

Open

Cabinet

Agenda

6pm
Tuesday, 11th February 2020
Council Chamber
Wyre Forest House
Finepoint Way
Kidderminster



Cabinet

The Cabinet Members and their responsibilities:-

| | |
|---------------------------------|--|
| Councillor G Ballinger | Leader of the Council & Strategy & Finance |
| Councillor F Oborski MBE | Deputy Leader & Economic Regeneration, Planning & Capital Investments |
| Councillor N Martin | Housing, Health, Well-being & Democratic Services |
| Councillor H Dyke | Culture, Leisure & Community Protection |
| Councillor J Thomas | Operational Services |

Scrutiny of Decisions of the Cabinet

The Council has one Scrutiny Committee that has power to investigate policy issues and question members of the Cabinet who have special responsibility for a particular area of the Council's activities. The Cabinet also considers recommendations from this Committee.

In accordance with Section 10 of the Council's Constitution, Overview and Scrutiny Procedure Rules, and Standing Order 2.4 of Section 7, any item on this agenda may be scrutinised by the Scrutiny Committee if it is "called in" by the Chairman or Vice-Chairman of the Overview & Scrutiny Committee and any other three non-Cabinet members.

The deadline for "calling in" Cabinet decisions is 5pm on Friday 21st February 2020.

Councillors wishing to "call in" a decision on this agenda should contact Louisa Bright, Principal Committee and Member Services Officer, Wyre Forest House, Finepoint Way, Kidderminster. Telephone: 01562 732763 or email louisa.bright@wyreforestdc.gov.uk

Urgent Key Decisions

If the Cabinet needs to take an urgent key decision, the consent of the Scrutiny Committee Chairman must be obtained. If the Scrutiny Committee Chairman is unable to act the Chairman of the Council or in his/her absence the Vice-Chairman of the Council, must give consent. Such decisions will not be the subject to the call in procedure.

Declaration of Interests by Members – interests of members in contracts and other matters

Declarations of Interest are a standard item on every Council and Committee agenda and each Member must provide a full record of their interests in the Public Register.

In addition, alongside the Register of Interest, the Members Code of Conduct ("the Code") requires the Declaration of Interests at meetings. Members have to decide first whether or not they have a disclosable interest in the matter under discussion.

Please see the Members' Code of Conduct as set out in Section 14 of the Council's constitution for full details.

Disclosable Pecuniary Interest (DPI) / Other Disclosable Interest (ODI)

DPI's and ODI's are interests defined in the Code of Conduct that has been adopted by the District.

If you have a DPI (as defined in the Code) in a matter being considered at a meeting of the Council (as defined in the Code), the Council's Standing Orders require you to leave the room where the meeting is held, for the duration of any discussion or voting on that matter.

If you have an ODI (as defined in the Code) you will need to consider whether you need to leave the room during the consideration of the matter.

For further information

If you have any queries about this Agenda or require any details of background papers, further documents or information you should contact Louisa Bright, Principal Committee and Member Services Officer, Wyre Forest House, Finepoint Way, Kidderminster, DY11 7WF. Telephone: 01562 732763 or email louisa.bright@wyreforestdc.gov.uk

Documents referred to in this agenda may be viewed on the Council's website - www.wyreforestdc.gov.uk/council/meetings/main.htm

Wyre Forest District Council

Cabinet

Tuesday, 11th February 2020

Council Chamber, Wyre Forest House, Finepoint Way, Kidderminster

Part 1

Open to the press and public

| Agenda item | Subject | Page Number |
|-------------|--|-------------|
| 1. | Apologies for Absence | |
| 2. | Declarations of Interests by Members In accordance with the Code of Conduct, to invite Members to declare the existence and nature of any Disclosable Pecuniary Interests (DPI's) and / or Other Disclosable Interests (ODI's) in the following agenda items and indicate the action that they will be taking when the item is considered. Please see the Members' Code of Conduct as set out in Section 14 of the Council's Constitution for full details. | |
| 3. | Minutes To confirm as a correct record the Minutes of the meeting held on the 17th December 2019. | 7 |
| 4. | CALL INS a verbal update will be given on any decisions which have been "called in" since the last meeting of the Cabinet. | |
| 5. | Items Requiring Urgent Attention To consider any item which, in the opinion of the Chairman requires consideration at the meeting as a matter of urgency. | |
| 6. | Public Participation In accordance with the Council's Scheme for Public Speaking at Meetings of Full Council/Cabinet, to allow members of the public to present petitions, ask questions, or make statements, details of which have been received by 12 noon on Monday 3 rd February 2020. (See front cover for contact details). | |

