00
	<b>Revenue costs</b>	£0.00
	<b>Financial saving per year</b>	£375.00
	<b>Payback period</b>	4.80 years
	<b>Internal funding</b>	
	<b>External funding</b>	Salix
	<b>kWh saved PA</b>	4,359
	<b>Emissions reduction( tonnes co2 PA)</b>	2.34
	<b>Cost per Tonne CO2 over the life of project</b>	£30.76
<b>Resources</b>	<b>RBC staff</b>	Theatre Technicians to install
	<b>External consultants</b>	None
	<b>External contractors</b>	none
	<b>Procurement period</b>	3 weeks
	<b>Lead time</b>	1 month
	<b>Time scale to complete on site</b>	1 week
	<b>Impact on the Service</b>	Minimal impact during installation,
<b>Benchmarking</b> Based on kWh consumption April to March	<b>Electric consumption 2008/9</b>	155,873
	<b>Gas Consumption 2008/9</b>	
	<b>Water consumption 2008/9</b>	
<b>Target 2009 /2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	151,514
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Actual 2009 2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Project Proposer</b>	John Homer	
<b>Project Co ordinated</b>	John Homer	

<b>Project Name</b> Palace Theatre Voltage Optimisation		
<b>Project Description</b> The voltage supplied to buildings is much to higher than is needed by the equipment due to allowance in drops in voltage across the network. Electric supply is 240Volts +/- 6%. Over supply to equipment is lost in heat and shorten equipment life span. Voltage optimisation works by reducing losses in electrical equipment, therefore saving energy and reducing CO2 emissions		
<b>Qualified costs and benefits</b>	<b>Capital Investment</b>	£7,905.00
	<b>Revenue costs</b>	£0.00
	<b>Financial saving per year</b>	£1,743.00
	<b>Payback period</b>	3.58 years
	<b>Internal funding</b>	none
	<b>External funding</b>	Salix
	<b>kWh saved PA</b>	20,263
	<b>Emissions reduction( tonnes co2 PA)</b>	10.88
	<b>Cost per Tonne CO2 over the life of project</b>	£49.35
<b>Resources</b>	<b>RBC staff</b>	No additional staff
	<b>External consultants</b>	None
	<b>External contractors</b>	Specialist contractor
	<b>Procurement period</b>	8 weeks
	<b>Lead time</b>	8 week to manufacture
	<b>Time scale to complete on site</b>	3 weeks
	<b>Impact on the Service</b>	Require minimal shut down of electric to install
<b>Benchmarking</b> Based on kWh consumption April to March	<b>Electric consumption 2008/9</b>	155,873
	<b>Gas Consumption 2008/9</b>	
	<b>Water consumption 2008/9</b>	
<b>Target 2009 /2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	135,610
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Actual 2009 2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Project Proposer</b>	Chris Hemming	
<b>Project Co ordinated</b>	Chris Hemming	



<b>Project Name</b>		<b>Town Hall Valve and pipe lagging in plant rooms</b>
<b>Project Description</b>		All pipework in the boiler plant rooms are insulated but the valves are not. Carry out insulation of 159 valve and flanges.
<b>Qualified costs and benefits</b>	<b>Capital Investment</b>	£5,814.00
	<b>Revenue costs</b>	£0.00
	<b>Financial saving per year</b>	£3,150.00
	<b>Payback period</b>	1.85 years
	<b>Internal funding</b>	none
	<b>External funding</b>	Salix
	<b>kWh saved PA</b>	119,771
	<b>Emissions reduction( tonnes co2 PA)</b>	22.50
	<b>Cost per Tonne CO2 over the life of project</b>	£11.66
<b>Resources</b>	<b>RBC staff</b>	No additional staff
	<b>External consultants</b>	None
	<b>External contractors</b>	Heating Contractor
	<b>Procurement period</b>	3 weeks
	<b>Lead time</b>	1 week
	<b>Time scale to complete on site</b>	2 weeks
	<b>Impact on the Service</b>	None
<b>Benchmarking</b> Based on kWh consumption April to March	<b>Electric consumption 2008/9</b>	
	<b>Gas Consumption 2008/9</b>	848,810
	<b>Water consumption 2008/9</b>	
<b>Target 2009 /2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	
	<b>Gas Consumption 2009/10</b>	729,039
	<b>Water consumption 2009/10</b>	
<b>Actual 2009 2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Project Proposer</b>	Chris Hemming	
<b>Project Co ordinated</b>	Chris Hemming	

<b>Project Name</b>	<b>Town Hall Voltage Optimisation</b>	
<b>Project Description</b>	The voltage supplied to buildings is much to higher than is needed by the equipment due to allowance in drops in voltage across the network. Electric supply is 240Volts +/- 6%. Over supply to equipment is lost in heat and shorten equipment life span. Voltage optimisation works by reducing losses in electrical equipment, therefore saving energy and reducing CO2 emissions	
<b>Qualified costs and benefits</b>	<b>Capital Investment</b>	£28,878.00
	<b>Revenue costs</b>	£0.00
	<b>Financial saving per year</b>	£10,061.00
	<b>Payback period</b>	2.87 years
	<b>Internal funding</b>	Existing R&M budget, Service
	<b>External funding</b>	Salix
	<b>kWh saved PA</b>	116,990
	<b>Emissions reduction( tonnes co2 PA)</b>	62.82
	<b>Cost per Tonne CO2 over the life of project</b>	£31.23
<b>Resources</b>	<b>RBC staff</b>	No additional staff
	<b>External consultants</b>	None
	<b>External contractors</b>	Specialist contractor
	<b>Procurement period</b>	8 weeks
	<b>Lead time</b>	8 week to manufacture
	<b>Time scale to complete on site</b>	3 weeks
	<b>Impact on the Service</b>	Require minimal shut down of electric to install and will require transfer of CCTV and Life line during that period
<b>Benchmarking</b> Based on kWh consumption April to March	<b>Electric consumption 2008/9</b>	899,922
	<b>Gas Consumption 2008/9</b>	
	<b>Water consumption 2008/9</b>	
<b>Target 2009 /2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	782,932
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Actual 2009 2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Project Proposer</b>	Chris Hemming	
<b>Project Co ordinated</b>	Chris Hemming	



<b>Project Name</b>		<b>Town Hall Zoning Valves</b>
<b>Project Description</b>		Redditch Town Hall. Zoning valves will give greater control over the heat levels in the building.
<b>Qualified costs and benefits</b>	<b>Capital Investment</b>	£5,000.00
	<b>Revenue costs</b>	£0.00
	<b>Financial saving per year</b>	£1,116.00
	<b>Payback period</b>	4.48 years
	<b>Internal funding</b>	
	<b>External funding</b>	Salix
	<b>kWh saved PA</b>	42,441
	<b>Emissions reduction( tonnes co2 PA)</b>	7.85
	<b>Cost per Tonne CO2 over the life of project</b>	£47.17
<b>Resources</b>	<b>RBC staff</b>	No additional staff
	<b>External consultants</b>	None
	<b>External contractors</b>	Specialist contractor
	<b>Procurement period</b>	3 weeks
	<b>Lead time</b>	1 month
	<b>Time scale to complete on site</b>	1 week
	<b>Impact on the Service</b>	Minimal impact during installation, if works are carried out during spring and summer months when the heating systems will be off.
<b>Benchmarking</b> Based on kWh consumption April to March	<b>Electric consumption 2008/9</b>	
	<b>Gas Consumption 2008/9</b>	8,721,310
	<b>Water consumption 2008/9</b>	
<b>Target 2009 /2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	
	<b>Gas Consumption 2009/10</b>	8,678,869
	<b>Water consumption 2009/10</b>	
<b>Actual 2009 2010</b> kWh April to March	<b>Electric consumption 2009/10</b>	
	<b>Gas Consumption 2009/10</b>	
	<b>Water consumption 2009/10</b>	
<b>Project Proposer</b>	Chris Hemming	
<b>Project Co ordinated</b>	Chris Hemming	



## Executive Committee

No Direct Ward Relevance

6th January 2010

### WORCESTERSHIRE ENHANCED TWO TIER PROGRAMME

(Report of the Chief Executive)

#### 1. Summary of Proposals

This report seeks agreement in principle for the detailed business cases for the Worcestershire Enhanced Two Tier Programme ('WETT') and approval to allow the business cases to be further progressed and presented to full Council during January 2010 for final Member decision.

#### 2. Recommendations

The Committee is asked to **RECOMMEND** that

- 1) **the two tier and joint working proposals for Property Services, Regulatory Services and Internal Audit presented within the Worcestershire Enhanced Two Tier detailed business cases referenced in this report be supported in principle, to allow the business cases to be progressed for Members to consider these proposals for final decision at full Council in January 2010.**

**AND**

**Subject to the agreement of the relevant councils out of Worcestershire County Council and the Worcestershire District Councils, namely Worcester City, Bromsgrove District, Redditch Borough, Malvern Hills District, Wychavon District and Wyre Forest District Councils:**

#### **A. UNIFIED REGULATORY SERVICES**

- 2) **a unified Regulatory Service for the Worcestershire Councils, jointly hosted by Bromsgrove and Redditch Councils (with Bromsgrove District Council as the employing authority), be established from 1<sup>st</sup> June 2010 under the auspices of a Joint Committee, on the basis set out in the Regulatory Service Detailed Business Case V10, Part 1 & Part 2 (Rev.1) and supported by the Regulatory Services, Detailed Business Case Executive Summary V3.2 at 'Appendix A' to this report;**

- 3) this Council's functions in relation to Environmental Health and Licensing Services (so far as permissible in law) be delegated to a Joint Committee in accordance with Section 101 of the Local Government Act 1972 and Section 20 of the Local Government Act 2000 and the Local Authorities (Arrangements for the Discharge of Functions) (England) (Regulations) 2000;
- 4) subject to the agreement in recommendation 1) above being concluded, relevant staff from all Councils which agree to the Regulatory Services business case be transferred to Bromsgrove District Council under TUPE arrangements;
- 5) the financial arrangements for the new service as set out in the Detailed Business Case V10 be approved in principle allowing the business case documentation to be presented to the full Council in January 2010 for final ratification and recommended to each participating authority as the basis for Regulatory budgets;
- 6) the Head of Legal, Democratic and Property Services be requested to draft consequent changes to the Council's Constitution to reflect the Shared Services arrangements, establishment of the new Joint Committee

**B. PROPERTY SERVICES**

- 7) a Shared Property Service, hosted by Worcestershire County Council, on the basis set out in the Property Services Detailed Business Case V6 and the supporting Detailed Business Case Executive Summary V1 at 'Appendix B' to this report be established;
- 8) the transfer of staff to Worcestershire County Council as service provider be approved on the terms proposed from the Commencement Date;
- 9) Authority be delegated to the Head of Legal, Democratic & Property Services to enter into a service level agreement on the basis set out in the Property Services Detailed Business Case V6 and supporting Property Services Detailed Business Case V1 (Appendix B), as amended to reflect any final agreement made between the Partner authorities, be approved;

**C. INTERNAL AUDIT SERVICES**

- 10) a Shared Internal Audit Service (hosted by Worcester City Council) on the basis set out in the Internal Audit, Detailed Business Case V10 and the supporting Detailed Business Case Executive Summary V2 at 'Appendix C' to this report be established;
- 11) the transfer of staff to Worcester City Council as service provider be agreed in principle, on the terms proposed, from the Commencement Date;
- 12) Authority be delegated to the Head of Legal, Democratic & Property Services to enter into a service level agreement on the basis set out in the Internal Audit Detailed Business Case V10 and supporting Internal Audit Detailed Business Case V2 (Appendix B), as amended to reflect any final agreement made between the Partner authorities;

**TIMELINE AND RECRUITMENT**

- 13) the timeline proposed at 'Appendix D' to the report, which details the order and dates for each consultation period and decision point in relation to the detailed business case development for Internal Audit, Property and Regulatory Services, be supported.
- 14) Agrees to the creation of and terms of reference for a Joint Appointments Committee comprising one member of each participating Council for the proposed Head of Regulatory Services.

**3. Financial, Legal, Policy, Risk and Sustainability Implications**Financial

- 3.1 Financial implications are contained within the report and the attached detailed business cases.

Legal

- 3.2 Under Section 101 of the Local Government Act 1972, the Council has the power to arrange for the discharge of any of its functions by any other local authority. Section 101(5) of the Act allows local authorities to establish joint committees to enable joint discharge of functions. Any such Joint Committee would have to have clear Terms of Reference, agreed by all participating parties, setting out the powers of the Joint Committee.

# Executive Committee

6th January 2010

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3.3 The Licensing Act 2003 amended the Local Government Act 1972, adding section 101(15), the impact of which is that section 101 does not apply to the exercising of any function of a licensing authority under the Licensing Act 2003. The two tier Regulatory Service model described in the detailed business cases V10 therefore proposes to retain the existing licensing committees 'as is'.

3.4 Section 1 of the Local Authorities (Goods and Services) Act 1970 allows a local authority to enter into an agreement with another local authority for the provision of administrative, professional or technical services

### Policy

3.5 None.

### Risk

3.6 Separate risk registers exist for each business case and any risks arising are from the proposals are identified in the main body of this report.

### Sustainability / Environmental / Climate Change

3.7 None.

### Report

## **4. Background**

4.1 The Worcestershire Enhanced Two Tier (WETT) programme was created during 2009. This followed the successful bid by the Worcestershire Councils for £350K of funding made available by the Improvement & Efficiency Partnership (IEP), West Midlands. This funding was provided specifically to support the development of two tier, shared working within the region.

4.2 During 2009 Officer teams representing all of the Worcestershire Councils have worked together to produce a number of proposals for two tier, joint working which include key community facing and support service areas e.g. Regulatory Services, Street Scene, Human Resources and Property Services.

4.3 High Level Business Cases were produced in May supporting proposals relating to ten service areas and the Worcestershire Chief Executives and Council Leader panels supported the prioritised development of three of these into detailed business cases i.e. Regulatory, Property and Internal Audit.

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- 4.4 Stakeholder groups such as the County Treasurers and HR Managers have been involved at key stages in challenging and validating the detailed business cases. A Programme Management Group comprising of senior managers from all seven Worcestershire Councils has directly supported the development process.
- 4.5 The proposed detailed business cases were presented to the Worcestershire Chief Executives & Council Leaders Panel during October 2009. Agreement was reached by the participating Partners for each of the three business cases to be taken forward for consideration by the Executive Members of each Council during December 2009.
- 4.6 The report to Council will include detail on the outcomes of the formal consultation with staff and trade unions regarding the business cases.
- 4.7 The WETT programme has been structured in such a way to enable development of the other High Level Business Cases to continue in further phases of prioritised development following the completion of necessary work on the current detailed business cases.

## 5. Key Issues

### Business Case Overview

- 5.1 The current WETT detailed business cases were circulated to all affected staff, the Trade Unions and Elected Members of the participating Worcestershire Councils on the 11th November 2009. This followed initial presentations regarding the business cases to these groups by the WETT programme team during the first two weeks of November.
- 5.2 Each of the detailed business cases for the WETT programme is supported by an Executive Summary document which has been produced to offer a concise representation of the key elements of the broader document e.g. proposed Scope, Finances, Governance, Management & Staffing, Performance, service Transformation, ICT requirements, Implementation approach and Risks.
- 5.3 The Executive Summary documents form part of the appendices of this report and are referenced throughout.
- 5.4 Attached at '**Appendix D**' of this report is the current 'time line' which provides detail on the order of key dates for the consultation and decision making process in relation to the detailed business cases for Regulatory, Property Services and Internal Audit.
- 5.5 Below is a high level overview of the proposals contained within the business case documents. However, Executive Committee is asked

to refer to the appendices of this report when considering the recommendations contained within 'section 1'.

#### Regulatory Services

- 5.6 The business case proposes that a transformational two tier Regulatory Service be created in Worcestershire that will deliver significant improvement in services for Customers county-wide and benefits for the seven Partner Authorities. This would involve creating a fully integrated Regulatory Services function which will be more effectively focussed on businesses and consumers, with all partners operating within a unified Management Structure.
- 5.7 The proposed service will incorporate the three professional disciplines of Trading Standards, Environmental Health and Licensing, with all Partner service teams operating within a unified management structure. This will allow an integrated team to be created which has the resilience, shared expertise and economies of scale to provide a broad and effective service base for the communities of Worcestershire, while maintaining local responsiveness, choice and identity.
- 5.8 The business case highlights a number of key benefits which can be achieved for Partners through this new approach. For example:
- a) The preferred business model option offers a like-for-like revenue saving of £1.26 million (17.25% reduction on current direct service cost) largely achievable by year 3 however; a £440K saving is achieved in year 2 (2011/12).
  - b) It should be possible to achieve savings in overhead costs in the medium to long term of up to 20% of current internal recharges (approximately £354k).
  - c) It is intended that individual partner performance against the core National Indicators for these Regulatory Services will be maintained as a minimum. This will be followed by a clear focus on raising the performance of all partners to that of the best in Worcestershire.
  - d) The new service will utilise a centralised ICT system, linking directly into the Worcestershire Hub, enabling improved access to services and for our Customers across the region, with opportunity for continuous service improvement.
  - e) This business model will enable Councils to achieve increased resilience, while facing the challenges and changing demands placed on the services, anticipated from Central Government in the medium / long term.



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- f) Improved delivery to Customers - for example, reducing the burden on business by avoiding duplication of inspections.
  - g) Cost reduction through Efficiencies - for example, eliminate duplication, overlap & redundancy in processes & working.
  - h) Economies of scale - for example reduced management/support costs & overheads, rationalisation / re-use of estate and ICT integration.
  - i) Consistent approach in service delivery – for example Policy alignment (customer perception is the key driver – common policy framework will have flexibility to meet local needs, Improvement in compliance and uniform process for "routine" regulatory work (where possible through the Hub).
  - j) Standardised performance, quality, policy & processes – for example , reduction in incidents of failure through efficiency, standardisation of charges and fees and consistent approach to clients.
  - k) Business transformation – for example, shared resources – people, processes & systems, minimise geographic boundaries between services to customer and minimise political boundaries between services to the customer.
- 5.9 Details on the proposed costs and saving per Council Partner can be found at 'Appendix E' of this report which includes an extract from the Regulatory Services detailed business case V10, Finance Appendix F9 – Implementation Approach D proposed partner cash flow forecast.
- 5.10 In addition to the target 17.2% saving against direct expenditure, it is anticipated that a saving of £354k (20%) against indirect (internal recharge) expenditure can be achieved, via self-managed efficiencies at individual authorities.
- 5.11 Capital investment of £1.5 million is needed to achieve the proposed business model, of which £270k is to be potentially grant-funded by Improvement & Efficiency West Midlands and CLG. The business case delivers a return on investment (payback) against net capital expenditure by Year 4 (2013/14).
- 5.12 The aggregate direct gross expenditure on Regulatory Services across the seven County and District Councils in 2009/10 is £7.3 million. The largest component of this direct expenditure is employee costs (76% of aggregate direct costs), representing 165 full time equivalents (FTE).

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- 5.13 The direct expenditure savings under the recommended service model i.e. 'Option 3' shown in the Regulatory Services detailed business case V10 are delivered through a reduction in headcount from 165 to 120 FTE.
- 5.14 Reductions in management are achieved through the removal of duplication in line management, policy development and inter-authority liaison, while reductions in professional, technical and support staff are achieved through structural rationalisation and fundamental service transformation.
- 5.15 Having received legal advice regarding shared service governance, the Regulatory Services Project Team opted to appoint a Joint Committee of elected members to oversee all activity, with the seven authorities having delegated decision making and policy approval to that authority from the committee and officers of the joint service. Sections 101 and 102 of the Local Government Act 1972 provide the statutory basis for these proposals.
- 5.16 In essence, the proposal is for a central management structure, reporting to the joint committee. The functions to be undertaken by the shared service include all aspects of licensing, environmental health and trading standards. However, the important caveat to all of the above is that the Licensing Act 2003 amended the Local Government Act 1972, adding section 101(15), the impact of which is that section 101 does not apply to the exercising of any function of a licensing authority under the Licensing Act 2003 (this means that a Licensing Authority cannot delegate its licensing functions to another local authority or to a Joint Committee).
- 5.17 The two tier Regulatory Service model described in the detailed business cases V10 therefore proposes to retain each authority's existing licensing committees to deal with those functions that cannot be delegated to the Joint Committee
- 5.18 Recommendations (A) of this report asks Executive Committee to agree in principle the business case at 'Appendix A' of this report for a two tier Regulatory Service for the six Worcestershire Districts and County Council.
- 5.19 If supported, the Executive Committee is asked to approve the recommendation that the business case be taken forward to the Council meeting in January 2010 for a final decision. The report to Council will include detail on the outcomes of the formal consultation with staff and trade unions regarding the business case.
- 5.20 The service would be operational by 1st June 2010, and would be hosted by Bromsgrove District Council.

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## Property Services

- 5.21 The proposed business case supports the development of an integrated Property Services function with all participating Council partners operating within a single management structure. This will allow a central team to be created which has the resilience, shared expertise and economies of scale to provide a broad and effective property service base for the communities of Worcestershire.
- 5.22 The business case highlights a number of key benefits which can be achieved for Partners through this new approach, for example:
- Economies of scale:** Rationalisation of estate, combined procurement through combined purchasing power and reduced support costs & overheads;
- Resilience:** Improved capacity – sharing of resources and skills, improve career structure, personal development and ergonomics & improved partnership working;
- Best Services for Local People:** Better position to meet local service user;
- Savings:** Accumulative savings of 15% revenue against existing revenue budgets over 3 years for District Partners. Opportunities for additional savings for the County Council through increasing efficiency over the initial 3 years of the Partnership;
- Increased flexibility and opportunities to optimise resources & staff:** No geographic boundaries between services to customers, no political boundaries between services to customers, shared resources – people, processes, systems & shared allegiance;
- Future proof services:** Protection of Political Sovereignty within 2 Tier (Governance – process 'all decisions will be signed by all relevant authorities');
- Value for Money / Performance:** Partner performance will be sustained during economically challenging Local Government environment, at a reduced cost;
- Continuous improvement at a reduced cost:** Eliminate duplication, overlap & redundancy in processes & working practices, standardised services and quality;
- Consistent approach in service delivery for common problems (asbestos, carbon, energy management):** Uniform processes for common problems (asbestos, carbon & energy management), policy alignment (customer perception is the key driver – common policy framework needs to have flexibility to meet local needs) & improvement in compliance.
- 5.23 The business case proposes that the County Council would provide the entire range of Property Services across the partner authorities under 'service level agreement (SLA)' to participating District Council Partners.

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- 5.24 Section 101 Local Government Act 1972 enables an authority to make arrangements for the discharge of its functions by a committee, sub-committee or officer of the authority or by another authority (sections 19 and 20 Local Government Act 2000 deal with executive functions). Section 1 of the Local Authorities (Goods and Services) Act 1970 allows a local authority to enter into an agreement with another local authority for the provision of administrative, professional or technical services
- 5.25 It is important to stress that the proposed arrangements have been structured as collaboration between the four authorities, with the ability of other Partners e.g. Malvern Hills District Council to join at a later date.
- 5.26 Advice has been sought on the procurement rules which govern these proposals. This has confirmed that, given the fact that each participating authority is proposing to operate this provision through a Service Level Agreement, any adverse procurement risk is minimal.
- 5.27 In practice this means that the County Council's Head of Property Services is carrying out the Property functions contained within the detailed business case on behalf of the other participating authorities and the service level agreement records the terms upon which costs will be shared and the other practical issues which have been documented within the detailed business case V6 for the arrangements.
- 5.28 By combining property functions, it is anticipated that efficiencies through economies of scale will be achieved, benefiting all participating partners and providing a viable response to impending further budget pressures expected over the coming years.
- 5.29 The combined Property Service will contribute to other local government services such as planning, highways, education and the wider sustainability agenda will be enhanced.
- 5.30 The business model will include a core of Property Service functions which would form the initial service portfolio, with opportunities for a broader portfolio as the service is developed and embedded.
- 5.31 Under the Service Level Agreement, each District Council will receive a service to at least the same level as is currently delivered in-house; each District Council will also receive a cumulative saving of 5% against total employee, supplies & services and repairs & maintenance expenditure for each of the first three years of operation of the shared service (15% cumulative saving after three years).
- 5.32 'Table 1' below shows the Indicative savings delivered to District Councils through the proposed shared service:

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<b>Table 1 – Indicative savings delivered to District Councils</b>		<b>Current Budget £</b>	<b>Year 1 £</b>	<b>Year 2 £</b>	<b>Year 3 £</b>
<b>Target saving (cumulative):</b>		<b>N/a</b>	<b>5%</b>	<b>10%</b>	<b>15%</b>
Bromsgrove DC	Savings (cumulative)	N/a	(14,000)	(27,000)	(40,000)
	Total expenditure (excl facilities)	269,000	255,000	242,000	229,000
Malvern Hills DC	Savings (cumulative)	N/a	(8,000)	(17,000)	(25,000)
	Total expenditure (excl facilities)	169,000	161,000	152,000	144,000
Redditch BC	Savings (cumulative)	N/a	(62,000)	(124,000)	(187,000)
	Total expenditure (excl facilities)	1,244,000	1,182,000	1,120,000	1,057,000
Worcester City	Savings (cumulative)	N/a	(67,000)	(133,000)	(200,000)
	Total expenditure (excl facilities)	1,331,000	1,264,000	1,198,000	1,131,000
<b>All District Councils</b>	<b>Savings (cumulative)</b>	<b>N/a</b>	<b>(151,000)</b>	<b>(301,000)</b>	<b>(452,000)</b>
	<b>Total expenditure (excl facilities)</b>	<b>3,013,000</b>	<b>2,862,000</b>	<b>2,712,000</b>	<b>2,561,000</b>

- 5.33 Facilities-related expenditure will also be included in the scope of the Shared Service, but will be treated as a separate expenditure budget line. While savings are likely to accrue to District Councils from premises-related items, for example through the negotiation of joint contracts for utilities procurement, these savings are not quantified in this business case, but will be allocated to Shared Service partners as they arise. The detailed methodology for savings distribution will be set out in the Service Level Agreement.
- 5.34 It should be noted that there are no fixed savings planned against the County Council's direct expenditure budget as, since 2006/07, total savings of £423,000 have already been delivered by the County Council's Property Services department against staffing budgets. However, under the current model, the County Council will benefit from any savings which are delivered in addition to the agreed levels in Table 1 above.
- 5.35 The business case proposes that Worcestershire County Council will be the host employer under this proposed Property Service. Staff would therefore transfer to the employment of the County Council with effect from 1 April 2010.
- 5.36 **'Recommendations (B)'** of this report asks Executive Committee to agree in principle the business case for Property Services at **'Appendix B'** for a shared Property Service for the Councils of Worcestershire County, Worcester City District, Redditch Borough and Bromsgrove District.
- 5.37 If supported, Executive Committee is asked to approve the recommendation that the business case be taken forward to the Council meeting in January 2010 for a final decision. The report to

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Council will include detail on the outcomes with staff and trade unions regarding the business case.

- 5.38 The service would be operational by 1<sup>st</sup> June 2010, and would be hosted by the County Council.

### Internal Audit

- 5.39 This business case supports the development of an integrated Internal Audit function with all participating District Council Partners (scalable for other councils to join at a later date) operating within a single management structure. This will allow a central team to be created which has the resilience, shared expertise and economies of scale to provide a broad and effective service base for the District Councils, hosted by Worcester City Council.
- 5.40 Once the proposed District Partnership has been implemented there will be scope for the County Council and the Districts to review the potential for increased Partnership working.
- 5.41 The Project Team established that Worcester City Council has a substantial Internal Audit team in comparison to the other Districts and is already carrying out work on behalf of Partners (for example, Malvern Hills District Council). The City Council generates 50% of its Internal Audit costs from completing work for other Authorities and this is built into the agreed budget for the Council. It is an organisation which is looking to expand its Internal Audit work or at least maintain its current volume to protect budget commitments.

**Resilience** – combining the Internal Audit teams will provide the participating authorities with a larger pool of Internal Auditors with a greater breadth of expertise. Availability of staff and skills, developing expertise & Developing new areas of auditing.

**Savings** – the financial business case delivers ongoing revenue savings of £144,000 per annum (20.1% of direct expenditure) by Year 3 (2012/13).

**Staff retention & development** – an improved career structure for staff, with increased variety of work and professional development opportunities. Achieve consistent high standards and increased morale and motivation.

**Improved support to other Shared Services** – streamlined and uniform assurances will be provided to existing and future Shared Services

**Increased Quality:** Sharing organisational best practice, Increased influence in negotiation – 3<sup>rd</sup> parties & External Audit, Opportunities for growth (%age of audit plan), Researching best practices, Uniformity of product delivery with robust methodology, Single point of contact for External Audit.

**Economies of Scale & Transformational Changes:** Overall cost saving.

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**Consistency of standards and quality:** Standardise services and quality, consistency of audit approach to ensure best practice is applied at all sites: Eliminate duplication and overlap in processes & working practices, best practice audit methodologies, elimination of barriers when working with other 'shared services'.

- 5.42 The model proposed focuses on service excellence and service resilience through building on existing good practice. Delivery of Internal Audit functions through a centralised hosted service provision is considered by the project team members to be well placed to provide a much improved service to each participating partner.
- 5.43 The model also provides opportunities for consistency of standards, quality and audit approach which will feed into Use of Resources Assessments, External Audit opinions and CIPFA Code of Practice compliance.
- 5.44 The Project Team believe that there is potential for savings to be achieved as a result of this shared service relationship. The City Council highlighted the fact that existing savings / income created from current Partnership working would have to be maintained by the City Council as part of agreed Council budget commitments. All additional savings could be shared with Partners as part of the new shared service model, subject to confirmation.
- 5.45 Table 2 below shows the proposed costs (excluding Support Costs) and savings for each Partner which can be achieved through the new service:

**Table 2: Proposed Costs of Service by District (excluding Support Costs)**

	Cost 2009/10	Cost 2010/11	Cost 2011/12	Cost 2012/13
Bromsgrove DC	£92,510	£102,312	£92,125	£81,488
Malvern Hills DC	£92,950	£76,553	£66,450	£58,884
Redditch BC	£160,854	£164,004	£146,421	£128,410
Worcester City	£88,047	£89,956	£77,735	£66,668
Wychavon DC	£127,549	£131,472	£118,051	£104,694
Wyre Forest DC	£29,800	£28,372	£26,758	£25,156
<b>Subtotal</b>	<b>£591,710</b>	<b>£592,670</b>	<b>£527,540</b>	<b>£465,299</b>
<b>Saving p.a.</b>		<b>£960</b>	<b>(£65,130)</b>	<b>(£62,242)</b>
<b>Saving recurring p.a.</b>		<b>£960</b>	<b>(£64,170)</b>	<b>(£126,411)</b>

- 5.46 The proposed service would operate through a service level agreement (SLA) approach. Thereby each authority buys the service from the host under an SLA arrangement.
- 5.47 Section 101 Local Government Act 1972 enables an authority to make arrangements for the discharge of its functions by a committee, sub-committee or officer of the authority or by another

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authority (sections 19 and 20 Local Government Act 2000 deal with executive functions). Section 1 of the Local Authorities (Goods and Services) Act 1970 allows a local authority to enter into an agreement with another local authority for the provision of administrative, professional or technical services

- 5.48 It is important to stress that the proposed arrangements have been structured as collaboration between the five authorities, with the ability of other Partners to join at a later date.
- 5.49 Advice has been sought on the procurement rules which govern these proposals. This has confirmed that, given the fact that each participating authority is proposing to operate this provision through a Service Level Agreement, any adverse procurement risk is minimal.
- 5.50 In practice this means that the City Councils 'Head of Internal Audit' (to be appointed) is carrying out the Internal Audit functions contained within the detailed business case on behalf of the other participating authorities and the service level agreement records the terms upon which costs will be shared and the other practical issues which have been documented within the detailed business case V10 for the arrangements.
- 5.51 Recommendations (C) of this report asks Executive Committee to agree in principle the business case at 'Appendix C' of this report for a shared Internal Audit Service for the Councils of Worcester City District, Redditch Borough, Bromsgrove District, Wychavon District and Malvern Hills District.
- 5.52 If supported, Executive Committee is asked to approve the recommendation that the business case be taken forward to the Council meeting in January 2010 for a final decision. The report to Council will include detail on the outcomes with staff and trade unions regarding the business case.
- 5.53 The service would be operational by 1st June 2010, and would be hosted by Worcester City Council.

## 6. Other Implications

### Asset Management

None.

### Community Safety

None.



Human Resources

Formal consultation with affected staff and Trade Unions regarding the WETT detailed business cases commenced on the 10<sup>th</sup> November 2009 and is scheduled to conclude on the 21st December 2009.

This is the first of three stages of formal consultation relating to the Property, Internal Audit and Regulatory Services proposals. The time line at '**Appendix D**' of this report shows the agreed schedule for the consultation and decision making leading up to the implementation stages for the proposed services.

During the period of consultation, local events will take place at the County & District Councils which will include staff, Member and Trade Union briefings and further consultation.

It is proposed that any comments or views regarding the detailed business case received thus far from staff and Trade Unions will be tabled at each of the Cabinets /Executive Boards, and the full outcomes of formal consultation will also be included along with the report to Council during January 2010.

Social Exclusion

None.

**7. Lessons Learnt**

None Stated.

**8. Background Papers**

Property Services, Detailed Business Case V6.

Internal Audit, Detailed Business Case V10.

Regulatory Services, Detailed Business Case V10, Part 1 (Business Case).

Regulatory Services, Detailed Business Case V10, Part 2 Rev. 1 (Appendices)

**9. Consultation**

- 9.1 The consultation and decision stages involved in taking the detailed business cases forward for Internal Audit, Property and Regulatory Services are illustrated in the time line at '**Appendix D**' of this report.

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- 9.2 If the business case proposals are supported by both the Cabinet and Councils of all participating Council Partners, further consultation will take place with staff and Trade Unions in line with the schedule illustrated in Appendix D.
- 9.3 Detailed implementation plans will be produced prior to launching the proposed new services.

### **Stakeholder Involvement**

- 9.4 A number of key Stakeholder groups have been involved in the development of the WETT programme, the high level & detailed business cases.
- 9.5 Worcestershire Chief Executives and Council Leaders have been established as the WETT Programme Board, providing strategic direction since the initiation of the programme. The programme board have supported the WETT Team throughout the development stages of the business cases and their leadership and decision to support these during October 2009 has allowed proposals to be taken forward to Executive Members for further consideration prior to Council.
- 9.6 County Treasures and HR Managers groups have played a key role in developing, challenging and validating the detailed business cases to ensure that Members are presented with proposals which are robust and 'fit for purpose', offering the best options for the participating Council Partners.
- 9.7 Programme Management Group (PMG), comprising of senior managers representing all seven Worcestershire Councils has provided key leadership and support to the programme and project teams involved in producing the WETT proposals. PMG have ensured that appropriate resources have been sourced and made available to the WETT programme to enable the progress to date to have been made.
- 9.8 Project Teams of Officers representing all Worcestershire Councils have worked hard to develop and produce the detailed business case proposals. What they have undoubtedly achieved is the production of new and innovative service option proposals which offer increased resilience, efficiency, improvement and savings to Partners at a time where Local Government is starting to really feel the negative pressures of the recession.
- 9.9 The detailed business cases highlight how Customers will be involved in the design of the services for implementation and this approach will become the standard for implementing continuous improvement once the services become established.

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### 10. Author of Report

The author of this report is Kevin Dicks (Executive), who can be contacted on extension 3299 ([kevin.dicks@redditchbc.gov.uk](mailto:kevin.dicks@redditchbc.gov.uk)) for more information.

### 11. Appendices

- Appendix A: Regulatory Services, Detailed Business Case Executive Summary V3.2 - Supports Detailed Business Case V10 Part 1 (Business Case) & Part 2 Rev.1 (Appendices)
- Appendix B: Property Services, Detailed Business Case Executive Summary V1 - Supports Detailed Business Case V6
- Appendix C: Internal Audit, Detailed Business Case Executive Summary V2 - Supports Detailed Business Case V10
- Appendix D: WETT Programme Business Case Time Line V4
- Appendix E: Regulatory Services, Proposed partner cash flow forecast - Extract from the Regulatory Services detailed business case V10, Finance Appendix F9 – Implementation Approach D proposed partner cash flow forecast.



## Appendix A

# Worcestershire Enhanced Two Tier Working

# Regulatory Services

Environmental Health, Trading Standards & Licensing



## Detailed Business Case

# Executive Summary

Version 3.2  
November 2009

## **Worcestershire Two Tier Regulatory Services Detailed Business Case**

### **Executive Summary**

**This document proposes a transformational two tier Regulatory Service in Worcestershire that will deliver significant improvement in services for Customers county-wide and benefits for the seven Partner Authorities**

#### **The vision:**

***'A fully integrated Regulatory Services function, more effectively focussed on businesses and consumers, with all partners operating within one Management Structure'***

#### **Business case Headlines**

- This business case is supported by a detailed financial model.
- It proposes the bringing together of 3 professional disciplines from the seven Worcestershire Councils and across two tiers of Local Government, into a unified transformational service provision.
- The preferred business model option offers a like-for-like revenue saving of £1.26 million (17.25% reduction on current direct service cost) largely achievable by year 3 however; a £440K saving is achieved in year 2 (2011/12).
- It should be possible to achieve savings in overhead costs in the medium to long term of up to 20% of current internal recharges (approximately £354k).
- It is intended that individual partner performance against the core National Indicators for these Regulatory Services will be maintained as a minimum. This will be followed by a clear focus on raising the performance of all partners to that of the best in Worcestershire.
- The new service will utilise a centralised ICT system, linking directly into the Worcestershire Hub, enabling improved access to services and for our Customers across the region, with opportunity for continuous service improvement.

- This business model will enable Councils to achieve increased resilience, while facing the challenges and changing demands placed on the services, anticipated from Central Government in the medium / long term.

### **Outline of the proposal.**

The business case has been developed by the Regulatory Services project team which is made up from members of each of the seven Councils across Worcestershire. It builds upon the high level business case which was prepared in May 2009. This was the point at which the Worcestershire Chief Executives & Leaders Panels decided to authorise the creation of a detailed business case to inform a final decision.

This business case supports the development of a fully integrated Regulatory Service incorporating the three professional disciplines of Trading Standards, Environmental Health and Licensing, with all Partner service teams operating within a unified management structure. This will allow an integrated team to be created which has the resilience, shared expertise and economies of scale to provide a broad and effective service base for the communities of Worcestershire, while maintaining local responsiveness, choice and identity.

The proposed model focuses on service delivery by looking from the outside in – on our businesses and customers. Delivery of services through a unified service provision is considered by the project team members to be well placed to provide a much improved service to the end user by providing a central source for all Regulatory Services from a focussed and consistent service team.

This approach will also support the Comprehensive Area Assessments (CAA) in that this model will enable better results to be delivered by providing a more joined up approach to improving outcomes for local people and businesses.

The regulatory regime and culture of this service will be firmly based on the principles developed by Philip Hampton in his March 2005 report to Government “Reducing administrative burdens: effective enforcement and inspection”. It will also provide a more joined up approach to the Worcestershire Local Area Agreement.

This model will contribute to the Local Better Regulation Office (LBRO) objective of “reducing regulatory burdens on businesses”, whilst promoting and protecting the well-being of a modern, vibrant Worcestershire economy but recognising the importance of safeguarding the health, safety, environment and economic wellbeing of its citizens.

By utilising the Worcestershire Hub to deliver a number of the more day to day services directly to the customer, the unified Regulatory Service will be able to deliver an efficient and more effective service to Customers. More complex issues can be prioritised and channelled to more specialist areas of the unified Regulatory Service, such as dealing with air quality issues and fair trading to enhance the environment and economic development of Worcestershire.

It is likely that the already well established regional dimension of Trading Standards will enrich Environmental Health and Licensing services in a unified service structure. Equally the Trading Standards service will benefit from enhanced access to local services and groups such as Small Medium Enterprises and licensing groups.

## The key Drivers & Benefits

*Ref: 'Section 7' (Drivers for Change) of the WETT Regulatory Services Detailed Business Case V10*

From the outset the Worcestershire Chief Executives & Council Leaders have made it clear that any shared service must consider three key principles i.e.;

1. Service Improvement & Increased Efficiency
2. Cost Savings & Return on Investment
3. Centralised Service Delivery

Examples from the business case include:

- **Improved delivery to Customers** e.g. reducing the burden on business by avoiding duplication of inspections.
- **Resilience** e.g. improved capacity –through sharing of resources and ability to absorb financial pressure from Government spending reviews through service unification.
- **Savings** e.g. an accumulative direct cost saving of £1.26 million (approx. 17%) in realised savings between Partners.
- **Cost reduction through Efficiencies** e.g. eliminate duplication, overlap & redundancy in processes & working
- **Economies of scale** e.g. reduced management/support costs & overheads, rationalisation / re-use of estate and ICT integration
- **Consistent approach in service delivery** e.g. Policy alignment (customer perception is the key driver – common policy framework will have flexibility to meet local needs, Improvement in compliance and uniform process for "routine" regulatory work (where possible through the Hub).
- **Standardised performance, quality, policy & processes** e.g. reduction in incidents of failure through efficiency, standardisation of charges and fees and consistent approach to clients
- **Business transformation** e.g. shared resources – people, processes & systems, minimise geographic boundaries between services to customer and minimise political boundaries between services to the customer

## Scope

*Ref: 'Section 6' (Scope) of the WETT Regulatory Services Detailed Business Case V10*

The business case scope will contain the following for Regulatory Services.

Food Standards (labelling and composition) - Food Safety - Health and Safety – Metrology - Animal Health and Welfare (inc Dog Warden Service) – Licensing - Air Quality - LAPPC – Pollution Control - Contaminated Land - Nuisance investigations - Infectious Diseases - Product Safety - Fair Trading / anti rogue trader activities - Under age sales - Consumer & business advice - Environmental packaging - Public Health (burials, drainage, water supplies etc) - Health Promotion - Pest Control



## Finances & Cost Savings

Ref: 'Section 11' (Financial Analysis) and 'Financial Appendices (F1 - F11) of the WETT Regulatory Services Detailed Business Case V10

### Overview

Detailed financial modelling has been carried out to assess all proposed structural options against the aim of delivering at least a 15% saving against current direct expenditure budgets. Only Option 3 achieves this aim, returning a saving of 17.2% (£1,261,000) against current direct expenditure.

The proposed implementation approach delivers savings of £438,000 (6.0%) in Year 2 (2011/12), rising to £1,202,000 (16.4%) in Year 3 and the full £1,261,000 by Year 5 (2014/15).

Capital investment of £1.5 million is needed to achieve the proposed business model, of which £270k is to be potentially grant-funded by Improvement & Efficiency West Midlands and CLG. The business case delivers a return on investment (payback) against net capital expenditure by Year 4 (2013/14).

In addition to the target 17.2% saving against direct expenditure, it is anticipated that a saving of £354k (20%) against indirect (internal recharge) expenditure can be achieved, via self-managed efficiencies at individual authorities.

### Calculation of Future Costs and Savings

The aggregate direct gross expenditure on Regulatory Services across the seven County and District Councils in 2009/10 is £7.3 million. The largest component of this direct expenditure is employee costs (76% of aggregate direct costs), representing 165 full time equivalents (FTE).

The preferred "Option 3" projects an ongoing annual saving of £1,261,000 (17.2%) per annum (Table F1).

<b>REGULATORY SERVICES – Option 3 Projected Direct Expenditure Savings (Table F1)</b>	<b>Current Expenditure 2009/10 £</b>	<b>Option 3 £</b>
Employee costs	5,595,000	3,981,000
Premises costs	294,000	324,000
Transport costs	254,000	240,000
Supplies & Services costs	524,000	551,000
Other additional costs of Shared Service	0	360,000
Contractor costs	645,000	595,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>7,312,000</b>	<b>6,051,000</b>
<b>Annual Saving (after implementation period)</b>		<b>1,261,000</b>
<b>Percentage Saving</b>		<b>17.2%</b>

The direct expenditure savings under Option 3 are delivered through a reduction in headcount from 165 to 120 FTE. Reductions in management are achieved through the

removal of duplication in line management, policy development and inter-authority liaison, while reductions in professional, technical and support staff are achieved through structural rationalisation and fundamental service transformation.

Non-pay costs have been reduced in those areas where savings are considered to be achievable through improvements in efficiency and procurement, and to reflect lower future headcount.

Specific ongoing additional costs have been included to cover service charges made by the host authority to the shared service (£250,000), ICT licensing and systems maintenance, additional accommodation costs, and increased capacity of the Worcestershire Hub Shared Service.

In addition to the target 17.2% saving against direct expenditure, it is anticipated that a saving of 20% against indirect (internal recharge) expenditure can be achieved, via self-managed efficiencies at individual authorities.

### Cash Flow and Return on Investment

Table F4 illustrates the forecast cash flow of Option 3, based on the proposed implementation approach.

Capital investment requirements of £1.5 million in total are largely ICT-related, based on the report of the Mouchel consultancy. Capital costs are to be partially funded by a contribution of capital grant (£270,000) from Improvement & Efficiency West Midlands and CLG.

In order to calculate the payback year, it is assumed that all net revenue savings available after interest financing costs are used to repay capital borrowing in the first instance. The potential revenue impact of capital borrowing is factored into the payback year calculation and is shown separately below, for clarity.

The model shows that payback of capital is achieved in Year 4, with a significant proportion of annual target savings (£1,234k being realised from Year 3 and the full impact of savings (£1,261,000) from Year 5 onwards.

<b>REGULATORY SERVICES – Implementation Cash Flow (Table F4)</b>	<b>Current 2009/10 £'000</b>	<b>2010/11 Year 1 £'000</b>	<b>2011/12 Year 2 £'000</b>	<b>2012/13 Year 3 £'000</b>	<b>2013/14 Year 4 £'000</b>	<b>2014/15 Year 5 £'0000</b>
Base revenue budget expenditure	7,312	7,312	7,312	7,312	7,312	7,312
<i>Annual planned (saving)/ additional cost</i>	0	25	(843)	(1,261)	(1,261)	(1,261)
<i>Transitional costs (revenue)</i>	0	741	405	59	49	0
<b>Net revenue impact of programme – (saving)/additional cost</b>	<b>0</b>	<b>766</b>	<b>(438)</b>	<b>(1,202)</b>	<b>(1,212)</b>	<b>(1,261)</b>
Total Shared Service revenue budget expenditure	7,312	8,078	6,874	6,110	6,100	6,051
Capital expenditure (total £1.5 million)	0	557	671	275	0	0
IEWM capital grant (total £0.3 million)	0	(150)	(150)	0	0	0
<b>PAYBACK ACHIEVED</b>					<b>Year 4</b>	
Revenue impact of capital borrowing	0	0	51	117	152	152

## Governance

*Ref: 'Section 9' & 'Appendix 4' of the WETT Regulatory Services Detailed Business Case V10*

In developing governance options the project team received legal advice from Philip Kolvin QC, a Barrister well versed in licensing matters and Peter Keith Lucas QC, an expert on shared service governance in Local Government.

Following this advice the project team opted to appoint a joint committee of elected members to oversee all activity, with the seven authorities having delegated decision making and policy approval to that authority from the committee and officers of the joint service. This option is legally acceptable under sections 101 and 102 of the Local Government Act 1972.

In essence, the proposal is for a central management structure, reporting to the joint committee. The functions to be undertaken by the shared service include all aspects of licensing, environmental health and trading standards and follow the governance decision process shown in 'fig. G1' within the 'Appendix 9' of the WETT Regulatory Services detailed business case V10.

The overall impact of these provisions is that each local authority can delegate its functions to either the proposed joint committee or to the Head of the proposed Service.

The important caveat to all of the above is that the Licensing Act 2003 amended the Local Government Act 1972, adding section 101(15), the impact of which is that section 101 does not apply to the exercising of any function of a licensing authority under the Licensing Act 2003.

There does not appear to be scope to transfer the exercise of the powers outside the authority altogether; however it appears possible to second the appropriate level of resource from the shared service to the individual licensing authorities to undertake the specific licensing functions required by the 2003 Licensing Act. The model therefore proposes to retain the existing licensing committees as is.

The functions under the 2003 and 2005 Acts that must remain with the specific licensing authorities are listed below:

- decision making
- policy adoption
- decision to institute legal proceedings,
- determining an application
- inspecting and licensing taxis
- licensing enforcement

The Hackney Carriage provisions, sex shop licensing, street trading and tattooing regimes under the Local Government (Miscellaneous Provisions) Acts 1976 and 1982 are not subject to the same restrictions and are therefore able to be administered by any joint arrangements.

The decision making process is detailed in **Appendix 4** of the detailed business case V10.

## **Management & Staffing arrangements**

*Ref: 'Section 8 (Service Delivery Option Appraisal)' & 'Appendix 2' (Resource Allocation Summary) of the WETT Regulatory Services Detailed Business Case V10*

Teams will not all be co-located but will be dispersed across the County occupying existing accommodation used by present teams, with a move for staff to be increasingly home-based over time. Dispersed staff will be supported by new ICT applications capable of supporting mobile and flexible working. The host for the unified service will provide additional accommodation for up to 15 personnel i.e. the core management team and other professional Officers.

The detailed business case is built on three staffing options referred to as options 1, 2 & 3 within 'section 8' of the detailed business case (V10). Option 3 is the preferred option as it delivers the required transformation and savings. The proposed Regulatory employment model suggests an overall reduction in required Officer resources with leaner processes and transformation of service delivery being achieved at managerial, technical and administrative Officer Levels.

Where possible opportunities derived from natural wastage, through turn over and retirement will be taken in order to naturally reduce the surplus staff in an effort to minimise redundancies. Existing employees who are not appointed or transferred to a post in the new Regulatory Services will be considered where possible for re-deployment to a suitable alternative post in the constituent authorities if this practice is agreed by all constituent authorities.

The TUPE transfer to a central host will aim to bring together staff to consistent job descriptions and person specifications, and operate to a central job evaluation scheme. Whilst operational staff will continue to work from different delivery locations they will all be employees of the same host authority.

The priority in terms of initial implementation will be to appoint to the senior management posts within the structure.

It is envisaged that two geographical teams i.e. Business & Customer will operate North and South of the county and will deliver services, whilst a third team (Technical,) would retain responsibility for more specialised county-wide activities that, in the main, have business as the key client group, like Animal Health, Contaminated Land and Legal Metrology.

Licensing is treated as a separate team, integrating all aspects of licensing administration and enforcement from District and County. The project team are aware of the importance that District Elected Members place on their licensing functions and the work of the local committee. Placing the Licensing Manager at the appropriate level in the structure should reflect local member's perception of where licensing should sit, and help to ease any initial concerns that the change process envisaged could erode their ability to influence or have a role in decision making.

Finally, from an operational perspective, the preferred Option 3 service model shows a compact policy and support team for the purpose of providing expertise around issues such as marketing and communications, legal administration, IT systems and data control, and most importantly, policy development. This direct support will fall outside of the remit of the host. This team will also be responsible for linking back to the districts around issues like planning applications.

The specific staffing figures, proposed reductions and associated costs / savings are contained within the Finances and Cost Savings section of this Executive Summary.

## Performance

*Ref: 'Section 13' (Performance & Workload), 'Appendix 2 (Resource Allocation Summary)' & 'Appendix 5 (Performance & Workload Data) of the WETT Regulatory Services Detailed Business Case V10*

**Regulatory Reform:** Over recent years and through The Hampton Regulatory Reform Principles there has been a significant shift from routine inspections to a more intelligence led and risk based approach that recognises inspections should only be undertaken according to need, and that a wider range of interventions such as training, auditing, mentoring and advisory visits should be used to gain compliance with the wide variety of legislation administered by these services.

By combining environmental health, licensing and trading standards into one integrated, county-wide regulatory service, there will be significant opportunities to improve the overall experience for the wide variety of customers interfacing with the unified service and to improve outcomes for consumers and legitimate businesses. This satisfies the WETT principle of improving performance for our key stakeholders.

**Current position:** Existing National Indicators against which local authorities are already required to report levels of performance provide a number of proxies;

- **NI14** (Avoidable Contact)
- **NI182** (satisfaction of businesses with regulatory services)
- **NI 183** (fair trading indicator calculated by reference to the number of businesses generating more than 3 complaints annually and the number of VAT registered businesses in the county)
- **NI 184** (compliance of businesses with food requirements)
- **NI190** (Achievement in meeting standards for the control system for Animal Health)

The national Indicators show there are some differences between district partners but spread across a relatively narrow range, supporting the view that there are not major performance differences between Worcestershire Councils.

**Service Standards and Performance Measures:** It is intended that individual partner performance against these National Indicators will be maintained as a minimum. This will be followed by a clear focus on raising the performance of all partners to that of the best in Worcestershire and will help to address issues of inequality identified in the recent Place Survey. It will also ensure that partners can demonstrate the effective deployment of proposed regulatory resources to provide the optimum community benefit.

It is proposed that services will initially be delivered in accordance with current partner service standards with the aim of migrating as quickly as possible to uniform service standards. This approach may lead to a perception of a reduction in service performance for those Councils where resource levels are such that defined service standards are routinely exceeded because of the relationship between often small team sizes needed to ensure demand in specific service areas is fulfilled. This will be part of achieving greater efficiency in overall service delivery. It will be essential to ensure that this rationale is clearly communicated to customers.

The emergency response protocol operated by Trading Standards in relation to doorstep crime shows that a centralised organisation can be responsive to local needs and our long term aim to retain a presence in both the North and South of the county should mean that such provisions will improve, not diminish.

Included in this work are responses to licensing issues, planning consultations and complaints etc, all of which will be in line with current standards but will be subjected to robust scrutiny as part of the business transformation programme. It is expected that through the adoption of 'LEAN' systems thinking, innovative business transformation and effective use of the HUB, this area of work has the potential to benefit from a significant increase in performance as measured by customer satisfaction.

The increased potential for self service where this is appropriate will both deliver a reduction in unnecessary contacts, resulting in improvements to NI14 (Avoidable Contact) and enhance the opportunities for customers to fulfil their needs more quickly and at a time of their choosing.

## **Hosting for the new Service**

*Ref: 'Section 10' (Hosting) & 'Appendix 9' (Report by Mouchel Re: Hosting evaluation) of the WETT Regulatory Services Detailed Business Case V10*

The criteria for evaluating the suitability of a potential host for the new two tier Regulatory Service was produced and agreed by the WETT Programme Management Group and approved by the Worcestershire Chief Executives Panel (CEP). The criteria included key measurements e.g. the Councils capacity to support the new service, and had been developed by further enhancing the previous approach to establishing a host for shared service Partnerships in Worcestershire e.g. the shared Revenues and Benefits service.

Wychavon, Worcestershire County and Redditch & Bromsgrove Councils each submitted a completed bid for hosting the Regulatory Service. Following presentations of the non-financial elements of the bids by each Council, the County Council received the most support from the Council group for hosting.

At the request of the Worcestershire Chief Executives Panel, independent external evaluation was sought from a private sector partner who provided their recommendations based on the same criteria, documentation and interviews with the Officers involved from each Council Partner. The final report was produced during September 2009 which concluded that Bromsgrove was the best option for the host of the new Regulatory Service.

Staff will not be co-located but will be dispersed across the County occupying existing accommodation used by present teams, with a move for staff to be increasingly home-based over time. There may be a need for the host to provide additional accommodation for up to 15 personnel. Dispersed staff will be supported by new ICT applications capable of supporting mobile and flexible working. These ICT applications will include telephony. GSX connectivity will be needed to maintain existing access for Trading Standards to police and HMRC.

The host will be expected to support the provision of the following services to support the Regulatory Service:

Accommodation, Administration of Joint Committee, Audit services, Data protection and information security, HR & personnel services, financial services, ICT services and licensing, Insurance, Legal services (excluding criminal litigation), Criminal litigation services, Pensions & Procurement.

## Transformation

*Ref: 'Section 5' (Transformation) of the WETT Regulatory Services Detailed Business Case V10*

The business case for creating a Worcestershire two tier Regulatory Service gives a clearer and stronger focus to the main groups of business and non-business customers of environmental health, trading standards and licensing services. The aim is to meet better the needs of these customer groups by delivering services that are joined up, responsive and more accessible.

The model has been developed to create a transformational shift from the way some of these services are currently delivered to tackle the triple challenges of customer engagement, improved value for money and improved service quality that drives out failure demand.

**Customer focused service design:** Service redesign will use lean principles to drive through efficiencies and aim to deliver customer outcomes with the least possible bureaucracy, subject to any legal restrictions that may apply.

Customers will be involved in service re-design from initial development of service requirements to post implementation reviews. Ongoing customer feedback will contribute to continuous improvement.

**Customer Access:** The aim will be to reduce barriers to accessing services by providing access to services across a range of service channels to enable business and non-business customers to access services in a manner, at a time and location that most appropriately suits their needs. In doing this we recognise the importance of 'getting it right first time'.

- Access through Consumer Direct will be maintained for consumer trading standards enquiries. Consumer Direct is already well established with consumers and is funded by central government.
- The new Business Link portal will provide on-line access for licensing/ permit applications. Central government is also funding the new Business Link portal which will meet the requirements of the EU Services Directive in providing a central on-line source for applicants for licenses and permits.
- The existing much valued relationship between local businesses and regulatory professionals will be developed by the creation of formal "relationship management" with each business having a lead regulatory professional as a personal point of contact with local regulatory services.
- In all other cases, customers will access services through the Worcestershire Hub.

**Central process and work-flow:** Re-designed service delivery will minimise bureaucracy by using the smallest number of distinct processes/ process components necessary to achieve customer need within any legal parameters.

Work-flow tools will be integrated with other systems to ensure end-to-end service delivery and minimise duplication of data storage.

**Implementing transformation:** Transformational capacity is created within the proposed structure but this is insufficient in itself to deliver the full transformational model described in this business case. The proposed transformation post is in practice a focal point for linking with transformational capacity elsewhere within the Worcestershire local government family, including the WETT programme management team and Worcestershire Hub Shared Service Development Team. This federated approach will ensure that transformational activity is optimised across business strands within the partner organisations.

## New ICT approach to Regulatory Services

Ref: 'Section 14' (ICT), 'Appendix 7 (ICT Issues Log)' of the WETT Regulatory Services Detailed Business Case V10

During 2009 the WETT Regulatory Service project received external capital funding from the Department for Communities and Local Government (DCLG) to the sum of £200K. This was allocated specifically to support the development of a central ICT platform for the proposed unified Regulatory Service.

A review of the current system architecture and the options available for developing a central ICT platform for the new service has been completed. Mouchel PLC was commissioned to complete the review during August & September 2009 and their full report can be made available on request.

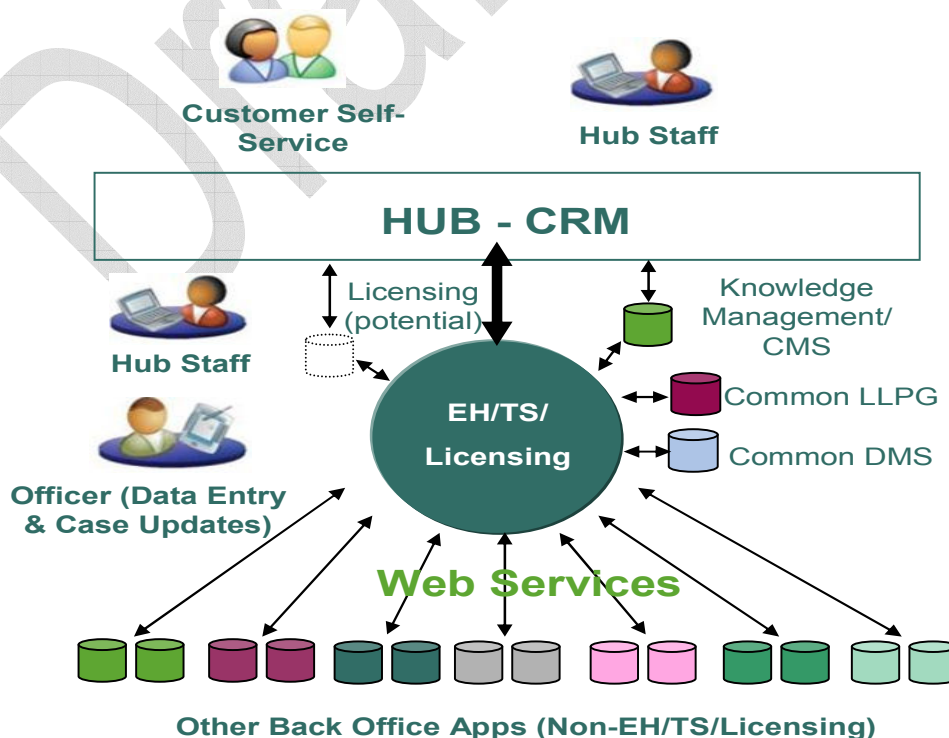
The preferred ICT option for WETT Regulatory Services is to replace all incumbent back-office solutions (Environmental Health, Trading Standards and Licensing) with a central shared solution that will support the combined shared service.

Integration with the Hub customer relationship management system (CRM) will be required to enable Hub staff to view the status of a case should a citizen call the Hub to enquire of progress. Initial data entry by Hub staff or Officers will be through either the CRM or the shared back-office solution.

Integration will be required between the central shared solution and any other Authority Back-Office solutions that currently provide seamless integration (e.g. Housing, Planning, Land Charges etc).

**Flexible and remote working / transition issues:** The business model assumes that there will be "hot desk" facilities at a number of locations around the County. When the core systems are fully live, these will provide access to systems provided by the host authority.

The proposed ICT architecture for the unified Regulatory Service is shown in the model below





## Worcestershire Hub

Ref: 'Section 15' (Worcestershire Hub) & 'Appendix 8 (Worcestershire Hub Data)' of the WETT Regulatory Services Detailed Business Case V10

The Worcestershire Hub will play a key strategic role in the new service model proposed in this business case. It enables a more Customer focussed and streamlined delivery for the unified Regulatory services and will enable a leaner Regulatory staffing structure to operate and perform to its optimum. The Hub is the enabler for Customer access to services across Districts and tiers of Local Government in Worcestershire and is nationally regarded as an exemplar of best practice.

The Regulatory Project Team noted the acknowledgement by the Hub team that the impact of the current recession on demand for Revenues and Benefits services has caused a significantly higher demand on the Hub teams than was originally expected and that this is in the process of being rectified in partnership with the Revenues and Benefits Shared Service.

This business case recommends that the Hub will have specific additional capacity to provide the levels of self service that the proposed business model envisages.

The section below provides some background information and assurances to Stakeholders of this business case that the Hub is a suitable proposal for supporting the transformation of the services outlined in this business case.

***In 2008/9 across the Worcestershire Hub, almost 800,000 calls were received. Over 75% of calls were answered within 20 seconds with an average speed of answer of 19 seconds.***

- The Worcestershire Hub enables a wide range of council services to be accessed and already includes many Regulatory Services.
- The Worcestershire Hub is the first point of contact for council enquiries made in person and over the phone.
- Customers will be encouraged to "self serve" via the web – including accessing information and advice and licence applications.
- As far as possible (and appropriate), enquiries will be dealt with at the first point of contact. Where enquiries are more complex they will be channelled to the relevant specialist area within Regulatory Services as per an agreed process.
- A robust, single complaints process will be operated.
- A recent move to a single contact centre (for the Worcestershire Hub Shared Service) is driving benefits in standardising performance management, processes and robust disciplines.
- Having a wide range of council services that are accessed via the Worcestershire Hub provides greater focus customers. (1) By better understanding the collective impact of council services on customers, (2) improving communication with customers and (3) joining up services for the benefit of customers rather than just responding to the question asked.
- The systems used by the Hub enable....(1) Robust performance management and control of telephone calls, (2) logging and progressing of enquiries via the CRM, (3) workflow and (4) self service (with developments specific to service). Further system developments are also planned.
- Having clear, single, simplified processes that are customer focused will reduce unnecessary (avoidable) contacts, through (1) standardising the front-end part of the process and customer interface as well as (2) dealing with enquiries as far as possible at the first point of contact, (3) reducing avoidable contact and (4) enabling and encouraging self service will enable service transformation.

**Worcestershire Hub:** The Worcestershire Hub has provided the initial customer interface for many high demand services since its inception in 2002. As the Hub operation has matured over a period of time, the role of customer advocacy has been adopted which has had a direct influence on the priorities of individual authorities.

There are clear opportunities and benefits for an integrated operation whereby the Worcestershire Hub can deliver a number of Regulatory Service functions to customers and facilitate the design of self service methods of access that will contribute to the transformational change described in the Regulatory Services detailed business case V10

**Access to Services:** In designing an integrated approach between the Worcestershire Hub and the unified Regulatory Service, there is an opportunity to define transformational changes within the working processes and accessibility options.

### **The model recognises that:**

- The Worcestershire Hub provides customers with a choice of access channels. This sits alongside other methods of access for specific service types;
- Direct contact with specialist officers of the unified Regulatory Service will still be required where a customer/officer relationship has been developed during the course of an on-going enquiry and where the nature of the enquiry requires technical advice and intervention;
- There is a clear need to develop transactional capability that provides customer focussed content so that the web sits as a genuine alternative access channel to other methods of access providing true end-to-end self service;
- Consumer Direct will continue to play a role in providing consumer advice on behalf of Trading Standards;
- As described in Appendix 7 of the business case, a new Business Link portal will provide further on line capability for licensing and permit applications.

## **Implementation**

*Ref: 'Section 16' (Implementation Plan) of the WETT Regulatory Services Detailed Business Case V10*

The implementation of the new service will follow the phases outlined in the detailed financial profile within the detailed business case document however; it is anticipated that the senior management structure for the new service will be in place for May / June 2010.

Once the Detailed Business Case has been agreed by the participating Councils, a detailed Implementation Plan will be drawn up by the project Group. The plan will cover the following areas and set realistic timescales for completion which can be monitored by the PMG or Joint Committee. Of particular importance will be the need to create a new shared identity and culture for the service with the emphasis being on team building and developing staff.

### **Governance**

1. Agree representation on Joint Committee
2. Establish scheme of delegation
3. Draft Service Level Agreements (SLA)
4. Agree and sign off SLA's
5. Agree Terms of Reference for Joint Committee, including decision making

### **HR**

1. Consultation with Staff and Unions
2. Clarify TUPE and redundancy arrangements
3. Prepare Job Descriptions and Person Specs for HOS and Management posts
4. Agree selection process
5. Appoint Management Team

6. Identify Training and Development needs
7. Allow time to embed the team

### **Organisational**

1. Confirm where management team will be based
2. Finalise operational structure
3. Confirm where teams will be based
4. Confirm with Host Authority support arrangements for shared service
5. Develop job descriptions for shared services staff
6. Arrange Job Evaluations where necessary
7. Redeploy or TUPE staff into new service

### **Service**

1. Map existing processes and service levels
2. Consult with Staff, Members and Customers on service design
3. Agree new service level targets
4. Establish new operational and management processes based on best practise
5. Align policies where appropriate
6. Develop web content and information flow for CRM
7. Embed 'LEAN' principles into service design

### **ICT**

1. Assess how ICT can best be integrated
2. Carry out ICT integration including data transfer
3. Purchase sufficient licenses for staff
4. Train Staff on new system
5. Explore options for home working

### **Risk**

*Ref: 'Section 17' (Risk) of the WETT Regulatory Services Detailed Business Case V10*

Effective risk management includes early and aggressive risk identification through the collaboration and involvement of relevant stakeholders. Strong leadership across all relevant stakeholders is needed to establish an environment for the free and open disclosure and discussion of risk.

Below are examples of the key risk areas identified by the project group. Further detail around these risks and the associated 'mitigation' plans are contained within Section 17 of the Regulatory Services detailed business case V10

#### **Diversity of new ICT Systems:**

Sufficient expertise within the new service associated training needs and the amount of required data cleansing to move to a fully integrated system.

*Mitigation:* Design migration plan so that training is a key element of the process.  
Design new structure to ensure that there is in-house IT database support within the Policy/ Administration team.

#### **Risk 2 - Insufficient investment funding:**

Implementation does not go ahead on time due to lack of assumed funding.

*Mitigation:* Resource and detail all funding opportunities clearly from the very beginning. Design a process that precisely monitors costs and highlights the cost plan at all stages.

**Risk 3 -Residual Costs:**

Each authority being left with internal costs that require re organisation. Financial impacts not associated with the new service may be incurred.

*Mitigation:* Costs need to be mapped out and a residual cost plan needs to be managed by each authority. NB: This may lead to significant additional savings to each authority as WETT progresses to other services.

**Risk 4 - Level of support from constituent authorities for Regulatory Services will vary due to variations in income:**

If income or maintenance funding falls, authorities may wish to contribute less to the shared service.

*Mitigation:* Agree budgetary contributions on the normal 3 year basis and agree that all income is retained by the individual authorities.

**Risk 9 - Governance – democratic deficits (Local Member / Citizen):**

Members may not buy into the Shared Service arrangement. Citizens may have concerns over loss of localised provision.

*Mitigation:* Ensure good communications back to the constituent authorities. If Joint Committee is chosen, have members act as Champions for the new service back at their respective authorities.  
Ensure all publicity pushes the joint nature of services.  
Build some "localism" back into the operational delivery elements of the structure (need not be existing district basis e.g. North /South, etc.)

**Conclusion**

1. This business case is supported by a detailed financial model.
2. The financial model shows clear potential for future revenue savings from a shared regulatory service. The extent to which savings are realised is dependent upon both an investment in transformational change and reductions in individual partner internally recharged overhead costs.
3. The speed of delivery of annual revenue savings is determined by the implementation approach adopted. Implementation approach D (refer to detailed business case V10) delivers revenue target savings from the third year and significant savings from the second year onwards
4. Substantial investment is needed to achieve the proposed business model. A return on investment can be achieved within 3 years.
5. Risks are significant if assumptions listed in the Regulatory Services detailed business case V10 are not fulfilled.

**Appendix B**

**Worcestershire Enhanced Two Tier  
Working**

**Property Services**



**Detailed Business Case  
Executive Summary**

**Version 1  
November 2009**

## **Worcestershire Two Tier Property Services Detailed Business Case**

### **Executive Summary**

**This document proposes a District & County Council Partnership for delivering shared Property Services in Worcestershire.**

#### **The vision:**

***County Council as host of a combined Property Service, operating within a single management structure, providing the entire range of Property Services under agreement to District Council Partners, which will enable a more coherent approach to the management of property assets across Worcestershire.***

#### **Business case Headlines**

- **Economies of scale:** Rationalisation of estate, combined procurement through combined purchasing power and reduced support costs & overheads
- **Resilience:** Improved capacity – sharing of resources and skills
- **Savings:** Accumulative savings of 15% revenue against existing revenue budgets over 3 years i.e. £452K of savings for District Partners. Opportunities for additional savings for the County Council through increasing efficiency over the initial 3 years of the Partnership.
- **Value for Money / Performance:** Partner performance will be sustained during economically challenging Local Government environment, at reduced cost.

#### **Outline of the proposal.**

The business case supports the development of an integrated Property Services function with all participating Council partners operating within a single management structure. This will allow a central team to be created which has the resilience, shared expertise and economies of scale to provide a broad and effective property service base for the communities of Worcestershire.

The model proposed focuses on service excellence and service resilience through building on existing good practice. Delivery of property functions through a centralised hosted service provision is considered by the project team members to be well placed to provide a much improved service to each participating partner.

It will provide an integrated coherent approach to strategic asset management and act as a vehicle to follow the recommendations as set out in the Audit Commission's recent publication – 'Room for Improvement'. It will also provide a more joined up approach to the Worcestershire Local Area Agreement themes.

By combining property functions both strategic and operational, it is anticipated that efficiencies through economies of scale will be achieved, benefitting all participating partners and providing a viable response to impending further budget pressures expected over the coming years.

In combining property services its contribution to other local government services such as planning, highways, education and the wider sustainability agenda will be enhanced. The business model will include a core of Property Service functions which would form the initial service portfolio, with opportunities for a broader portfolio as the service is developed and embedded.

The following Councils are contributors to the business case:

- Worcestershire County Council
- Worcester City Council
- Bromsgrove District Council
- Redditch Borough Council
- Malvern Hills District Council

Wyre Forest District Council and Wychavon District Council are not part of this business case at this stage however; they have been involved in the entire programme and have the opportunity to join at a later stage.

From the outset the Chief Executives Panel has made it clear that any shared service must consider three key principles:

- Delivery of service improvements and improved performance for all stakeholders
- Reduced pressure on the budget both overall and for each participating local authority
- Increased resilience to meet the demands placed on the service.

The integration of these services will result in a more coordinated service delivery that will benefit the people and businesses of Worcestershire.

Subject to the approval of this business case, the Shared Service approach for Property Services could become a mentor for further Shared Service initiatives.

## **The key Drivers & Benefits**

*Ref: 'Section 7' (Drivers for Change) of the WETT Regulatory Services Detailed Business Case V10*

From the outset the Worcestershire Chief Executives & Council Leaders have made it clear that any shared service must consider three key principles i.e.;

1. Service Improvement & Increased Efficiency
2. Cost Savings & Return on Investment
3. Centralised Service Delivery

Examples from the business case include:

**Best Services for Local People:** Better position to meet local service user needs

**Provide central resilience:** Improved capacity – sharing of resources and skills, improve career structure, personal development and ergonomics & improved partnership working.

**Continuous improvement at a reduced cost:** Eliminate duplication, overlap & redundancy in processes & working practices, standardised services and quality.

**Economies of scale:** Rationalisation of estate, combined procurement, ICT integration & reduced support costs & overheads

**Consistent approach in service delivery for common problems (asbestos, carbon, energy management):** Uniform processes for common problems (asbestos, carbon & energy management), policy alignment (customer perception is the key driver – common policy framework needs to have flexibility to meet local needs) & improvement in compliance

**Increased flexibility and opportunities to share staff:** No geographic boundaries between services to customers, no political boundaries between services to customers, shared resources – people, processes, systems & shared allegiance

**Future proof services:** Protect Political Sovereignty within 2 Tier (Governance – process 'all decisions will be signed by all relevant authorities'), control own destiny

## Scope

*Ref: 'Section 6' (Scope) of the WETT Property Services Detailed Business Case V6*

The overarching scope for this business case is about bringing together the District and County Council Property Services function to deliver an enhanced and robust service to all the customers who currently sit in each authority. The overall intention is to improve customer focus coupled with optimising the less visible elements of the service through simplification, standardisation and sharing.

It was agreed that the scope will contain the following for Property Services.

- Strategic Asset Management advice
- Financial Control
- Estate Management
- General Services
- Capital Improvement Projects
- Premises Management
- Asset Maintenance



## Finances & Cost Savings

Ref: 'Section 10' (Finance) and 'Appendix 6' (Financial Data) of the WETT Property Services Detailed Business Case V6

**Methodology and Savings Delivery:** Governance for the shared Property Service will be through Service Level Agreements between the County Council, as the host, and each of the participant District Councils. It is envisaged that each District Council will bring into the Shared Service its full current Property Service expenditure budget, including all direct employee costs and related supplies and services, as well as repairs and maintenance budgets.

Under the Service Level Agreement, each District Council will receive a service to at least the same level as is currently delivered in-house; each District Council will also receive a cumulative saving of 5% against total employee, supplies & services and repairs & maintenance expenditure for each of the first three years of operation of the shared service (15% cumulative saving after three years).

Facilities-related expenditure will also be included in the scope of the Shared Service, but will be treated as a separate expenditure budget line. While savings are likely to accrue to District Councils from premises-related items, for example through the negotiation of joint contracts for utilities procurement, these savings are not quantified in this business case, but will be allocated to Shared Service partners as they arise. The detailed methodology for savings distribution will be set out in the Service Level Agreement.

Table F1 below sets out the current expenditure budget of each District Council, as provided by the Councils' Finance Departments, at 2009/10 levels.

<b>Table F1 – Current District Council budgets</b>	<b>Bromsgrove DC £</b>	<b>Malvern Hills DC £</b>	<b>Redditch BC £</b>	<b>Worcester City £</b>	<b>Total DC Expenditure £</b>
Employee Costs	147,000	93,000	597,000	396,000	1,233,000
Supplies & Services Costs	4,000	4,000	35,000	77,000	120,000
Repairs & Maintenance Budget	118,000	72,000	612,000	858,000	1,660,000
<b>Total Baseline Expenditure for savings calculation</b>	<b>269,000</b>	<b>169,000</b>	<b>1,244,000</b>	<b>1,331,000</b>	<b>3,013,000</b>
<i>Facilities-related Expenditure</i>	<i>288,000</i>	<i>241,000</i>	<i>1,325,000</i>	<i>160,000</i>	<i>2,014,000</i>
<b>Total Property Service Budgets 2009/10</b>	<b>557,000</b>	<b>410,000</b>	<b>2,569,000</b>	<b>1,491,000</b>	<b>5,027,000</b>

Table F2 shows the level of savings which will accrue to each district. The table demonstrates the achievement of 15% savings by Year 3 based purely on direct expenditure. It should be noted that there is further potential for Districts to increase their savings achieved through reductions in internal support costs (recharges) via self-managed efficiencies. Figures are not modelled in detail in this business case, but it is thought that an additional saving of up to 20% of support costs could be achieved by each District Council.

Table F2 – Indicative savings delivered to District Councils		Current Budget £	Year 1 £	Year 2 £	Year 3 £
<b>Target saving (cumulative):</b>		<b>N/a</b>	<b>5%</b>	<b>10%</b>	<b>15%</b>
Bromsgrove DC	Savings (cumulative)	N/a	(14,000)	(27,000)	(40,000)
	Total expenditure (excl facilities)	269,000	255,000	242,000	229,000
Malvern Hills DC	Savings (cumulative)	N/a	(8,000)	(17,000)	(25,000)
	Total expenditure (excl facilities)	169,000	161,000	152,000	144,000
Redditch BC	Savings (cumulative)	N/a	(62,000)	(124,000)	(187,000)
	Total expenditure (excl facilities)	1,244,000	1,182,000	1,120,000	1,057,000
Worcester City	Savings (cumulative)	N/a	(67,000)	(133,000)	(200,000)
	Total expenditure (excl facilities)	1,331,000	1,264,000	1,198,000	1,131,000
<b>All District Councils</b>	<b>Savings (cumulative)</b>	<b>N/a</b>	<b>(151,000)</b>	<b>(301,000)</b>	<b>(452,000)</b>
	<b>Total expenditure (excl facilities)</b>	<b>3,013,000</b>	<b>2,862,000</b>	<b>2,712,000</b>	<b>2,561,000</b>

**Savings Realisation:** It is envisaged that savings will be realised in three main ways: procurement savings on construction, maintenance and service contracts, savings in agency staff costs, and a minimal level of savings in direct employee costs.

The source of the procurement savings is twofold:

- Reductions in unit costs due to bulk purchasing - the County Council currently manages much larger building maintenance and service contracts than any of the other authorities and, as a result, is able to achieve a lower unit cost. By adding the District Councils' properties to the County contracts, the benefits of these lower unit costs can be extended.
- Reductions in the cost of procuring work - currently each District has to organise its own cyclical maintenance contracts. By adding these building maintenance requirements to the County's current contracts, the unit cost of procuring the service can be reduced.

The business case shows procurement savings being phased in over three years on the assumption that it will be necessary to run down legacy arrangements and contracts before the full benefits of the collective purchasing arrangements can be delivered.

The County Council currently incurs approximately £345,000 per annum in external agency staff costs. By rationalising the staffing structure and redeploying employees within the Shared Service, it is forecast that the majority of these agency staff costs can be eliminated, to deliver savings of £275,000 after three years. In addition to savings on agency staff, it is also envisaged that rationalisation of the staffing structure will enable some level of savings in direct employee costs from the second year of operation.

Table F3 below shows the detail of how savings are forecast to be realised:

<b>Table F3 – Savings Realisation</b>		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
		<b>£</b>	<b>£</b>	<b>£</b>
Procurement savings	Annual	(100,000)	(60,000)	(60,000)
	Cumulative	(100,000)	(160,000)	(220,000)
Agency staff savings	Annual	(75,000)	(100,000)	(100,000)
	Cumulative	(75,000)	(175,000)	(275,000)
Employee savings	Annual	0	(50,000)	(50,000)
	Cumulative	0	(50,000)	(100,000)
<b>Total savings</b>	<b>Annual</b>	<b>(175,000)</b>	<b>(210,000)</b>	<b>(210,000)</b>
	<b>Cumulative</b>	<b>(175,000)</b>	<b>(385,000)</b>	<b>(595,000)</b>

**Funding of Shared Service:** Additional support costs for Worcestershire County Council as the host of the Shared Service have been forecast, based on 48 additional employees (FTE rate), and a workspace occupancy rate of 65%. Costs have been allowed for accommodation, ICT recharges and Human Resources recharges. It is assumed that legal support costs will be retained by individual councils. Additional costs have been phased in over the three year implementation programme.

It should be noted that there are no fixed savings planned against the County Council's direct expenditure budget as, since 2006/07, total savings of £423,000 have already been delivered by the County Council's Property Services department against staffing budgets. However, under the current model, the County Council will benefit from any savings which are delivered in addition to the agreed levels in Table F2 above.

The following table (F4) indicates how the Shared Service is to be funded, based on a model of fixed savings delivery to District Councils. It should be noted that under this model, the risk of non-delivery of savings lies with the County Council, as District Council savings would be delivered at a fixed level under the Service Level Agreement. The indicative model below shows a £6,000 deficit on the Shared Service in Year 1, during implementation, which it is assumed can be absorbed by the County Council. By Year 3, the model shows that net savings of £475,000 can be achieved, of which £452,000 will be allocated to districts, leaving a small annual surplus of £23,000.

<b>Table F4 – Funding of Shared Service</b>	<b>Current</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Total savings (cumulative)	N/a	(175,000)	(385,000)	(595,000)
Total additional costs (cumulative)	N/a	30,000	70,000	120,000
<b>Net savings</b>	<b>N/a</b>	<b>(145,000)</b>	<b>(315,000)</b>	<b>(475,000)</b>
<b>Total cost of service (excluding premises)</b>	<b>9,969,000</b>	<b>9,824,000</b>	<b>9,654,000</b>	<b>9,494,000</b>
Funding from Districts (see Table F2)	3,013,000	2,862,000	2,712,000	2,561,000
County budget	6,956,000	6,956,000	6,956,000	6,956,000
<b>Total funding available</b>	<b>9,969,000</b>	<b>9,818,000</b>	<b>9,668,000</b>	<b>9,517,000</b>

<b>Deficit/(Surplus) on Shared Service</b>	<b>0</b>	<b>6,000</b>	<b>(14,000)</b>	<b>(23,000)</b>

## Governance

Ref: 'Section 9' of the WETT Property Services Detailed Business Case V6

The project group have discussed two clear governance options that could be in place for a Property Shared Service.

**Option 1:** Direct management by Worcestershire County Council on behalf of all. Thereby each authority buys the service from the host under an SLA arrangement; however there is a performance board in place to manage performance on quarterly basis.

**Option 2:** Appointing a joint committee of elected members to oversee all activity with the participating authorities delegating decision making and policy approval to the committee and officers of the joint service.

The group have recommended Option 1 for the shared Property Service.

### Service Managed by SLA vs Joint Committee

The table below outlines the positive and negative aspects of options 1 & 2 for the management/ oversight of the proposed shared service.

<b>SLA Managed Service vs Joint Committee</b>			
<b>SLA Approach (Option 1)</b>		<b>Joint Committee (Option 2)</b>	
<b>Advantage</b>	<b>Disadvantage</b>	<b>Advantage</b>	<b>Disadvantage</b>
Robust and Flexible SLA	Members perceive lack of political influence	Ensures political link back to constituent authorities. No democratic deficit	Bureaucracy around organising committees & associated costs
Able to agree clear output levels for some aspects of work.	Members may feel that they do not have enough influence on the host authority	Decision making based in one area	Lose the benefit of economies of scale and stream lining the services by not adopting the host authorities scheme of delegation
Can agree some specifics of local provisions through SLA			May not take into account variations in property functions across the participating councils.
Members can generally get involved in performance management of service on output. Oversee and influence			Timescales for making commercial decision may be affected
			May tend towards standardisation of service provision.

### **Management & Staffing arrangements**

*Ref: 'Section 11' (HR) & 'Section 8 (Option Appraisal)' of the WETT Property Services Detailed Business Case V6*

Central to the realisation of a combined Property Services function is the effective retention, management and development of the workforce.

Partners will treat this as a TUPE situation and the transfer of staff will be as it would be in a TUPE situation. This approach was pursued under the Hub Shared Service arrangements, and both County and District Councils have experience and understanding of the process involved.

It has already been provisionally agreed that Worcestershire County Council will be the host employer under this proposed Property Service. Staff will therefore transfer to the employment of the County Council with effect from 1 April 2010.

In order to realise the key objectives outlined above in this paper, some redesign of service delivery will be necessary following the transfer. Service integration will be primarily achieved in the following way:

- 1) At the date of transfer, those staff within scope will transfer to Worcestershire County Council as the host employer on their existing job descriptions and terms and conditions of service under TUPE. It is anticipated that the effective date of transfer will be 1 April 2010.
- 2) In line with the business plan and key objectives and in order for the new service to become fully integrated it is envisaged that the service will be delivered in a significantly different way going forward. To achieve this there will be a requirement to restructure the workforce in order to deliver a more streamlined and efficient service. This may involve substantial changes to duties and responsibilities of much of the workforce and may lead to staff reductions. A proposed new staffing structure will be developed with appropriate job descriptions. This will be supported by a protocol which will agree the process for appointing and assimilating staff to the new structure. It is proposed that posts within the new structure would fall under a single set of terms and conditions of service i.e. those of Worcestershire County Council. All of the above will be subject to collective and individual consultation with staff and unions as applicable, and following required notice arrangements.
- 3) Future costs will be agreed via legal agreement between the relevant parties to ensure costs are shared proportionately in relation to any redundancy liabilities and any subsequent claims associated with achieving the new structure and service integration.

### **Performance**

*Ref: 'Section 12' (Performance & Workload), 'Appendix 4 (Performance & Workload Data)' of the WETT Property Services Detailed Business Case V6*

Appendix 4 shows the main property measurements in order to briefly describe the combined portfolios of the five councils and the scale of organisation the County will become to manage that portfolio. These figures may be taken as a guide as each authority formulates their own data and sometimes follows different methodology.

The combined asset valuation of the portfolio is £968 million made up of £922 million operational buildings and £46 million non operational, which are income generating properties rather than service delivery facilities.

The type of operational buildings held by the County is significantly different from that of the Districts, due largely to its education function (i.e. 241 schools). This variety in the portfolio requires an understanding of the different clients needs. Different levels of professional expertise and experience as well as expenditure on, for example, listed buildings, require careful management.

Non Operational buildings however show an even more disparate variation of types and here the Districts hold much more value (actually and proportionally) than the County. The Districts hold a large portfolio of holdings of £32m, which are a vital income source.

The Property Performance Indicators are recognised industry standard measures but are subjective. In simple terms the more properties in the higher conditions of A and B should relate to a lower total maintenance backlog estimated cost and an appropriate level of maintenance to keep those buildings there. This is a subjective analysis but shows that the County's portfolio is in better condition and therefore has a reduced backlog liability. The Districts have less in good condition and a higher proportionate backlog. There are however significant differences in approach to maintenance spend which is both policy and portfolio driven as the type of building may require significantly different approaches to maintenance i.e. at the two extremes - new build and historic listed buildings.

Levels of capital (£71 million compared to £2.3m) and revenue repair & maintenance expenditure are also significantly different as the County currently has a large Building Schools for the Future initiative.

These various factors affect the staffing levels and officer expertise contained in each organisation. The County has a higher proportion of designers for the major capital programme works and Districts concentrate on maintenance and estate management staff. There is a risk for each District that they will not be able to afford the same enhanced property service as that of the County. Therefore the individual Service Level Agreements need to match staff and building funding with appropriate service aspirations to avoid conflict with actual performance.

## **Transformation**

*Ref: 'Section 5' (Transformation) of the WETT Property Services Detailed Business Case V6*

The participating Councils each vary in the way in which they deliver property services. By bringing together Property Service functions under a single management structure it will be possible to provide a more coherent and consistent approach to the management of property assets across Worcestershire.

Once the model is in place the new Property Service will be able to transform service provision by providing a more comprehensive and co-ordinated service in the following areas: procurement, rationalisation of staff and structures, rationalisation of estate, and joined-up thinking and other stakeholder sector opportunities. Once the procurement model and rationalisation of staff and structures have been initiated the more robust transformational change will be possible by rationalising the combined estate to achieve capital and revenues savings and pursue a more collaborative joined up thinking approach with the 3<sup>rd</sup> sector and other stakeholders to achieve a genuine lean thinking approach to assets and the way services are delivered across Worcestershire.

In order for this business case to deliver transformational change and efficiency it is important to adhere to challenging timescales which are detailed below:

**Procurement:** The collaborative procurement initiative will be in place from the 1<sup>st</sup> April 2010 and will be delivering initial savings by 31<sup>st</sup> March 2011. Please refer to section 10 - Financial Analysis of the detailed business case.

**Rationalisation of staff and structures & working practices:** The process will begin on the 1<sup>st</sup> April 2010. In the first year the host council will align and rationalise staff structures to the broad model of the host Council. Phased savings will be realised commencing from the 1<sup>st</sup> April 2011 to the 31<sup>st</sup> March 2013.

**Rationalisation of estate:** There may be some quick wins through easily identified early disposals and minor rationalisation, however it is envisaged that the majority of capital receipts and revenue savings will be captured after 1st April 2013 onwards.

**Joined up thinking, 3<sup>rd</sup> sector opportunities and other stakeholders:** This will be on the agenda from 1st April 2010 as a national challenge and will impact on all of the above elements of transformational change.

## ICT

*Ref: 'Section 13' (ICT) & 'Appendix 7 (ICT Issues Log)' of the WETT Property Services Detailed Business Case V6*

The Business Case assumes that the County will host this service. County's Property Service is planning to modernise its core systems, both to reflect current requirements and to enable further transformation of the service and deliver internal efficiencies.

In light of the Shared Service proposal, the project to update this system has been broadened to include the additional requirements that would arise from providing property services to a range of district council customers.

On that basis, it is not anticipated that there will be any significant ICT application development costs to be borne by this project.

**Flexible and remote working / transition:** The business model assumes that there will be "hot desk" facilities at a number of locations around the County. When the core systems are fully live, these will provide access to systems provided by the host authority.

During the transition phase, it is anticipated that staff at any one location will need access to systems located at other locations.

The business model assumes that there will be "hot desk" facilities at a number of locations around the County. Staff at any one location will need access to systems located at other locations. This will put an additional strain on the capacity and resilience of the authorities' ICT networks, and the links between them.

Following discussions between the various ICT Managers, an approach has been agreed to fund additional county wide network capacity from existing budgets. The County Council will meet the capital cost as part of its forthcoming infrastructure upgrade. Revenue costs will be shared amongst the partners. It is anticipated that the additional revenue costs for districts will be offset by equivalent savings from existing network links.

It is not anticipated that there will be any investment needed with regard to telephony requirements specifically for the Property Service. However, it is worth noting that a significant increase in flexible working arrangements will at some stage put a strain on telephony facilities across the WETT partnership.

Appendix 7 of the Property Services detailed business case sets out a log of potential ICT issues.

## Implementation

*Ref: 'Section 14' (Implementation Plan) of the WETT Property Services Detailed Business Case V6*

Once the Detailed Business Case has been agreed by the participating Councils, a detailed Implementation Plan will be drawn up by the project Group.

The plan will cover the following key issues and set realistic timescales for completion which can be monitored by the PMG or Joint Committee. Of particular importance will be the need to create a new shared identity and culture for the service with the emphasis being on team building and developing staff.

### Governance

1. Agree representation on SLA Managed Service
2. Establish scheme of delegation which fits in with the districts
3. Draft SLA's
4. Agree and sign off SLA's

### HR

1. Consultation with Staff and Unions
2. Clarify TUPE and redundancy arrangements
3. Identify Training and Development needs
4. Allow time to embed the team

### Organisational

1. Finalise operational structure
2. Confirm where teams will be based
3. Confirm with Host Authority support arrangements for shared service
4. Develop job descriptions for shared services staff
5. Arrange Job Evaluations where necessary
6. Redeploy or TUPE staff into new service

### Service

1. Map existing processes and service levels
2. Consult with Staff, Members and Customers on service design
3. Agree new service level targets
4. Establish new operational and management processes based on best practise
5. Align policies where appropriate
6. Embed 'LEAN' principles into service design

### ICT

1. Assess how ICT can best be integrated
2. Carry out ICT integration including data transfer
3. Purchase sufficient licenses for staff
4. Train Staff on new system
5. Explore options for home working

### Risk



Ref: 'Section 15' (Risks) of the WETT Property Services Detailed Business Case V6

Effective risk management includes early and aggressive risk identification through the collaboration and involvement of relevant stakeholders. Strong leadership across all relevant stakeholders is needed to establish an environment for the free and open disclosure and discussion of risk.

Below are examples of the key risk areas identified by the project group. Further detail around these risks and the associated 'mitigation' plans are contained within Section 15 of the Property Services detailed business case V6

No	Risk	Impact	Mitigation
1	ICT Integration -Data compatibility -system compatibility -To develop on time	Lack of being able to share property data easily and system not ready on time	Making sure at the very least we have web enabled property databases. Possibility of all authority adopting the single system database
4	Lack of political buy in	DBC will fail if all members aren't signed up	Robust communication plan and regular exchange of information between staff, senior officers and members.
6	Lack of property staff buy-in (inter-council)	Resistance from staff, lack of buy in so timescales aren't met and a dip in performance may occur	Regular and open dialog with staff. Robust communication plan. Standardise the messages cascaded.
7	Fail to achieve the savings	Failure to deliver the business case	Clear action plan for savings
8	Staff not operating out of County Hall / host authorities base on the transfer date	Makes it more difficult to integrate staff into the new system so therefore may impact on performance and service delivery	Ensure that the staff are integrated at the earliest opportunity. Review the host accommodation and HR process to enable the staff to be located at the host as soon as practically possible.
9	Staff consultation process not achieved in the timescales	Staff may not be in a position to TUPE transfer at the business case date	Implement the system for consultation to start as soon as possible

## Conclusion

The business case presents a core of Property Service functions which would form the initial service portfolio, with opportunities for a broader portfolio as the service is developed and embedded.

This offers economies of scale & increased resilience with a breadth of service provision being available to the Customer from a combined service, under a unified management structure. There will be savings to be achieved for District Partners and further scope for the County Council host to achieve additional savings once the service is embedded.

The model would see the County Council managing the combined service on behalf of the Districts, providing a long-term resilience in what is anticipated to be an extremely challenging financial environment over the next three years for Local Government.

Draft V1

## **APPENDIX C**

# **Worcestershire Enhanced Two Tier Working**

# **Internal Audit**



## **Detailed Business Case**

# **Executive Summary**

### **Version 2**

### **November 2009**

## **Worcestershire Two Tier Internal Audit Detailed Business Case**

### **Executive Summary**

**This document proposes the development of an integrated Internal Audit function in Worcestershire with participating District Council Partners operating within a unified operation.**

#### **The vision:**

***A District Council shared service, with co-location of staff operating within a single management structure and hosted by Worcester City Council.***

The original Detailed Business Case was developed on the basis that all six District Councils would participate in the shared service. However, at the Chief Executives and Leaders meeting on 3 November 2009, Wyre Forest District Council indicated that it did not wish to join the service at this time. However, the revised Detailed Business Case assumes that Wyre Forest will continue to purchase 100 audit days per year from Worcester City Council which will be provided by the shared service.

#### **Business case Headlines:**

- **Resilience** – combining the Internal Audit teams will provide the participating authorities with a larger pool of Internal Auditors with a greater breadth of expertise.
- **Savings** – the financial business case delivers ongoing revenue savings of £126,400 per annum by Year 3 (2012/13).
- **Staff development** – an improved career structure for staff, with increased variety of work and professional development opportunities.
- **Improved support to other Shared Services** – streamlined and uniform assurances will be provided to existing and future Shared Services.

#### **Outline of the proposal.**

This business case supports the development of an integrated Internal Audit function with participating District Council Partners (scalable for other councils to join at a later date eg Wyre Forest District Council) operating within a single management structure. This will allow a central team to be created which has the resilience, shared expertise and economies of scale to provide a broad and effective service base for the District Councils.

The model proposed focuses on service excellence and service resilience through building on existing good practice. Delivery of Internal Audit functions through a centralised hosted service provision is considered by the project team members to be well placed to provide a much improved service to each participating partner.

The model also provides opportunities for consistency of standards, quality and audit approach which will feed into Use of Resources Assessments, External Audit opinions and CIPFA Code of Practice compliance.

The Project Team established that Worcester City Council has a substantial Internal Audit team in comparison to the other Districts and is already carrying out work on behalf of Partners e.g. Malvern Hills District Council. The City Council generates 50% of its Internal Audit costs from completing work for other Authorities and this is built into the agreed budget for the Council. It is an organisation which is looking to expand its Internal Audit work or at least maintain its current volume to protect budget commitments.

The other Districts identified an opportunity for the City Council to become a host for a District shared Internal Audit service. This would operate under a single management structure however resource would not necessarily be restricted to operating out of a single location.

By merging the individual teams together a more resilient and flexible service can be developed, with shared expertise across a broader team. The City Council would deliver services to agreed requirements and costs for the Partnering District Councils subject to review at key stages.

The Project Team believe that there is potential for savings to be achieved as a result of this shared service relationship. The City Council highlighted the fact that existing savings / income created from current Partnership working would have to be maintained by the City Council as part of agreed Council budget commitments. All additional savings could be shared with Partners as part of the new shared service model, subject to confirmation.

The combined District team would be of similar size to that of the County Council Internal Audit team. There is a possibility of reduced overhead costs if the City staff relocates to County and then work on a cohabitation basis but retain their separate identity. This can be reviewed as part of the later stages of implementing the District Shared service. Once the District Partnership has been implemented there will be scope for the County Council and the Districts to review the potential for increased Partnership working.

### **The key Drivers & Benefits**

*Ref: 'Section 6' (Drivers for Change) of the WETT Internal Audit Detailed Business Case V10*

From the outset the Worcestershire Chief Executives & Council Leaders have made it clear that any shared service must consider three key principles i.e.;

WETT Internal Audit Detailed Business Case (V10)  
Executive Summary (V2,) November 2009

1. Service Improvement & Increased Efficiency
2. Cost Savings & Return on Investment
3. Centralised Service Delivery

Examples from the business case include:

**Resilience:**

Availability of staff and skills, developing expertise & Developing new areas of auditing.

**Increased Quality:**

Sharing organisational best practice, Increased influence in negotiation – 3<sup>rd</sup> parties & External Audit, Opportunities for growth (%age of audit plan), Researching best practices, Uniformity of product delivery with robust methodology, Single point of contact for External Audit.

**Staff retention and development:**

Achieve consistent high standards and increased morale and motivation.

**Economies of Scale & Transformational Changes:**

Overall cost saving.

**Consistency of standards and quality:**

Standardise services and quality, consistency of audit approach to ensure best practice is applied at all sites: Eliminate duplication and overlap in processes & working practices, best practice audit methodologies, elimination of barriers when working with other 'shared services'.

## Scope

*Ref: 'Section 5' (Scope) of the WETT Internal Audit Detailed Business Case V10*

The project team have agreed that the Internal Audit (IA) Shared Service would deliver the core IA service including IT Audit. However Value for Money review, Non Housing Benefit Fraud, Risk Management and Corporate Governance could be bought from the Shared Service if required.

The intention in the first year of operation is to include the 'optional' areas where the relevant Internal Audit section is currently carrying out the function and includes days in its existing audit plan. Any areas which are not included in existing audit plans will need to be the subject of discussions with WIASS about available resources.

Additional areas of audit work which are emerging e.g. Environmental Auditing, could also be highlighted and factored in to future proof the service from an early stage.

## Finances & Cost Savings

*Ref: 'Section 8' (Financial Analysis) of the WETT Internal Audit Detailed Business Case V10*

**Assumptions:**

**Wyre Forest**

- 100 audit days currently provided under SLA by Worcester City are assumed to continue for the purpose of this Business Case

- Potential redundancy costs have not been apportioned to Wyre Forest. This would need to be revisited if they became part of the 'shared service' or if they withdraw from the current contract

## **Inflation/Pensions**

- Pay award set at 1% for 2009/10, no increases reflected thereafter
- No inflation has been included for non-pay items
- Pensions rate reduced to common rate of 11.2% (i.e. no back-funding) as per other business cases.

## **Audit Days/Activity**

- Audit Plans based on schedules provided including latest version from Bromsgrove
- For the model purposes, Districts buying audit days from Worcester City also receive a pro-rata share of absence and support days as appropriate
- Audit days are modelled on 68:32 split from year 1 (2010/11) and then 70:30 split from thereafter
- Chargeable days are reduced by 5% in 2011/12 and 6% in 2012/13, to reflect transformation improvements.
- It is assumed that the same level of audit assurance is provided despite the reduced number of days.

## **Other External Activity/Income**

- It is assumed that no other external activity takes place in 2010/11.
- There is currently a net profit of £26k p.a. generated from contracted activity in Worcester City. This is protected for Worcester City each year through the model.
- It is assumed that the same level of external activity as now is restored by 2012/13 with a net contribution/profit of £26k (as now) shared between the Districts.
- It is assumed that 50% of current external activity as now is restored by 2011/12 with a net contribution/profit of £13k shared between the Districts.
- No additional staff/non-pay costs have been included for this external activity, apart from the contribution/profit element, this is assumed to be revenue neutral with additional income

## **Staff Transfers/TUPE**

- It is assumed that the WIASS Manager is appointed/assimilated w/e from 1st June 2010 and any protection is in place for a period of 12 months thereafter.
- It is assumed that the two other managers are appointed/assimilated on the 1st June 2010 and any protection is in place for a period of 12 months thereafter.
- It is assumed that the remaining staff TUPE to WCC with effect from 01/06/10 on existing T&Cs.
- It is assumed that the new structure is implemented from 01/12/10 and any protection is in place for 12 months from this date

## **Redundancies**

- It is assumed that there will be no redundancies from the appointment/assimilation of the three managers
- It is assumed that there could be two redundancies from the remaining staff at an average estimated cost of £25k each

- It is assumed that the redundancy costs will be shared equally amongst the participating Districts (excluding Wyre Forest, see 2 above)

### Staff Costs/Non-Pay Costs

- It is assumed that a new structure will be implemented from 1/12/10, and a further reduction of 2.00 fte will take place thereafter to reflect the reduced number of audit days.
- It is assumed that non-pay costs will reduce in proportion to FTE except for Travel which will increase
- It is assumed that a new IT Audit system will be implemented with a new recurring annual maintenance cost of £5k p.a. from 2010/11

### Hosting Costs

- It is assumed that there will be a small increase of £6K pa of support costs for the host – Worcester City

### Support Costs/ICT Support Costs

- It is assumed that no savings will arise from the existing level of support costs across the districts
- It is assumed that each district will provide accommodation, desktop PCs and ICT infrastructure as per existing levels
- Although the level of corporate support (HR/Finance etc) provided by the other Districts will reduce, this has not been quantified and no savings have been reflected

### Implementation Costs

- It is assumed that the implementation is undertaken by the WIASS Manager and no additional costs arise.  
It is assumed that IT implementation costs for the new system of £49k are met fully from RIEP funds

**Table 1: Current Costs of Service**

	Current Budget 2009/10	Current Support Costs 2009/10	<b>Base Budget 2009/10</b>	Chargeable Audit Days 2009/10	Cost per Chargeable Audit Day 2009/10	Direct Cost per Chargeable Audit Day 2009/10
Bromsgrove DC	£92,510	£68,648	<b>£161,158</b>	428	£377	£216
Malvern Hills DC	£92,950	£0	<b>£92,950</b>	310	£300	£300
Redditch BC	£160,854	£26,530	<b>£187,384</b>	673	£279	£239
Worcester City	£88,047	£46,990	<b>£135,037</b>	602	£224	£146
Wychavon DC	£127,549	£24,515	<b>£152,064</b>	552	£276	£231
Wyre Forest DC	£29,800	£0	<b>£29,800</b>	100	£298	£298
<b>Total</b>	<b>£591,710</b>	<b>£166,683</b>	<b>£758,393</b>	<b>2,665</b>	<b>£285</b>	<b>£222</b>



**Table 2: Proposed Costs of Service**

	Current Budget 2009/10	Cost 2010/11	Cost 2011/12	Cost 2012/13
Service Costs	£591,710	£592,670	£527,540	£465,299
Support Costs	£166,683	£166,683	£166,683	£166,683
Total Costs	£758,393	£759,353	£694,223	£631,982
<b>Cost / (Saving)</b>		<b>£960</b>	<b>(£64,170)</b>	<b>(£126,411)</b>
Chargeable Audit Days	2,665	2,665	2,532	2,380
Cost per chargeable Audit Day	£285	£285	£274	£266
Add provision for redundancies		£50,000		

**Table 3: Proposed Costs of Service by District (excluding Support Costs)**

	Cost 2009/10	Cost 2010/11	Cost 2011/12	Cost 2012/13
Bromsgrove DC	£92,510	£102,312	£92,125	£81,488
Malvern Hills DC	£92,950	£76,553	£66,450	£58,884
Redditch BC	£160,854	£164,004	£146,421	£128,410
Worcester City	£88,047	£89,956	£77,735	£66,668
Wychavon DC	£127,549	£131,472	£118,051	£104,694
Wyre Forest DC	£29,800	£28,372	£26,758	£25,156
<b>Subtotal</b>	<b>£591,710</b>	<b>£592,670</b>	<b>£527,540</b>	<b>£465,299</b>
<b>Saving p.a.</b>		<b>£960</b>	<b>(£65,130)</b>	<b>(£62,242)</b>
<b>Saving recurring p.a.</b>		<b>£960</b>	<b>(£64,170)</b>	<b>(£126,411)</b>

**Governance**

*Ref: 'Section 8' (Governance Arrangements) of the WETT Regulatory Services Detailed Business Case V10*

The Internal Audit Project Team discussed two clear governance options that could be in place for an Internal Audit Shared Service:

**Option 1:** Direct management by Worcester City Council on behalf of all. Thereby each authority delegates their Internal Audit functions to the host under an SLA arrangement; however there is a performance board in place to manage performance on quarterly basis.

**Option 2:** Appointing a joint committee of elected members to oversee all activity with the participating authorities delegating relevant decision making to the committee and officers of the joint service.

The Internal Audit Project Team originally recommended Option 2 for the shared Internal Audit Service. Following the Chief Executives and Leaders meeting on 3 November 2009, it is now recommended to proceed with Option 1.

**Service Managed by SLA vs. Joint Committee**

The table below outlines the positive and negative aspects of options 1 & 2 for the management/ oversight of the proposed shared service.

<b>SLA Managed Service vs. Joint Committee</b>			
<b>SLA Approach (Option 1)</b>		<b>Joint Committee (Option 2)</b>	
<b>Advantage</b>	<b>Disadvantage</b>	<b>Advantage</b>	<b>Disadvantage</b>
Robust and Flexible SLA	Members may perceive lack of political influence	Ensures political link back to constituent authorities. No democratic deficit	Bureaucracy around organising committees & associated costs
Able to agree clear output levels for some aspects of work.	Members may feel that they do not have enough influence on the host authority	Decision making based in one area	Less responsive to commercial timescales and pressures for external contracts
Can agree some specifics of local provisions through SLA		Takes advantage of existing joint committee infrastructure	
		May assist standardisation of service provision.	
		Districts are "equal partners"	
		Stronger links with Audit Committees or equivalent	

## Agreed Service Delivery Model

*Ref: 'Section 7' (Agreed Service Delivery Model) of the WETT Internal Audit Detailed Business Case V10*

### General Principles

- Local knowledge base retention i.e. 'lead' auditors would be relied on for local knowledge for each site but not necessarily based permanently at those sites.
- Staff would be based/tasked depending on the work and skill requirements i.e. no guarantee that they would be based at their current offices - ongoing allowance implications.
- Work life balance would be a consideration in all assignments
- Clear agreement required in respect of current terms and conditions re. Leave, mileage, overtime, etc.
- Other joint working / shared services are being introduced across the Districts and these will have an effect on audit plans which will need to be taken into account
- Best practice methodology to be introduced across the shared service will require time and resource and this will have implications e.g. the new working practices will need to be introduced and time taken for consultation with individual employees.
- Each authority's audit plan would be based on a standard risk assessment methodology and tailored to the needs of each authority with s151, Chief Executives, Heads of Service and External Audit inputs.
- IT Audit Management software requirement to modularise the LA's but link resource to manage the potential of 5 sites – see ICT section
- If all participating authorities become part of the shared service at 1 June 2010 then this will require existing audit plans to be 'adopted' for the nine months of the shared service
- There will be standard localised audit plan provision from a centralised function; a need to keep it real and personalised for each authority.
- Political requirements – the WIASS Manager will report to an Audit Committee or equivalent at each authority
- Clear communication channels will need to be set up so that audit advice is available at any time and at any site

### Accommodation

- The Internal Audit lead Manager will be located at the host authority
- The Audit Managers will have access to a desk and workstation at the sites they are managing.
- The Internal Auditors will be located at the authority at which they are auditing at any one time.

**Please note:** No extra accommodation will be needed. Accommodation needs could be matched to audit resource placement requirements.

**Timescale:** It is envisaged that the Internal Audit shared service will start from 1 June 2010; however there could be a phased approach but the following will need to apply:

- commitment needed from all LAs that are to become part of the shared service even if on a phased basis

- infrastructure and governance needs to be in place from the start
- the numbers and the costings are based on 5 authorities but if an authority drops out then the business case will be revisited
- The detailed costings are based on the WIASS Manager being in post by 1<sup>st</sup> June 2010, the Audit Managers being in post from 1<sup>st</sup> June 2010 and the Internal Auditors being in post in the new structure from 1<sup>st</sup> December 2010.

**Structure:** Please see attached Structure Chart at **Appendix 3** of the Internal Audit detailed business case

## Performance

*Ref: 'Section 13' (Performance & Workload), 'Appendix 2 (Resource Allocation Summary)' & 'Appendix 5 (Performance & Workload Data) of the WETT Regulatory Services Detailed Business Case V10*

**Workload:** It is important to note that each participating District has a different way of annual audit planning and uses different headings for the subjects that are audited. However it is planned that under the shared service audit plans will be standardised.

It is anticipated that benchmarking will be carried out using CIPFA benchmarks and subsequently each authority will decide the level of auditing that is required under the shared service. This will then define the number of Internal Auditors required under the new arrangement for subsequent years.

**Performance:** The Performance Indicators to be used to ensure the service can be monitored for comparison and continual improvement are:

- Cost per audit day based on the CIPFA benchmark
- % of audit plan delivered
- Audit time as a % of time available
- Annual Survey of the Audits delivered
- Feedback sheets after each audit
- % of CIPFA Internal Control self assessment
- Recommendation tracker – 3 month follow up with HOS prior to CMT and then potentially the Audit Committee (or equivalent) meeting

**Heads of Audit:** It is recognised that during the last few years a number of Local Authorities within Worcestershire have made reductions in staff within Internal Audit, roles which include the Chief Internal Auditor. The move to closer partnership working will improve the senior support which is available to participating Councils.

## Transformational Benefits

*Ref: 'Section 15' (Transformational Benefits) of the WETT Regulatory Services Detailed Business Case V10*

**Resilience:** Combining the Internal Audit teams will provide the participating authorities with a larger pool of Internal Auditors with a breadth of expertise that that does not currently exist in the constituent authorities.

**Savings:** It is anticipated that the shared service will generate savings by decreasing the total number of audit days required by each of the participating authorities. This will be achieved by increasing the chargeable audit days as a percentage of total days to 68% in 2010/2011 and 70% subsequently (from the existing 65% average across the districts) and then in the second and third years decreasing the number of chargeable days by 5% and then 6%. This will mean that audits are carried out in fewer days and in practice will be achieved by economies of scale, standardising and sharing working practices (using best practice) and the use of appropriate software to manage multi-site activity and the most appropriate deployment of resource. (The software will also provide a repository for all working papers to ensure consistency).

**Staff Development:** There will be an improved career structure for Internal Auditors plus the added benefits that will be gained by working at different authorities, with different systems, different environments and different working practices. In addition there will be the opportunity to obtain further professional qualifications and satisfy CPD requirements.

**Other shared services:** The benefit of an Internal Audit shared service will be that not only will the auditing of current shared services e.g. Revs & Bens, Building Control be more streamlined but also future shared services coming on-line (whether in the North or the South) will also benefit. It will eliminate the need to decide which LA is responsible for auditing the newly formed service and the assurances provided will be uniform and acceptable to all the local authorities and External Audit.

### ICT

*Ref: 'Section 12' (ICT) of the WETT Internal Audit Detailed Business Case V10*

There are two key areas of consideration with regard to the ICT issues around the proposed Shared Internal Audit Service:

- The need for an **Audit Management System** to help manage audit progress and performance effectively
- The issues regarding **flexible and remote working**.

**Audit Management System:** The Business Case assumes that Worcester City will host this service.

Currently, neither the City, nor any other participating district Audit team, uses an Audit Management System, as the size of the teams has not justified the investment.

During the course of this project, the WETT Audit Project Team has identified an Audit Management System as now not only justifiable, but essential, in order to make most effective use of resources.

From investigations carried out so far, the most suitable systems, including all hardware and maintenance costs are priced at approximately £50,000. They are well developed packages that would require minimal technical implementation beyond that provided by the supplier. This would allow for a flexible implementation timescale for the Shared Audit Service.

**Flexible and remote working:** The business model assumes that there will be "hot desk" facilities at a number of locations around the County. Staff at any one location will need access to systems located at other locations. This will put an additional strain on the capacity and resilience of the authorities' ICT networks, and the links between them.

Following discussions between the various ICT Managers, an approach has been agreed to fund the additional network capacity from existing budgets. County will meet the capital cost as part of its forthcoming infrastructure upgrade. Revenue costs will be shared amongst the

partners. It is anticipated that the additional revenue costs for districts will be offset by equivalent savings from existing network links.

In order to make best use of the additional network capacity, it will also be necessary to ensure that the various networks are fully compatible with each other. Experience in the South Worcestershire Revenues and Benefits Shared Service has shown how important it is to ensure that changes to user network access requirements can be made quickly, to avoid impacting on service quality. Incompatibilities between networks impact on the speed of such changes.

It is not anticipated that there will be any investment needed with regard to telephony requirements specifically for the Audit Service. However, it is worth noting that a significant increase in flexible working arrangements will at some stage put a strain on telephony facilities across the WETT partnership.

Depending on the nature and extent of flexible and remote working, there may be a requirement for additional IT equipment. A figure of £9,500 should cover most likely requirements.

## **Human Resources:**

*Ref: 'Section 10' (HR) of the WETT Internal Audit Detailed Business Case V10*

The current 2009/2010 staffing structure in summary shows 16.82 FTE at a cost of £604,660

Partners will treat this as a TUPE situation and the transfer of staff will be as it would be in a TUPE situation. This approach was pursued under the Worcestershire Hub and the Revenues & Benefits Shared Service arrangements, and therefore District Councils have experience and understanding of the process involved.

It has already been agreed that Worcester City Council will be the host employer under this proposed Internal Audit Shared Service. Staff will therefore transfer to the employment of Worcester City Council as detailed below:

The preferred option is to appoint the senior manager and Audit Managers (this was the model used by the Hub). Then transfer all other employees from the participating districts on existing Terms and Conditions on 1<sup>st</sup> June 2010. N.B. New posts would be on Worcester City Council Job Evaluation and Terms & Conditions.

The costings are based on two Audit Managers – one for the South Worcestershire authorities and one for the North Worcestershire authorities (including the Wyre Forest contract work).

Bromsgrove and Redditch have recently announced a single management structure to be in place from April 2010 onwards and many of their systems will therefore be merged. This does however pose a significantly enhanced risk environment during the first year of the merged Bromsgrove and Redditch operation because of new & merging working practices and disruption of employees.

In order that the shared service can be implemented from 1<sup>st</sup> June 2010 it is necessary for the senior Manager and the Audit Managers to be in place from 1<sup>st</sup> June 2010. However that means that existing Heads of Audit will have to put together IA plans, discuss with relevant stakeholders and present to Audit Committees before 1<sup>st</sup> April 2010.

Future costs will be agreed via legal agreement between the relevant parties to ensure costs are shared proportionately in relation to any redundancy liabilities and any subsequent claims associated with achieving the new structure and service integration.

## Implementation

To be completed by Worcester City as part of the final stage of detailed business case development.

## Risks

*Ref: 'Section 14' (Risks) of the WETT Internal Audit Detailed Business Case V10*

Effective risk management includes early and aggressive risk identification through the collaboration and involvement of relevant stakeholders. Strong leadership across all relevant stakeholders is needed to establish an environment for the free and open disclosure and discussion of risk.

Below are examples of some of the key risk areas identified by the project group. Further detail around these risks and the associated 'mitigation' plans are contained within Section 14 of the Internal Audit detailed business case V10

### **Risk 1 - Loss of local knowledge & expertise**

Reduction in performance

Mitigation: Make sure experience is utilised correctly and build a framework for each authority into the legal case

### **Risk 14 - LA pulls out of the shared service negotiations at the '11<sup>th</sup>' hour**

Potential for higher costs (e.g. start up) for remaining LAs and project failure.

Mitigation: Binding commitment from LAs from an early stage that they will join the shared service.

### **Risk 20 - Drop in productivity due to new working practices**

The annual audit plans may not be achieved

Mitigation: Manage the introduction of new working practices so that the impact is as little as possible

### **Risk 25 - The Internal Auditors operating at the different sites within the shared service will not be able to access and share electronic files as and when required**

The Internal Auditors will not be able to work as efficiently and effectively as is necessary to give the required savings.

Mitigation: Suitable network capacity and 'sharing' needs to be in place from the start of the shared service

## **Conclusion**

*Ref: 'Section 16' (Conclusion) of the WETT Internal Audit Detailed Business Case V10*

- The Internal Audit shared service will use best practice working methods adopted from current practices throughout the participating Districts in addition to Professional Organisations' advice.
- The main objectives of the Internal Audit shared service are transformation, resilience, increased quality, staff retention and development, economies of scale, consistency of standards and consistency of audit approach all of which will benefit the end client.
- This business case is supported by costings which show that savings will be made and when pay protection no longer applies and economies of scale and more efficient working practices start to kick in, the savings will increase.



## Appendix D

**WETT Programme Business Case**  
**Consultation and Decision Timeline 2009/10**  
**(Version 11 – December 2009)**

21 October.....	Issue consultation letter and invite to staff & TU
12 October .....	Programme Management Group Meeting
16 October.....	Chief Executives Panel Meeting
3 November.....	Chief Executives' & Leaders Panel Meeting
5 November.....	Single Consultation Event – All Councillors
10 November.....	Consultation Event with Staff & TUs Internal Audit, Property and Regulatory (Session 1)
11 November.....	Consultation Event with Staff & TUs (2 <sup>nd</sup> Regulatory Services Session)
12 November.....	Bromsgrove – <b>Trade Union consultation</b> event
13 November.....	Wyre Forest – <b>staff consultation event</b>
16 November (w/c).....	Individual Councils local consultation to commence
16 November (am).....	Redditch – <b>staff consultation event</b> – all three services
16 November (pm).....	Bromsgrove – <b>staff consultation event</b> – all three services
16 November.....	Malvern – <b>staff consultation event</b> – Reg. Services
16 November.....	Worcestershire County – <b>staff consultation event</b> – Property Services
17 November.....	Wychavon – <b>staff consultation event</b> – Internal Audit
17 November.....	Worcester City – <b>staff consultation event</b> – Reg. Services
18 November.....	Worcester City – <b>staff consultation event</b> – Property
18 November.....	Wyre Forest – <b>Member consultation event</b>
19 November.....	Worcester City – <b>staff consultation event</b> – Internal Audit
19 November.....	Wychavon – <b>staff consultation event</b> – Reg. Services
19 November.....	Worcestershire County – <b>staff consultation event</b> – Regulatory Services
24 November.....	Malvern Hills – <b>Executive Committee</b>
26 November.....	Wyre Forest – <b>staff consultation event</b> – Regulatory
1 Dec to TUPE transfer...	Regular consultative meetings with TUs
1 December.....	Wychavon – <b>Overview and Scrutiny</b> – pre-Scrutiny
2 December .....	Worcestershire County – <b>staff consultation event</b> – Regulatory Services with Director

**Appendix D**

3 December.....	Redditch – <b>Member consultation event</b> – Conservative
4 December.....	Redditch – <b>Member consultation event</b> – Labour
7 December .....	Worcester City – <b>Scrutiny</b>
9 December .....	Worcester City – <b>Member consultation</b>
16 December .....	Worcester City – <b>Member consultation</b>
17 December.....	Worcestershire County – <b>Cabinet</b>
21 December (w/c).....	Deadline for TU response on proposals

**2010**

1Jan – 28 Feb	Prepare H of S JD/person spec/advert
5 January.....	Wychavon – <b>Executive Board</b>
6 January.....	Redditch - <b>Cabinet</b>
6 January.....	Bromsgrove – <b>Cabinet</b>
10 January .....	Wyre Forest – <b>Cabinet</b>
11 January .....	Redditch – <b>Council</b>
12 January.....	Malvern Hills – <b>Council</b>
14 January .....	Wyre Forest – <b>Scrutiny</b>
19 January .....	Wyre Forest - <b>Cabinet</b>
20 January.....	Bromsgrove – <b>Council</b>
26 January .....	Wychavon – <b>Council</b>
27 January .....	Worcester City - <b>Cabinet</b>
1 February (w/c)	Write to staff informing them of TUPE transfer to host subject to formal sign-off by Council
8 February.....	Worcestershire County – <b>Cabinet</b>
18 February.....	Worcestershire County – <b>Council</b>
23 February.....	Worcester City – <b>Council</b>
24 February .....	Wyre Forest - <b>Council</b>
1 March to 31 April.....	Complete senior appointments process (subject to legal advice on associated risks); consult upon and make staff transfer arrangements
1 June 2010.....	Implementation date

## APPENDIX E

## Regulatory Services:

## Finance Appendix F9 – Implementation Approach D proposed partner cash flow forecast

	Year									
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16			
<b>Revenue</b>										
<b>Baseline service direct costs (adjusted)</b>	7,312,391									
<b>Forecast gross WSRS revenue budget (Implementation D)</b>		8,078,302	6,874,140	6,079,496	6,069,496	6,020,896	6,020,896			
<b>Bromsgrove</b>	766,040									
WSRS revenue budget share		844,531	718,644	635,569	634,524	629,443	629,443			
Accommodation charge adjustment		-32,859	-32,859	-32,859	-32,859	-32,859	-32,859			
Pension back funding (estimate)	31,898	31,898	31,898	31,898	31,898	31,898	31,898			
Forecast budget requirement		843,569	717,682	634,608	633,562	628,482	628,482			
Direct cost saving against 2009/10 baseline		-77,529	48,358	131,432	132,478	137,558	137,558			
Future savings in internal recharges		14,249	28,498	56,997	56,997	56,997	56,997			
Total savings		-63,280	76,856	188,429	189,474	194,555	194,555			
<b>City</b>	892,130									
WSRS revenue budget share		994,421	846,192	748,373	747,142	741,159	741,159			
Accommodation charge adjustment		-35,798	-35,798	-35,798	-35,798	-35,798	-35,798			
Pension back funding (estimate)	27,689	27,689	27,689	27,689	27,689	27,689	27,689			
Forecast budget requirement		986,312	838,082	740,263	739,032	733,050	733,050			
Direct cost saving against 2009/10 baseline		-94,182	54,048	151,867	153,098	159,080	159,080			
Future savings in internal recharges		11,900	23,800	47,601	47,601	47,601	47,601			
Total savings		-82,282	77,848	199,467	200,698	206,681	206,681			
<b>County</b>	2,119,526									
WSRS revenue budget share		2,334,617	1,986,616	1,756,965	1,754,075	1,740,030	1,740,030			
Accommodation charge adjustment		-75,210	-75,210	-75,210	-75,210	-75,210	-75,210			
Pension back funding (estimate)	90,065	90,065	90,065	90,065	90,065	90,065	90,065			

## APPENDIX E

Forecast budget requirement		2,349,473	2,001,472	1,771,821	1,768,931	1,754,885	1,754,885
Direct cost saving against 2009/10 baseline		-229,947	118,054	347,705	350,595	364,641	364,641
Future savings in internal recharges		17,270	34,539	69,078	69,078	69,078	69,078
Total savings		-212,677	152,593	416,783	419,673	433,719	433,719
<b>Malvern Hills</b>	713,173						
WSRS revenue budget share		789,738	672,018	594,334	593,356	588,605	588,605
Accommodation charge adjustment		-12,511	-12,511	-12,511	-12,511	-12,511	-12,511
Pension back funding (estimate)	26,661	26,661	26,661	26,661	26,661	26,661	26,661
Forecast budget requirement		803,888	686,169	608,484	607,507	602,755	602,755
Direct cost saving against 2009/10 baseline		-90,715	27,004	104,689	105,666	110,418	110,418
Future savings in internal recharges		14,112	28,223	56,447	56,447	56,447	56,447
Total savings		-76,604	55,227	161,135	162,113	166,864	166,864
<b>Redditch</b>	761,230						
WSRS revenue budget share		839,901	714,704	632,085	631,046	625,993	625,993
Accommodation charge adjustment		-19,772	-19,772	-19,772	-19,772	-19,772	-19,772
Pension back funding (estimate)	31,112	31,112	31,112	31,112	31,112	31,112	31,112
Forecast budget requirement		851,241	726,044	643,425	642,385	637,333	637,333
Direct cost saving against 2009/10 baseline		-90,011	35,186	117,805	118,845	123,897	123,897
Future savings in internal recharges		6,974	13,949	27,898	27,898	27,898	27,898
Total savings		-83,037	49,135	145,702	146,742	151,795	151,795
<b>Wyche</b>	1,311,312						
WSRS revenue budget share		1,421,224	1,209,375	1,069,572	1,067,813	1,059,263	1,059,263
Accommodation charge adjustment		-43,900	-43,900	-43,900	-43,900	-43,900	-43,900
Pension back funding (estimate)	75,855	75,855	75,855	75,855	75,855	75,855	75,855
Forecast budget requirement		1,453,180	1,241,330	1,101,527	1,099,768	1,091,218	1,091,218
Direct cost saving against 2009/10 baseline		-141,868	69,982	209,785	211,544	220,094	220,094
Future savings in internal recharges		8,740	17,480	34,960	34,960	34,960	34,960
Total savings		-133,128	87,462	244,745	246,504	255,054	255,054
<b>Wyre Forest</b>	742,490						
WSRS revenue budget share		853,870	726,591	642,598	641,541	636,404	636,404
Accommodation charge adjustment		-69,950	-69,950	-69,950	-69,950	-69,950	-69,950
Pension back funding (estimate)	229	229	229	229	229	229	229
Forecast budget requirement		784,149	656,870	572,877	571,820	566,683	566,683
Direct cost saving against 2009/10 baseline		-41,659	85,620	169,613	170,670	175,807	175,807

## APPENDIX E

Future savings in internal recharges			15,426	30,851	61,702	61,702	61,702	61,702
Total savings			-26,233	116,471	231,315	232,372	237,509	237,509
<b>Capital</b>								
<b>Forecast WRSR capital budget</b>			490,500	475,000	199,000	34,000	34,000	34,000
<b>Partner capital contributions</b>								
Bromsgrove			51,278	49,658	20,804	3,554	3,554	3,554
City			60,379	58,471	24,496	4,185	4,185	4,185
County			141,754	137,274	57,511	9,826	9,826	9,826
Malvern Hills			47,951	46,436	19,454	3,324	3,324	3,324
Redditch			50,997	49,386	20,690	3,535	3,535	3,535
Wycharon			86,294	83,567	35,010	5,982	5,982	5,982
Wyre Forest			51,845	50,207	21,034	3,594	3,594	3,594
Notes								
1. Savings in internal overhead assumed at 25% of future forecast in year 1 and 50% of future forecast in year 2.								



## Executive Committee

No Specific Ward Relevance

27th January 2009

### CAPITAL STRATEGY 2010/13

(Report of the Head of Financial, Revenues and Benefits Services)

#### 1. Summary of Proposals

The purpose of the Capital Strategy is to set out the framework within which the Council will manage its capital resources over the three year period 2010 to 2013.

#### 2. Recommendations

The Committee is asked to **RECOMMEND** that

- 1) the Capital Strategy appended to the report is approved;
- 2) the Capital Strategy be added to the list of the Council's Policy Framework documents and incorporated as such into the Council's formal Constitution.

#### 3. Financial, Legal, Policy, Risk and Climate Change / Carbon Management Implications

##### Financial

- 3.1 The financial implications are as outlined throughout the report.

##### Legal

- 3.2 There are no direct legal implications.

##### Policy

- 3.3 The Strategy will provide part of the framework for future capital programmes.

##### Risk

- 3.4 A Capital Strategy together with the Council's Medium Term Financial Strategy is key to ensuring the priorities of the Borough Council are properly funded and therefore deliverable.

##### Climate Change / Carbon Management

- 3.5 There are no direct climate change or carbon management.

**Executive****Committee**

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**Report****4. Background**

- 4.1 The Council has previously been required to produce a Capital Strategy and Asset Management Plan for submission to the Government Office for the West Midlands. Both documents were then assessed and scored. Both documents were previously assessed as "good" and therefore the requirement to submit to GOWM has been dropped.
- 4.2. Although the Council is no longer required by government office to produce a Capital Strategy it is considered "good practice" and included in the Use of Resources Key Lines of Enquiry. Without an up-to-date capital strategy the Council would not meet the minimum requirements for the Use of Resources judgement for Financial Management.

**5. Key Issues**

- 5.1 The updated Capital Strategy appended to this report acknowledges the sources of capital resources that the Council will experience in the medium term.
- 5.2. The Capital Strategy also recognises the Council's revised priorities as set out in the Corporate Plan Phase 1 (Executive Committee 28th October 2009).

**6. Other Implications**

Asset Management	-	Any Asset Management implications are reflected in the capital Strategy.
Community Safety	-	None
Health	-	None
Human Resources	-	None
Social Exclusion	-	None
Environment / Sustainability	-	None

**7. Lessons Learnt**

None.



# Executive

## Committee

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**8. Background Papers**

Corporate Plan Phase 1 – Executive Committee 28<sup>th</sup> October 2009  
Corporate Plan 2009-12  
Capital Strategy 2009 – 12  
Corporate Asset Management Strategy

**9. Consultation**

This report has been prepared in consultation with relevant Borough Council Officers.

**10. Author of Report**

The author of this report is Teresa Kristunas (Head of Financial, Revenues and Benefits Services), who can be contacted on extension 3295 (e-mail:teresa.kristunas@redditchbc.gov.uk ) for more information.

**11. Appendices**

Appendix A – Capital Strategy 2010-13.



# Appendix A

**Executive**

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REDDITCH BOROUGH COUNCIL

CAPITAL STRATEGY

2010 - 13

Teresa Kristunas  
Head of Financial, Revenues and Benefits Services  
Redditch Borough Council  
Town Hall  
Walter Stranz Square  
Alcester Street  
Redditch  
B98 8AH

**Redditch Borough Council**  
Capital Strategy

**1. Introduction**

This document brings together a number of pieces of work undertaken by the Council, which together set out a vision for Redditch for 2010 and beyond.

The document identifies -

- the Council's key objectives and priorities with respect to capital investment
- the framework for managing and monitoring the capital programme
- how the Council intends to maximise its capital resources
- how the Council will continue to deliver through partnership working
- the Council's Corporate Procurement Strategy and Corporate Asset Management Strategy

**2. Key objectives**

A Sustainable Community Strategy for Redditch was published in August 2008. The Strategy provides a framework through which all partners are committed to addressing a sustainable future for Redditch.

The Redditch Community Strategy sets out a shared vision for Redditch. The shared vision is for:

***“Redditch to be successful and vibrant, with sustainable communities built on partnership and shared responsibility. We want people to be proud that they live or work in Redditch”.***

The Council's vision is for ***“an enterprising community which is safe, clean and green”.***

**The Council's values** as set out in the Corporate Plan 2010 – 2013 are:

- \* Partnership working,
- \* Fair,
- \* Responsive and Accountable, and
- \* Communication and Consultation.

**3. Key Priorities**

The Redditch Sustainable Community Strategy establishes the overall strategy direction and long term vision for Redditch Borough and is produced by the Redditch Partnership. The Strategy is built around the same core themes as the LAA. These are:

- Communities that are **safe and feel safe**,
- A better **Environment** for today and tomorrow,

# Appendix A

## Executive

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- **Economic** success that is shared by all,
- Improving **health and well-being**,
- Meeting the needs of **children and young people**,
- **Stronger communities**.

The Council's priorities are:

- **Enterprising Community** which is defined as a vibrant and vital Borough where its population is well educated, has high skill levels and is healthy and fit. Housing is excellent and varied and the community is served by a prosperous town centre and has access to first class leisure facilities. The Council's voice is influential and respected by residents, partners, other governmental agencies and suppliers. The Town's economy provides sufficient high quality jobs for residents with good levels of pay and reward.
- **Safe** – the Council will work in partnership with other agency through the Redditch Community Safety Partnership to reduce crime and disorder. The Council will identify key projects to build community confidence and allow residents and visitors to be safe and feel safe.
- **Clean and Green** – to develop attractive open spaces, taking enforcement action against littering, fly tipping and other behaviour detrimental to the environment where appropriate and supporting measures to tackle climate change.

The above three priorities to be underpinned by:-

**Well Managed Organisation** – in order to deliver efficient and effective services and achieve the Council's priorities and outcomes, the Council needs to be a well managed organisation.

#### 4. Prioritising Capital Investment

In order to meet its revised priorities as set out in the Corporate Plan Phase 1 the Council will in respect of:

##### **Enterprising Community –**

- **Public facilities**
  - *Improve public information, signposting, public art*
- **Develop the Town Centre and Church Hill District Centre**
  - *Achieve appropriate redevelopment of the District Centre*
- **Small Area Improvements**
  - *Continue improvement programme*
  - *Identify areas for improved parking*
- **To provide new leisure facilities across the town**
  - *Abbey Stadium Project*

##### **Safe**

- **Improvements to the Town Centre**
  - *Environmental enhancements*

# Appendix A

## Executive

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### Clean and Green

- **Climate Change Agenda**
  - Carbon reduction schemes
  - Recycling/waste agenda
- **Land Drainage**
  - Alleviate risk of flooding

### Well Managed Organisation -

- *Continue with the managed programme of disposals to support the Council's Capital Programme*

## 5. Capital Finance Strategy

The introduction of 'pooling' for Right to Buy (RTB) receipts on the 1 April 2004 had a more significant affect on future capital programmes that previously anticipated. This has resulted in the Council retaining a reduced percentage of any sales. The Council now only has the use of 25% of any RTB disposal. The introduction of 'pooling' coincided with an unrelated reduction in RTB sales. The combination of these factors means that the Council is now undertaking 'prudential' borrowing in order to deliver a 'fit for purpose' housing improvement programme and to formulate a general fund capital programme.

The Local Government Act 2003 gave authorities the power, from the 1 April 2004, to borrow without central government consent, as long as they remain within their own affordable borrowing limits. Regulations provide that authorities will have regards to CIPFA's Prudential Code for capital finance, hence the term 'prudential borrowing'. The reference to affordability refers to the impact on council tax and housing rents because the cost of borrowing has to be met from revenue. In addition to paying interest on the amount borrowed the Council is required to make a Minimum Revenue Provision (MRP). The purpose of this provision is to fund the repayment of debt.

For any prudential borrowing undertaken in respect of general fund capital expenditure incurred on or after 1<sup>st</sup> April 2008 the Council will need to make a MRP over the estimated life of the asset for which the borrowing is undertaken. Prior to 1<sup>st</sup> April 2008 the Council was able to make a minimum provision equivalent to 4% of the borrowing, regardless of the life of the asset. This change will have a significant impact on the Council's ability to resource a general fund capital programme. The general fund capital programme will be limited to items of a statutory nature such as health and safety requirements or invest-to-save type projects.

The Council is required to formulate a Minimum Revenue Provision Policy to be refreshed annually. The Council is also required to approve and monitor a set of Prudential Indicators, which include approved borrowing limits.

The Council will continue to identify suitable assets for disposal in order support its capital programme, in particular, to reduce the revenue impact of the Abbey Stadium redevelopment.

# Appendix A

## Executive

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Bids for external capital resources in partnership with others such as the, Arts Council Lottery Fund, Sports Council Lottery Fund, West Midlands Arts, British Gas, DEFRA, Countryside Commission, Europe or other national programmes and the private sector will continue to receive Council support where the full effect on the Councils revenue and other resources do not conflict and are sustainable.

The Council will also continue to utilise the resources made available through planning obligations to provide or enhance facilities throughout the town.

### 6. The Capital Investment Process

#### Scheme selection and prioritisation:

The Council currently has a five year housing and a three year general fund Capital Programme that is reviewed on a regular basis. The housing programme was formulated from the information gained from the housing stock condition survey.

Additional/new schemes follow a formal process:

- Officers prepare a Project Proposal for the scheme which addresses essential elements; degree of fit with Corporate Priorities; Service Plan Objectives, Risk Analysis; Statutory Obligations; Impact upon Asset Management Plan; Outcome Measurement; Alternatives, Public/Tenant Consultation and Financial Implications on revenue and capital resources in future years;
- For new build or alterations to buildings, a comprehensive estimate for the construction works is required, including life time costs/considerations and sustainability issues.
- The completed Project Proposal Forms, together with any member referrals, are presented to the Strategic Management Team for scrutiny;
- The bids for capital resources are prioritised prior to consideration by members taking account of the resources available/revenue implications;
- Executive Committee is presented with the schemes for inclusion within the Capital Programme, together with the overall consideration of the Capital Programme.

### 7. Monitoring and Evaluation of Projects:

Nominated project officers carry out the day to day control of the capital schemes using their professional and project management skills. The following monitoring process will also apply:

- Monthly financial monitoring by service managers and project officers;
- Financial Services carry out a regular monitoring and overview of capital spend; and
- A Capital Programme Officers Group review progress on the Capital Programme.

### 8. Performance Monitoring:

The Council has established a wide range of performance targets, indicators and service information. The Improvement Plan adds to this process together with statutory and other strategic plans (such as the individual Service Plans). These documents are monitored via a performance management system linking back to the visions and priorities within the

# Appendix A

## Executive

27th January 2009

Sustainable Community Strategy. The corporate priorities included in the Corporate Plan have been translated into a number of measurable actions/targets. The progress made against these actions/targets is monitored by the Corporate Management Team and the achievements or otherwise included in the subsequent Corporate Plan.

Some achievements are difficult to measure and therefore successes have not always been celebrated or promoted. In order to celebrate/promote the success delivery of the Council's Capital Programme officers have organised tours, for Members, the Press and officers of the council, of sites around Redditch where capital investment had been employed to 'Make a Difference' to the people of Redditch.

### 9. Corporate Procurement Strategy

The Council has approved a Corporate Procurement Strategy that broadly covers the following:

- \* The Council's Procurement Objectives;
- \* Requirements and regulations relating to procurement and EC procurement directives;
- \* Procurement Options;
- \* Social Responsibilities – Equalities and Diversity, and Sustainability;
- \* Supplier Relationships;
- \* Organisation Procedures and Roles; and
- \* Efficient Procurement.

### 10. Asset Management

The Corporate Property Officer will conduct an ongoing review of the Council's remaining assets to see if they continue to meet the needs and aims of the Council. A Corporate Asset Management Strategy has been developed to ensure effective use and management of all of the Council's property assets and to identify surplus properties that could be disposed of where the capital receipt could be better invested elsewhere. The Council has developed a Minor Disposals Policy to assist with the release of resources through disposal.

The Council is undertaking a review of its Asset Management Plan that will:

- \* be a rolling review of asset holdings and the justification of them;
- \* provide for the continuous review of the asset suitability for their purpose and customer needs;
- \* bring about the continuous improvement of information for property management;
- \* include performance targets, for comparison against internal and external benchmarks.

The Council has carried out a public buildings stock condition survey the results of which have been costed and forecast over a 10 year period. Other data is already held within the authority to improve asset management information, however further work needs to be undertaken, which includes:

- \* further development of the asset management system and property database.



# Appendix A

## Executive

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### 11. Consultation

The Council has developed a one organisation approach towards consulting its local community. It has developed a corporate Consultation Strategy to meet the modernization agenda for local government. The Council has over a period of time utilised and developed a wide range of consultation mechanisms and approaches and these continue to be reviewed and evaluated.

### 12. Review of the Capital Strategy

This Strategy will need to be revisited on a regular basis to address issues arising from the changes introduced by central government, any further Housing Options Appraisals, individual service plans, the Council's revised Asset Management Plan, the availability of new sources of capital finance, and changes to the Council's Corporate Plan and/or Medium Term Financial Strategy. Each of these areas will produce a range of changing options and therefore will continue to shape the Strategy.



## **Executive Committee**

No Specific Ward Relevance

27th January 2010

### **HOUSING REVENUE ACCOUNT INITIAL ESTIMATE 2010/11**

(Report of Head of Financial, Revenues and Benefits Services)

#### **1. Summary of Proposals**

To present Members with the Initial Estimates for the Housing Revenue Account for 2010/11 and the proposed dwelling rents for 2010/11. Also for members to consider a number of revenue and capital bids for the forthcoming three year period.

#### **2. Recommendations**

The Committee is asked to RECOMMEND that

- 1) the draft 2010/11 Estimates for the Housing Revenue Account attached to the report at Appendix A, be approved;
- 2) the actual average rent increase for 2010/11 is 2.6%;
- 3) the Housing Revenue Account bids for revenue resources categorised as unavoidable and high set out in Appendix B be approved as follows:

2010/11	£63,000
2011/12	£49,000
2012/13	£187,000;

- 4) the Housing Revenue Account bids for capital resources categorised as high and unavoidable set out in Appendix C be approved as follows:

2010/11	£600,000
2011/12	£730,000
2012/13	£6,020,000; and

- 5) the bid as recommended by the Overview and Scrutiny Committee be approved as follows:

**Cleaning and maintenance of flooring at Three Storey Flats - estimated cost £6,000.**

# Executive

## Committee

27th January 2010

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### 3. Financial, Legal, Policy, Risk and Climate Change / Carbon Management Implications

#### Financial

- 3.1 The Financial Implications are as set out throughout the report.

#### Legal

- 3.2 Section 76 of the Local Government and Housing Act 1989 requires that the Council sets its budget relating to the Housing Revenue Account such that the account does not plan to be in a deficit position.

#### Policy

- 3.3 The Council has since 2002/03 set its dwelling rents by reference to the rent formula introduced as part of the Government Rent Restructuring policy.

- 3.4 The Executive Committee sets Fees and Charges within the Council's Policy of a general budget guideline increase

#### Risk

- 3.5 It is important for budgetary control and forecasting purposes to ensure that the initial budgets are updated to take account of all known changes and that these are reflected in the initial estimates for the forthcoming year.

#### Climate Change / Carbon Management

- 3.6 There are no specific sustainability/environmental or climate change implications arising from this report.

#### Report

### 4. Background

- 4.1 This report only considers those items included in the Housing Revenue Account (HRA). General Fund items will be considered separately when setting the Council Tax.

- 4.2 The Council, through the system of Housing finance introduced by the Local Government and Housing Act 1989, has been subject to reducing external support to the Housing Revenue Account in the form of diminishing Housing Subsidy over the past few years. The

# Executive Committee

27th January 2010

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Council now pays in excess of £6 million to central government because it is in a negative subsidy position.

- 4.3 Rent restructuring was introduced in 2002/03. The objective of this is set out in a Government policy statement “Quality and Choice: A Decent Home for All – The Way Forward for Housing”. It is proposed that rent setting in the social housing sector should be brought on to a common system based upon relative property values and local earnings levels. The intention was for there to be rent convergence between sectors within 10 years. Briefly, the rent increase each year should be based on an increase for inflation plus an adjustment of 10% of the difference between the formula rent and the actual rent on an individual property basis. The 10% adjustment, which is aimed at achieving the formula rent for all properties within 10 years, may result in an increase or decrease in rent.
- 4.4 The date for rent convergence has been reinstated to 2012/13. In 2009/10 it had been extended to 2023/24 because RPI for September 2008 was 5% and this would have resulted in rent increases of 9%.
- 4.5 During February 2010 the government is expected to set out the details of an offer to allow council housing services to be ‘Self Financing’. The offer will be in the form of a financial settlement which individual authorities will be able to accept or reject. The offer may also have implications for the General Fund.
- 4.6 At the 18th November 2009 meeting of the Executive Committee Members considered a number of revenue and capital bids for the current year and the forthcoming three years ending in 2012/13. Members approved the bids for 2009/10 and approved, in principle, the bids for the forthcoming three years, subject to the availability of resources.

## 5. Key Issues

- 5.1 This section of the report outlines the major issues which have an impact upon the Housing Revenue budget Account setting process for 2010/11.
- 5.2 Based on the data included in the Draft Housing Revenue Account Subsidy Determination for 2010/11 the actual average rent increase for 2010/11 will be 2.6%. The average rent on a 52 week basis will be £63.38, or £68.66 on a 48 week basis. This compares to the actual average for 2009/10 on a 52 week basis of £61.79 and £66.94 on a 48 week basis.

# Executive Committee

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## Housing Subsidy

- 5.3 The amount of Housing Revenue Account Subsidy payable by the Authority is now calculated as follows:-

allowance for management and maintenance  
+  
allowance for major repairs (MRA)  
+  
charges for capital  
+  
other items of reckonable expenditure  
-  
a notional amount for rent  
-  
interest on receipts.

- 5.4 The constituent parts of this are as follows:-

- a) The management and maintenance figure is calculated by using the Department for Communities and Local Government (DCLG) target allowance multiplied by the number of houses as at the 1st of April 2009
- b) The major repairs allowance is an amount, notified by the DCLG, per property type multiplied by the number of each property type as at the 1st of April 2009
- c) The amount of charges for capital are based on subsidy capital financing requirement, assumed debt management expenses, an allowance for premiums and discounts and the authority's consolidated rate of interest.
- d) Other reckonable expenditure is again a notified figure from the DCLG based on expenditure on leasehold properties.
- e) The amount of notional rent income is calculated by using the notional target rent income figure notified by the DCLG multiplied by the number of properties as at the 1st of April 2009.
- f) The interest on receipts is again a notified notional figure based on an estimate of the Council's mortgage interest and the interest from Housing Revenue Account balances.

**Executive****Committee**

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- 5.5 To exemplify the above the actual subsidy figures are given below:-

Draft Subsidy Calculation

	2010/11 Initial £
(i) Management and Maintenance	9,190,775
(ii) Other reckonable expenditure	84
(iii) Major Repairs Allowance	3,773,812
	<hr/>
	12,964,671
(iv) Rent Income	(18,884,457)
(v) Interest on Receipts	(150,970)
	<hr/> <hr/>
	(6,070,756)

Members will note from this that the financial position with regard to Housing Revenue Account subsidy in 2010/11 is that the Council will again be in overall negative subsidy.

Consultation on the Housing Revenue Account Subsidy Determination for 2010/11 runs until the 25th January 2010.

Capital Resources

- 5.6 From the 1st of April 2004 capital receipts from the sale of housing land and dwellings have been subject to pooling, (75% of Right To Buy (RTB) receipts have to be paid to the Government for redistribution). Officers have estimated that in the short term the number of RTB sales for this Council will be around 5 per annum, generating around £85k in usable capital receipts.
- 5.7 The introduction of the Major Repairs Allowance from April 2001 provided the Council with additional capital resources. This will continue for 2010/11. In 2010/11 £3,773,812 will be transferred from the Housing Revenue Account into a Major Repairs Reserve. This Reserve will then be available to fund capital expenditure for Housing Revenue Account purposes and to repay any Prudential Borrowing.

Housing Repairs Account

- 5.8 The budgeted contribution to the Housing Repairs Account as shown at Appendix A is £4,130,150 for 2010/11, including inflationary increases where appropriate.

# Executive Committee

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## Right to Buy Scheme - Rent Income

- 5.9 The 10/11 figures at Appendix A allow for the sale of 5 Council homes. The full effect is an anticipated £16,065 loss of rent income.

## Provision for Bad and Doubtful Debts

- 5.10 Members will be aware that the provision was increased by £500,000 to £1,100,000 at the 31st of March 2008. Appendix A reflects the need to maintain this provision for 2010/11.

## Supporting People

- 5.11 From the 1st of April 2003 the support service elements of the following services were transferred to the General Fund to coincide with the introduction of Supporting People funding :-

St David's House and Queens Cottages (Support Services)  
Wardens (Support Services)  
Community Alarm for Council tenants.

These services are funded from Supporting People subsidy, Housing Revenue Account subsidy (due to those tenants who currently pay or receive a free service but should pay if a charge were levied) and the charges that continue to be collected from those tenants not in receipt of benefit. Any deficit in funding is met from the Housing Revenue Account. For 2010/11 the cost to the Housing Revenue Account is estimated to be £351,470.

## Housing Revenue Account Balances

- 5.12 The Head of Financial, Revenues and Benefits Services has previously advised Members on the minimum level of revenue balances to be maintained in lieu of unforeseen events affecting the Housing Revenue Account and the Council's housing stock. Members have previously approved the retention of a minimum balance of £600,000
- 5.13 The figures shown in Appendix A indicate that the balance carried forward at the 1st of April 2010 will be £698,278, which will leave a working balance of £697,808.

## Job Evaluation

- 5.14 The outcome of the Job Evaluation exercise is due to be implemented from 1st April 2010. There is a potential for this to impact on the Housing Revenue Account. It is therefore recommended that a provision is set aside for this purpose. The estimate cost to the Housing Revenue Account is £190,000.



# Executive Committee

27th January 2010

## Revenue Bids 2010/11 – 2012/13

- 5.15 Appendix B details 3 bids for HRA revenue resources totalling £63,000 for 2010/11, £49,000 for 2011/12 and £187,000 for 2011/12. These have also been categorised into unavoidable and high.

	<b>2010/11 £'000</b>	<b>2011/12 £'000</b>	<b>2012/13 £'000</b>
Unavoidable	63.0	49.0	62.0
High	0.0	0.0	125.0
<b>Total Budget Pressures</b>	<b>63.0</b>	<b>49.0</b>	<b>187.0</b>

## Capital Bids 2010/11 – 2012/13

- 5.17 Appendix C details 6 bids for HRA capital resources, including the 2012/13 proposed Decent Homes Programme. These have been categorised as unavoidable and high.

	<b>2010/11 £'000</b>	<b>2011/12 £'000</b>	<b>2012/13 £'000</b>
Unavoidable	230.0	110.0	6,020.0
High	220.0	400.0	0.0
* Roof replacement programme	150.0	220.0	
<b>Total Budget Pressures</b>	<b>600.0</b>	<b>730.0</b>	<b>**6,020.0</b>

\* omitted from report considered by the Executive Committee on 18th November 2009.

\*\* £3.7m assumed to be funded from Major Repairs Reserve.

# Executive Committee

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- 5.18 The above bids will need to be funded from borrowing. The estimated cost to the HRA is as follows:

	2010/11 £'000	2011/12 £'000	2012/13 £'000
Unavoidable	5.2	12.8	67.5
High	8.3	30.6	44.5
<b>Total Budget Pressures</b>	<b>13.5</b>	<b>43.4</b>	<b>112.0</b>

### Overview and Scrutiny Committee Recommendation

- 5.19 The Council Flat Communal Cleaning Task and Finish Group reported to the Executive Committee on the 22nd July 2009. The Group recommended that a revenue bid be submitted to enable the flooring in the Three Storey Flats in Batchley to be stripped, cleaned and sealed. The cost of this work is £6,000.

### Summary

- 5.20 The combined impact of the revenue and capital bids on the Housing Revenue Accounts are as follows:

	2010/11 £'000	2011/12 £'000	2012/13 £'000
<b>Estimated level of balances 31<sup>st</sup> March 2011</b>	<b>698.3</b>		
Unavoidable and high revenue bids	63.0	49.0	187.0
Unavoidable and high capital bids *	13.5	43.4	132.0
O & S bid	6.0		
<b>Total budget pressures</b>	<b>82.5</b>	<b>92.4</b>	<b>319.0</b>
Reduced level of balances if all bids are approved	615.8		

\* including ongoing maintenance.

- 5.21 If Members were to approve all the proposed bids then the estimated level of Housing Revenue Account balances at as the 31st March 2011 would still be within the recommended minimum level of £600k.
- 5.22 The position of the Housing Revenue Account for the period commencing 1st April 2011 will be dependant upon the outcome of the 'Self Financing' offer expected in February.

**Executive****Committee**

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**6. Other Implications**

Asset Management	-	The Housing Revenue Account provides for the maintenance of the Council's housing stock.
Community Safety		The Housing Revenue Account provides funding for community safety issues concerning the Council's housing tenants.
Health	-	None identified.
Human Resources	-	None identified.
Social Exclusion		The provision of social housing assists with addressing some issues associated with social exclusion.
Environment / Sustainability	-	The capital bids include items concerned with environmental/sustainability issues.

**7. Lessons Learnt**

None.

**8. Background Papers**

Relevant papers on Financial Services files.

**9. Consultation**

9.1 Only relevant Borough Council Officers have been consulted in the preparation of this report.

9.2 The Borough Tenants' Panel has not been consulted at this stage.

**10. Author of Report**

The author of this report is Teresa Kristunas (Head of Financial, Revenues and Benefits Services), who can be contacted on extension 3295 (e-mail [teresa.kristunas@redditchbc.gov.uk](mailto:teresa.kristunas@redditchbc.gov.uk)) for more information.

# Executive

## Committee

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### 11. Appendices

Appendix A. Housing Revenue Account – 2010/11 Initial Estimate

Appendix B Revenue Bids 2010/11 – 2012/13

Appendix C Capital Bids 2010/11 – 2012/13

# Executive Committee

# Appendix A

27th January 2010

## HOUSING REVENUE ACCOUNT 2010/11 INITIAL ESTIMATE

	2009/10 Initial Estimate	2010/11 Initial Estimate
<b><u>INCOME</u></b>	£	£
Dwelling Rents	19,280,170	19,827,780
Non Dwelling Rents	567,410	516,730
Charges for Services & Facilities	174,090	188,460
Contributions to Expenditure	0	0
Government Subsidies	0	0
<b>Total Income</b>	<b>20,021,670</b>	<b>20,532,970</b>
<b><u>EXPENDITURE</u></b>		
Supervision & Management	5,739,210	5,860,830
Repairs & Maintenance	3,925,940	4,130,150
Rents, rates, taxes & other charges	220,110	184,800
Depreciation	3,722,640	3,773,810
Item 8 Debit	281,430	215,100
Negative HRA subsidy payable	6,167,830	6,070,750
Provision for Bad Debts	125,000	125,000
<b>Total Expenditure</b>	<b>20,182,160</b>	<b>20,360,440</b>
<b>Net Cost of Services</b>	<b>160,490</b>	<b>(172,530)</b>
Provision for Job Evaluation	0	190,000
<b>Net Operating Expenditure</b>	<b>160,490</b>	<b>17,470</b>
Interest Receivable	(78,500)	(17,000)
<b>(Surplus) / Deficit on services</b>	<b>81,990</b>	<b>470</b>
B/fwd Balance	780,268	698,278
Surplus/(Deficit) for year	(81,990)	(470)
C/fwd Balance	698,278	697,808



# Appendix 18

## Executive

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<b>Potential Revenue Bids</b>		<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>Commentary</b>	<b>Appendix B Link to Priorities</b>
<b>Description</b>	<b>Housing Revenue Account</b>	<b>£</b>	<b>£</b>	<b>£</b>		
<b>Unavoidable</b>						
1	Legionella - Sheltered Schemes	18,500	4,500		At present the stored water system are cleaned and disinfected and tested for legionella and TVC's yearly as a control measure. If control measures are to remain effective, then regular monitoring of the systems are essential. More frequent inspection/cleansing for vulnerable groups.	Safe and Well Managed Organisation
2	Servicing and Inspection of all fire equipment, smoke detectors and emergency lighting to landings and stairways.	44,500	44,500	12,500 49,500		Safe and Well Managed Organisation
<b>Total Unavoidable</b>		<b>63,000</b>	<b>49,000</b>	<b>62,000</b>		
<b>High</b>						
3	Unadopted paved areas			125,000	Subject to calrification HRA subsidy review	Safe and Well Managed Organisation
<b>Total High</b>		<b>0</b>	<b>0</b>	<b>125,000</b>		
<b>Total Housing Revenue Account</b>		<b>63,000</b>	<b>49,000</b>	<b>187,000</b>		





# Appendix 17

## Executive

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Potential Capital Bids		2010/11	2011/12	2012/13	Revenue Implications	Appendix C
Description	Housing Revenue Account Unavoidable	£	£	£	£	Link to Priorities
1	Decent Home Programme			5,320,000		Well Managed Organisation
2						Enterprising and Safe
3	Equipment & Adaptations Installation of fire and smoke detection equipment (continuation of project)	80,000	110,000	700,000		Continuation of Decent Home Programme Additional funds are required in the years 2009/10 to 2011/12 to deal with the increased demand for the installation of larger works e.g. stair lifts and building works.
	<b>Total HRA Unavoidable</b>	<b>230,000</b>	<b>110,000</b>	<b>6,020,000</b>		
4	High Upgrade of security doors to communal blocks	120,000	100,000			
5	Solid external wall insulation	100,000	200,000			
6	Housing Management System replacement		100,000			
	Roof Replacement Programme	150,000	220,000		20,000	Transfer from a property based system to a person centred system. Upgrade to current system.
	<b>Total HRA High</b>	<b>370,000</b>	<b>620,000</b>	<b>0</b>	<b>20,000</b>	
	<b>Total HRA Capital Bids</b>	<b>600,000</b>	<b>730,000</b>	<b>6,020,000</b>		



## Executive Committee

No Direct Ward Relevance

27th January 2010

### CALCULATION OF COUNCIL TAX BASE – 2010/11

(Report of the Head of Financial Revenues & Benefits Services)

#### 1. Summary of Proposals

To enable Members to set the Council Tax Base for 2010/11.

#### 2. Recommendations

The Committee is asked to RESOLVE that

- 1) the calculation of the Council's Tax Base for the whole and parts of the area for 2010/11, as detailed in the Appendices to the report, be approved; and
- 2) in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, the figures calculated by the Redditch Borough Council as its tax base for the whole area for the year 2010/11 be 27,470.42 and for the parts of the area listed below be:

Parish of Feckenham: 363.54

Rest of Redditch: 27,106.88.

#### 3. Financial, Legal, Policy, Risk and Climate Change / Carbon Management Implications

##### Financial

- 3.1 The Local Authorities (Calculation of Tax Base) Regulations 1992 require a billing authority to notify its major precepting bodies (and its Parishes if they require the information) of the Tax Base, for the whole or part of the area as required, for the following financial year. The precepting bodies, Worcestershire County Council, West Mercia Police Authority & Hereford & Worcester Fire and Rescue Authority, need this information in order to calculate and notify the Borough Council of their precept requirements for 2010/11 and so that the tax setting resolutions can be finalised. This will enable bills to be produced and despatched early in March 2010.
- 3.2 The legislation also requires a billing authority to calculate the tax base for any "special areas" within its boundary. There are no such areas within the Redditch Borough.

# Executive

## Committee

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- 3.3 It is necessary to outline the method by which these calculations have been carried out in order that the Council can formally adopt them for the purposes of the 1992 Regulations.

### Legal

- 3.4 The Council is required to determine the Council Tax Base in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, as amended.

### Policy

- 3.5 The recommendations in this report are within the Council's agreed policies relating to the tax base.

### Risk

- 3.6 There are no implications arising from this report.

### Climate Change / Carbon Management

- 3.7 There are no implications arising from this report.

### Report

#### **4. Background**

- 4.1 In October 2008 form CTB1 was submitted to the Department for Communities and Local Government. This analyses the draft Valuation List of properties into the various bands and then provides further details of those properties which are subject to the full charge, those entitled to discounts and those which are exempt.
- 4.2 This report is a summary of that return updated to include any known changes since November. It also makes provision for anticipated changes which could arise for a variety of reasons such as appeals, new properties or properties falling off the list. An allowance of 1.00% has been made for non-collection of the tax.

#### **5. Key Issues**

- 5.1 The figures can be summarised as follows:

**Executive**

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	<u>REDDITCH</u>	<u>FECKENHAM</u>	<u>WHOLE AREA</u>
No. of dwellings	34,706	335	35,041
No. of chargeable dwellings	34,109	329	34,438
Net chargeable dwellings (After deduction of discounts)	31,127.50	301.25	31,428.75
Relevant Amount (Band D Equivalent)	27,380.69	367.21	27,747.90
Collection Rate	99.00%	99.00%	99.00%
Tax Base	<u>27,106.88</u>	<u>363.54</u>	<u>27,470.42</u>

5.2 Appendix A shows a more detailed breakdown of the calculation for the whole area.

5.3 Appendix B shows the same information analysed between Feckenham Parish and the rest of the Borough.

## 6. Other Implications

Asset Management	-	None
Community Safety	-	None
Human Resources	-	None
Social Exclusion	-	None
Environment / Sustainability	-	None

## 7. Lessons Learnt

The Tax Base for 2010/11 has been calculated to be 27,470.42. Once this has been agreed the County Council, Police Authority and Fire Authority will be notified and the figures will be used in the setting of the Council Tax to be presented to the Executive Committee, and approved by the Council, in February.

# Executive

## Committee

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8. **Background Papers**

CTB1 (October 2008) return.

9. **Consultation**

There has been no consultation other than with relevant Borough Council Officers.

10. **Author of Report**

The author of this report is Sam Morgan (Financial Services Manager), who can be contacted on Ext. 3790 (e mail [sam.morgan@redditchbc.gov.uk](mailto:sam.morgan@redditchbc.gov.uk)) for more information.

11. **Appendices**

Appendix A - Redditch Borough Council - Tax Base 2010/11.

Appendix B - Feckenham Parish - Tax Base 2010/11.

## Appendix A

**REDDITCH BOROUGH COUNCIL TAX BASE 2010/11**

	<b>Band A-</b>	<b>Band A</b>	<b>Band B</b>	<b>Band C</b>	<b>Band D</b>
Number of dwellings	0	7,459	11,601	7,137	4,177
Valuation List changes during year			14	114	
Exempt dwellings	0	-263	-223	-141	-52
Net disabled relief	12	40	-16	-11	-3
<b>Number of chargeable dwellings</b>	<b>12</b>	<b>7,236</b>	<b>11,376</b>	<b>7,099</b>	<b>4,122</b>
Number of dwellings entitled to 25% discount	4	4,238	3,813	1,872	896
Number of dwellings entitled to 50% discount	0	90	95	46	28
Number of dwellings entitled to no discount	8	2,908	7,454	5,067	3,198
Discount deduction	1.00	1,104.50	1,000.75	491.00	238.00
<b>Net chargeable dwellings</b>	<b>11.00</b>	<b>6,131.50</b>	<b>10,375.25</b>	<b>6,608.00</b>	<b>3,884.00</b>
Ratio to Band D	5/9	6/9	7/9	8/9	1
<b>Relevant Amount (Band D equivalent)</b>	<b>6.11</b>	<b>4,087.67</b>	<b>8,069.64</b>	<b>5,873.78</b>	<b>3,884.00</b>

	<b>Band E</b>	<b>Band F</b>	<b>Band G</b>	<b>Band H</b>	<b>Total</b>
Number of dwellings	3,106	1,117	423	21	35,041
Valuation List changes during year					0
Exempt dwellings	-37	-10	-5	0	-731
Net disabled relief	-7	-13	2	-4	0
<b>Number of chargeable dwellings</b>	<b>3,062</b>	<b>1,094</b>	<b>420</b>	<b>17</b>	<b>34,438</b>
Number of dwellings entitled to 25% discount	424	148	39	1	11,435
Number of dwellings entitled to 50% discount	18	10	12	2	301
Number of dwellings entitled to no discount	2,620	936	369	14	22,574
Discount deduction	115.00	42.00	15.75	1.25	3,009.25
<b>Net chargeable dwellings</b>	<b>2,947.00</b>	<b>1,052.00</b>	<b>404.25</b>	<b>15.75</b>	<b>31,428.75</b>
Ratio to Band D	11/9	13/9	15/9	18/9	
<b>Relevant Amount (Band D equivalent)</b>	<b>3,601.89</b>	<b>1,519.56</b>	<b>673.75</b>	<b>31.50</b>	<b>27,747.90</b>
					Collection rate
					99.00%
					<b>Tax base</b>
					<b>27,470.42</b>

## FECKENHAM PARISH COUNCIL TAX BASE 2010/11

Appendix B

	Band A-	Band A	Band B	Band C	Band D
Number of dwellings		30	31	40	44
Valuation List changes during year					
Exempt dwellings		0	-2	0	-1
Net disabled relief		0	0	0	0
<b>Number of chargeable dwellings</b>	<b>0</b>	<b>30</b>	<b>29</b>	<b>40</b>	<b>43</b>
Number of dwellings entitled to 25% discount		20	15	12	12
Number of dwellings entitled to 50% discount		1	1	2	3
Number of dwellings entitled to no discount	0	9	13	26	28
Discount deduction	0.00	5.50	4.25	4.00	4.50
<b>Net chargeable dwellings</b>	<b>0.00</b>	<b>24.50</b>	<b>24.75</b>	<b>36.00</b>	<b>38.50</b>
Ratio to Band D	5/9	6/9	7/9	8/9	1
<b>Relevant Amount (Band D equivalent)</b>	<b>0.00</b>	<b>16.33</b>	<b>19.25</b>	<b>32.00</b>	<b>38.50</b>

	Band E	Band F	Band G	Band H	Total
Number of dwellings	65	55	58	12	335
Valuation List changes during year					0
Exempt dwellings	-1	0	-2	0	-6
Net disabled relief	1	-1	0	0	0
<b>Number of chargeable dwellings</b>	<b>65</b>	<b>54</b>	<b>56</b>	<b>12</b>	<b>329</b>
Number of dwellings entitled to 25% discount	11	13	5	1	89
Number of dwellings entitled to 50% discount	1	1	2	0	11
Number of dwellings entitled to no discount	53	40	49	11	229
Discount deduction	3.25	3.75	2.25	0.25	27.75
<b>Net chargeable dwellings</b>	<b>61.75</b>	<b>50.25</b>	<b>53.75</b>	<b>11.75</b>	<b>301.25</b>
Ratio to Band D	11/9	13/9	15/9	18/9	
<b>Relevant Amount (Band D equivalent)</b>	<b>75.47</b>	<b>72.58</b>	<b>89.58</b>	<b>23.50</b>	<b>367.21</b>
					Collection rate
					99.00%
					<b>Tax base</b>
					<b>363.54</b>



**REDDITCH BOROUGH COUNCIL TAX BASE (EXCLUDING PARISH OF FECKENHAM) 2010/11**

	<b>Band A-</b>	<b>Band A</b>	<b>Band B</b>	<b>Band C</b>	<b>Band D</b>
Number of dwellings	0	7,429	11,570	7,097	4,133
Valuation List changes during year	0	0	14	114	0
Exempt dwellings	0	-263	-221	-141	-51
Net disabled relief	12	40	-16	-11	-3
<b>Number of chargeable dwellings</b>	<b>12</b>	<b>7,206</b>	<b>11,347</b>	<b>7,059</b>	<b>4,079</b>
Number of dwellings entitled to 25% discount	4	4,218	3,798	1,860	884
Number of dwellings entitled to 50% discount	0	89	94	44	25
Number of dwellings entitled to no discount	8	2,899	7,441	5,041	3,170
Discount deduction	1.00	1,099.00	996.50	487.00	233.50
<b>Net chargeable dwellings</b>	<b>11.00</b>	<b>6,107.00</b>	<b>10,350.50</b>	<b>6,572.00</b>	<b>3,845.50</b>
Ratio to Band D	5/9	6/9	7/9	8/9	1
<b>Relevant Amount (Band D equivalent)</b>	<b>6.11</b>	<b>4,071.34</b>	<b>8,050.39</b>	<b>5,841.78</b>	<b>3,845.50</b>

	<b>Band E</b>	<b>Band F</b>	<b>Band G</b>	<b>Band H</b>	<b>Total</b>
Number of dwellings	3,041	1,062	365	9	34,706
Valuation List changes during year	0	0	0	0	128
Exempt dwellings	-36	-10	-3	0	-725
Net disabled relief	-8	-12	2	-4	0
<b>Number of chargeable dwellings</b>	<b>2,997</b>	<b>1,040</b>	<b>364</b>	<b>5</b>	<b>34,109</b>
Number of dwellings entitled to 25% discount	413	135	34	0	11,346
Number of dwellings entitled to 50% discount	17	9	10	2	290
Number of dwellings entitled to no discount	2,567	896	320	3	22,345
Discount deduction	111.75	38.25	13.50	1.00	2,981.50
<b>Net chargeable dwellings</b>	<b>2,885.25</b>	<b>1,001.75</b>	<b>350.50</b>	<b>4.00</b>	<b>31,127.50</b>
Ratio to Band D	11/9	13/9	15/9	18/9	
<b>Relevant Amount (Band D equivalent)</b>	<b>3,526.42</b>	<b>1,446.98</b>	<b>584.17</b>	<b>8.00</b>	<b>27,380.69</b>
					Collection rate
					99.00%
					<b>Tax base</b>
					<b>27,106.88</b>





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# Overview and Scrutiny

Committee

25th November 2009

## MINUTES

### Present:

Councillor Phil Mould (Chair), Councillor David Smith (Vice-Chair) and Councillors K Banks, G Chance, R King, W Norton, J Pearce and D Taylor

### Also Present:

Councillors M Braley, J Cookson, D Enderby, A Fry and G Hopkins.

### Officers:

A Heighway, T Kristunas, S Skinner, and J Staniland.

### Committee Officers:

J Bayley and D Sunman

#### 114. APOLOGIES AND NAMED SUBSTITUTES

Apologies were received on behalf of Councillor Thomas. There were no named substitutes.

#### 115. DECLARATIONS OF INTEREST AND OF PARTY WHIP

There were no declarations of interest or of any party whip.

#### 116. MINUTES

##### RESOLVED that

**the minutes of the meeting held on 4th November 2009 be confirmed as a correct record and signed by the Chair.**

#### 117. ACTIONS LIST

The Committee considered the latest version of the Actions List. Specific mention was made of the following matters:

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Chair

# Overview and Scrutiny Committee

25th November 2009

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a) Arrow Valley Countryside Centre – Consultant’s Report

Officers reported that this report had been programmed for pre-scrutiny at the meeting of the Overview and Scrutiny Committee on 13th January 2010.

b) Pre-scrutiny of Budget Bids and Fees and Charges

Officers reported that the report had not been available for pre-scrutiny as it was a draft report and could have been changed following the Portfolio Holder briefing.

**RESOLVED that**

**the Actions List be noted.**

## 118. CALL-IN AND PRE-SCRUTINY

The Committee considered the latest version of the Forward Plan. Officers reported on amendments made since the last Forward Plan had been published.

Members were informed that the Executive Committee had not approved the Garden Waste Strategy but had agreed that the redecoration of the Mayor’s Parlour should be prioritised in the programme for 2010 / 11.

There were no call-ins.

**RESOLVED that**

**the report be noted.**

## 119. TASK & FINISH REVIEWS - DRAFT SCOPING DOCUMENTS

The Committee received a draft scoping document from the Complaints Appeal Panel to review Property Services – Policy and Process of Land Disposals.

Members were informed that the service formed part of the WETT (Worcestershire Enhanced Two Tier) proposals.

Members felt that although this subject was a good item for review, it should be deferred until the WETT review had been completed.

# Overview and Scrutiny Committee

25th November 2009

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**RESOLVED that**

- 1) **subject to the outcome of the Council's consideration of the WETT business case for Property Services further consideration of the draft proposal be deferred; and**
- 2) **the report be noted.**

**120. TASK AND FINISH GROUPS - PROGRESS REPORTS**

The Committee received reports in relation to current reviews:

- a) Dial-A-Ride – Chair, Councillor R King

Councillor King informed the Committee that a meeting of the Task and Finish Group would be arranged following consideration of a report by Officers on the subject of the Dial-A-Ride service by the Executive Committee scheduled for 9th December 2009.

- b) Neighbourhood Groups – Chair, Councillor K Banks

Members were informed that the Group's final report had been included on the Agenda for this meeting.

- c) Local Strategic Partnership – Chair, Councillor W Norton

Councillor Norton reported that a presentation on the Local Strategic Partnership had been included on the Agenda for this meeting.

**RESOLVED that**

**the progress reports be noted.**

**121. NEIGHBOURHOOD GROUP TASK AND FINISH GROUP -  
DRAFT REPORT**

The Chair of the Neighbourhood Groups Task and Finish Group introduced the final draft report of the Task and Finish Group.

The Committee was informed that the main objective of the review was to determine whether the Neighbourhood Groups were

# Overview and Scrutiny Committee

25th November 2009

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operating in accordance with their purpose and to consider alternative methods of consultation.

Members were informed that the purpose of Neighbourhood Groups when they were set up was to inform, engage and consult with residents about Council business, policy development and decision making.

Following consultation with Councillors, Officers, Police and residents the Task and Finish Group concluded that Neighbourhood Groups were no longer fit for purpose.

Information regarding the Task and Finish Group's initial findings had been circulated to all residents on the contact list for the Neighbourhood Groups. Members of the Task and Finish Group also attended all Neighbourhood Group meetings in October 2009 to receive feedback on their initial findings.

Evidence provided to the Group had indicated that there was a lot of duplication over the types of issues considered at Neighbourhood Group meetings and at Partners and Communities Together (PACT) meetings. Many residents considered that PACT meetings were more effective at addressing and resolving issues.

As a result of consultation with West Mercia Police it was suggested that PACT meetings might be re-launched as the primary local meeting for engaging with residents and could include other partners, when necessary.

Members of the Committee felt that generally PACT meetings were worked better than Neighbourhood Groups. They recognised that Neighbourhood Groups had outlived their usefulness and were very expensive to run. They also felt it important that alternative methods of engaging with a wider cross section of the community be implemented.

## **RECOMMENDED that**

- 1) the Neighbourhood Groups are not now fit for purpose and should be discontinued;**
- 2) the Partners and Communities Together (PACT) group meetings should be re-launched and delivered as an equal partnership arrangement;**

# **Overview and Scrutiny**

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- a) **Redditch Borough Council should work with the Police and other local agencies participating in Partners and Communities Together (PACT) to agree funding and administration for PACT meetings;**
  - b) **a protocol should be jointly developed outlining the roles and responsibilities of all agencies in the re-launched PACT Groups;**
  - c) **the Chairs of all PACT meetings should be independent members of the community;**
  - d) **promotion of the re-launched PACT meetings should be appropriately targeted towards clarifying the meaning of the new arrangements for residents living in areas where PACT and Neighbourhood Group meetings currently only take place on the same night;**
  - e) **there should be small, local budgets for each of the re-launched PACT groups which could be spent at the discretion of the group;**
- 3) **the Neighbourhood Groups also be replaced with a further variety of methods that will enable Redditch Borough Council to inform and consult more effectively with local residents;**

**these alternative methods should include the following;**

- a) **the Council should publish quarterly editions of Redditch Matters during the year to inform residents about local public services, activities and Council business;**
- b) **Redditch Borough Council should continue to host road shows throughout the Borough;**
- c) **Redditch Borough Council should embrace the Worcestershire Viewpoint Citizens Panel and use every opportunity to work with the Panel to consult with residents over local issues;**
- d) **the Council should promote web based systems, such as the Worcestershire Hub and FixMyStreet,**

# **Overview and Scrutiny Committee**

25th November 2009

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- that can be utilised to resolve residents' individual issues;
- e) social networking should be used by the Council to inform and consult residents in appropriate circumstances;
  - f) the use of Councillor Calls for Action be promoted in order to be used to resolve local neighbourhood issues;
  - g) more effort should be made by the Council to advertise the fact that residents should resolve individual issues through direct contact with Councillors, Officers and the One-Stop-Shops;
  - h) the Council should work in equal partnership with the Police and other local agencies to advertise Street Briefings and Environment Visual Audits to local residents;
- 4) Redditch Borough Council should continue to seek ways to better engage and consult with a more diverse range of residents;
  - 5) the Council should have a robust monitoring system in place to assess the effectiveness of each of the mechanisms used to inform, engage and consult with local residents;
  - 6) the Community Forum and similar groups which engage and consult with local residents should report to the Executive Committee; and
  - 7) the Council should have a central electronic database which would be used for the purposes of consultation with key partners in the Borough.

## **122. QUARTERLY BUDGET MONITORING**

Members considered a report, which provided an overview of the Council's budget, including the achievement of approved savings as at the end of the second quarter of the 2009/10 financial year.



# **Overview and Scrutiny Committee**

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The Committee discussed Cost Centres 0005 (Hewell Road Pool); 0021 (Arrow Vale Sports Centre); and 0025 (Kingsley Sports Centre). There had been a reduction in income for each of these locations and the number of staff in those centres had fallen. Members requested further information regarding the reasons for this reduction in income.

**RESOLVED that**

- 1) Officers be asked to provide further information about the reduction in income for Cost Centres 0005, 0021 and 0025; and**
- 2) the report be noted.**

**123. FORMER COVERED MARKET**

The Chair reported that this item had been withdrawn and would be considered at the Overview and Scrutiny Committee meeting on 16th December 2009.

**RESOLVED that**

**the deferral be noted.**

**124. QUARTERLY PERFORMANCE MONITORING**

The Committee received a report which provided a view on aspects of the Council's overall performance for the second quarter of the 2009/10 financial year. This report showed those performance indicators that, when compared to the same quarter in 2008/09 financial year, were: exceeding their target; were not on target; or where performance remained static.

**RESOLVED that**

**the update on key performance indicators for the period April to September 2009 be noted.**

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## **125. SINGLE EQUALITIES SCHEME 2009 - 2012**

The Committee was informed of the Council's statutory duty to publish and adopt Race Equality, Disability Equality and Gender Equality schemes.

Officers reported that the Single Equality Scheme, as detailed in Appendix 1 of the report, outlined the context in which the Council operated and its baseline position in relation to equality and equalities.

Members were informed that the initial deadline of 22nd December 2009 set by the Commission for Equality and Human Rights had been extended to 28th February 2010. The Executive Committee would therefore consider the Single Equalities Scheme on 27th January 2010. This extension would allow more time for consultation and to include amendments.

Members suggested that the Overview and Scrutiny Committee should be fully involved in the process. In particular, Members agreed that this could involve scrutiny of particular equalities strands in turn. The Committee agreed that gender equalities was especially suitable for scrutiny and should be the first topic for review following approval of the Single Equalities Scheme.

### **RECOMMENDED that**

**the Single Equalities Scheme be approved; and**

### **RESOLVED that**

- 1) following approval of the single Equalities Scheme the Overview and Scrutiny Committee be further involved in the process through reviews of particular equalities strands; and**
- 2) the report be noted.**

## **126. LOCAL STRATEGIC PARTNERSHIP (LSP)**

The Committee received a Power Point presentation on the role and work of the Local Strategic Partnership (LSP).

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Officers reported that the LSP:

- a) brought together the different parts of the public sector as well as private, business, community and voluntary sectors to tackle local problems;
- b) was a non-statutory, non-executive organisation;
- c) had no particular resources but relied instead on pooling of resources between Partnership member organisations; and
- d) facilitated strategic decision making enabling action to be taken at community level.

Members were informed that the Redditch Partnership, administered and supported by Redditch Borough Council staff, formed the Local Strategic Partnership for Redditch and was made up of the Partnership Management Board, Themed Groups and Task and Finish Groups.

Officers explained that the roles of the Redditch Partnership included:

- a) preparation and implementation of the Redditch Sustainable Community Strategy. (SCS).
- b) assisting in coordinating delivery of the Local Area Agreement, both at County and District levels;
- c) taking responsibility and leading on performance of services in the locality, which was important for the Comprehensive Area Assessment (CAA) process; and
- d) bringing together local plans and partner initiatives.

Membership of the Partnership Management Board included:

- a) Redditch Borough Council;
- b) Worcestershire County Council;
- c) West Mercia Police;
- d) Worcestershire NHS;
- e) Hereford and Worcester Fire and Rescue;

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- f) Redditch NEW College;
- g) Chamber of Commerce;
- h) Redditch Community Safety Partnership;
- i) Bromsgrove and Redditch Network (BARN); and
- j) a representative from the Redditch Community Forum.

**RESOLVED that**

**the report noted.**

## **127. REFERRALS**

There were no referrals.

## **128. WORK PROGRAMME**

The Committee considered its current Work Programme.

During consideration of this item Officers reported that an invitation had been received from Bromsgrove District Council for Redditch Members to be involved in a scrutiny training event on 10th December 2009 at the Council House at Bromsgrove.

**RESOLVED that**

**the invitation and the current Work Programme be noted.**

The Meeting commenced at 7.00 pm  
and closed at 9.10 pm

# Executive Committee

No direct Ward relevance

27th January 2010

## ADVISORY PANELS, WORKING GROUPS, ETC - UPDATE REPORT

(Report of Chief Executive)

### 1. Purpose of Report

To provide, for monitoring / management purposes, an update on the work of the Executive Committee's Advisory Panels, and similar bodies which report via the Executive Committee.

### 2. Recommendation

The Committee is asked to **RESOLVE** that

**subject to Members' comments, the report be noted.**

### 3. Updates

#### A. ADVISORY PANELS

	<u>Meeting :</u>	<u>Lead Members / Officers :</u> (Executive Members shown underlined)	<u>Position :</u> (Oral updates to be provided at the meeting by Lead Members or Officers, if no written update is available.)
1.	Climate Change Advisory Panel (formerly Environment Advisory Panel)	Chair <u>Cllr B Clayton</u> / Guy Revans.	Last meeting – 5th January 2010.
2.	Community Safety Advisory Panel	Chair <u>Cllr Brunner</u> / Vice-Chair Cllr Banks Angie Heighway	Date to be arranged.
3.	Economic Advisory Panel	Chair <u>Cllr MacMillan</u> John Staniland / Georgina Harris	Next meeting – 8th February 2010.

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4.	Housing Advisory Panel	Chair <u>Cllr B Clayton</u> / Vice-Chair Cllr Pearce  Jackie Smith	Last meeting – 17th November 2009.
5.	Leisure Contracts Advisory Panel	Chair <u>Cllr Anderson</u> / Vice-Chair Cllr MacMillan  Ken Watkins / Kevin Cook	Last meeting – 13th January 2010.
6.	Customer Services Advisory Panel	Chair <u>Cllr Braley</u> Jackie Smith / Jane Smith	Last meeting – 10th December 2009.
7.	Planning Advisory Panel	Chair <u>Cllr MacMillan</u> / Vice-Chair  Cllr Chalk  John Staniland / Ruth Bamford	Next meeting – 10th February 2010

**B. OTHER MEETINGS**

8.	Constitutional Review Working Party	Chair Cllr MacMillan / Vice Chair <u>Cllr Braley</u>  Steve Skinner	Next meeting – to be arranged.
9.	Grants Panel	Chair Cllr Chance / Vice Chair  <u>Cllr Braley</u>  Angie Heighway	Next meeting – to be arranged.
10.	Independent Remuneration Panel	Independent Members / Chair Mr Andrew Powell	Next meeting – to be arranged.  Currently working up proposals for 2010 Allowances Scheme.

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11.	Member Development Steering Group	Chair <u>Cllr MacMillan</u> / Vice-Chair Cllr Brunner  Steve Skinner / Trish Buckley	Next meeting – to be arranged.
12.	Procurement Steering Group	Chair <u>Cllr Braley</u> / Vice-Chair Cllr Hall  Sue Hanley	Next meeting – 18th January 2010.
13.	Church Hill District Centre – Members' Panel	Chair <u>Cllr B Clayton</u>  Rob Kindon / Jim Prendergrast	Last meeting – 25th November 2009.

**4. Author of Report**

The author of this report is Ivor Westmore (Member and Committee Support Services Manager), who can be contacted on extension 3269 (e-mail: [ivor.westmore@redditchbc.gov.uk](mailto:ivor.westmore@redditchbc.gov.uk)) for more information.

**5. Appendices**

None.







# Executive Committee

No direct Ward relevance

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## ACTION MONITORING

(Report of the Chief Executive)

Portfolio Holder(s) / Responsible Officer	Action requested	Status
13th January 2009		
<b>Cllr Gandy / Executive Committee</b>	<b>Third Sector Task and Finish Group</b> The Executive to consider the further work to be undertaken (detailed in recommendation 5) and come back with suggestions for further work in due course.	Awaiting further consideration by relevant Members.
22nd April 2009		
<b>Cllr MacMillan/ Ruth Bamford</b>	<b>Action Monitoring – Economic Advisory Panel</b> Economic Development Strategy - Visits to Redditch businesses being arranged.	
1st July 2009		
<b>Cllr Braley E Storer</b>	<b>Corporate Sickness Statistics</b> Members suggested minor amendments to the recording method for sickness absence, proposing that the “No Reason” category might be termed “Other” and that there be a more explicit breakdown of the work-related and non-work related absences due to “Bones, Joints and Fractures”.)	

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<b>12th August 2009</b>		
<b>Cllr Braley / E Storer</b>	<b>Corporate Sickness Statistics</b>  Officers undertook to investigate whether there were national statistics available to use as comparators to those generated locally within the authority.	
<b>16th September 2009</b>		
<b>Cllr Braley / Teresa Kristunas</b>	<b>Prudential Indicators</b>  Councillor Braley enquired as to the maximum and minimum borrowing rates that had existed over the past 25 years and also the magnitude of the interest rate in 1979.	
<b>22nd September 2009</b>		
<b>All Portfolio Holders / A Heighway</b>	<b>Quarterly Performance Monitoring, Quarter 1 – April – June 2009</b>  Members requested that the order of columns in the Corporate Performance Exception Report be amended. Officers undertook to circulate information on Recovery Plans and the pilot project on Smart Cards be circulated with the minutes.	
<b>7th October 2009</b>		
<b>Cllr C MacMillan / R Bamford / A Rutt</b>	<b>Publication of Planning Applications – Consultation</b>  Officers were asked to consider a slight expansion of the circulation of notifications of planning applications should these new measures come into effect.	

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<b>18th November 2009</b>		
<b>Cllr M Braley / D Riley</b>	<b>Benefits Improvement Plan</b>  Officers were requested to highlight the Inspector's comments regarding Overview and Scrutiny Committee's involvement in overseeing the management of performance. [Appendix 1 (R7a)]	
<b>9th December 2009</b>		
<b>Cllr Anderson / A Heighway</b>	<b>Voluntary Sector Grant Applications</b>  Members were keen that photographs be included in Redditch Matters to publicise the grant funding that was being provided.	Officers highlighted the publicity that was already being planned.
<b>Cllr Braley / G Revans / S Garratt</b>	<b>Fees and Charges 2010/11</b>  Officers undertook to get back to Councillor Hartnett with information regarding the fees levied for Magnets and DVLA enquiries (Taxi Licensing)	
<b><u>Note:</u></b>	<i>No further debate should be held on the above matters or substantive decisions taken, without further report OR unless urgency requirements are met.</i>	Report period: 13/01/09 to 9/12/09



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