| 7. | | |
|-----|--|----|
| | Councillor F Oborski MBE | |
| 7.1 | <p>Submission Local Plan</p> <p>To consider a report from the Spatial Planning Manager to agree the submission of the proposed Wyre Forest District Local Plan (2016-36) and Policies Map for recommendation to Council on 20th February for forwarding to the Secretary of State (including all supporting evidence base documentation).</p> <p>To also consider recommendations from the Overview and Scrutiny Committee from its meeting on 6th February 2020. (To follow)</p> <p>Please note that the appendices to this report are available electronically</p> <p>http://www.wyreforest.gov.uk/council/meetings/com60.htm#mt8223</p> | 15 |

| 8. | | |
|-----|---|----|
| | Councillor G Ballinger | |
| 8.1 | <p>Financial Strategy 2020-2023</p> <p>To consider a report from the Corporate Director: Resources to provide the Cabinet with financial information in order to make proposals for the Budget Strategy for the period 2020-2023. This report also seeks approval of the Capital Strategy for 2020-2030 including prudential indicators which set limits for non-financial investments and to fulfil the key requirements of the MHCLG Investment Guidance.</p> <p><i>The appendices to this report have been circulated electronically.</i></p> | 33 |

| 9. | | |
|-----|---|----|
| | Councillor H Dyke | |
| 9.1 | <p>Procurement Strategy and Business Plan for Brinton Park National Lottery Heritage Fund Project</p> <p>To consider a report from the Corporate Director: Community Well Being and Environment to approve the Procurement Strategy and current Business Plan in preparation for Round 2 of the National Lottery Heritage Fund (NLHF) for the Brinton Park project.</p> <p>To also consider recommendations from the Overview and Scrutiny Committee from its meeting on 6th February 2020. (To follow)</p> <p><i>Appendix 2 of this report has been circulated electronically.</i></p> | 49 |

| | | |
|-----|---|--|
| 10. | To consider any other business, details of which have been communicated to the Solicitor to the Council before the commencement of the meeting, which the Chairman by reason of special circumstances considers to be of so urgent a nature that it cannot wait until the next meeting. | |
| 11. | Exclusion of the Press and Public To consider passing the following resolution: “That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting during the consideration of the following item of business on the grounds that it involves the likely disclosure of “exempt information” as defined in paragraph 3 of Part 1 of Schedule 12A to the Act”. | |

Part 2

Not open to the Press and Public

| | | |
|-----|--|--|
| 12. | Agenda Item 9.1 Procurement Strategy and Business Plan for Brinton Park National Lottery Heritage Fund Project Appendix 1 - Procurement Strategy | |
| 13. | To consider any other business, details of which have been communicated to the Solicitor to the Council before the commencement of the meeting, which the Chairman by reason of special circumstances considers to be of so urgent a nature that it cannot wait until the next meeting. | |

WYRE FOREST DISTRICT COUNCIL

CABINET

COUNCIL CHAMBER, WYRE FOREST HOUSE, FINEPOINT WAY, KIDDERMINSTER

17TH DECEMBER 2019 (6 PM)

Present:

Councillors: G W Ballinger (Chairman), F M Oborski MBE (Vice-Chairman), H E Dyke, N Martin and J W R Thomas.

Observers:

Councillors: C J Barnett, A Coleman, R H Coleman, N J Desmond, C Edginton-White, S Griffiths, I Hardiman, M J Hart and M Rayner.

CAB.43 Apologies for Absence

There were no apologies for absence.

CAB.44 Declarations of Interests by Members

No declarations of interest were made.

CAB.45 Minutes

Decision: The minutes of the Cabinet meeting held on 12th November 2019 be confirmed as a correct record and signed by the Chairman.

CAB.46 Call Ins

No decisions had been called in since the last Cabinet meeting.

CAB.47 Items Requiring Urgent Attention

There were no items requiring urgent attention.

CAB.48 Public Participation

In accordance with the Council's Scheme for Public Speaking at meetings of Cabinet, the following member of the public addressed the meeting at this point on behalf of Bewdley Traders:

Jon May of Mooch Gifts & Home, Bewdley

Bewdley Traders are very concerned regarding the proposed changes to Car Parking Fees across the Wyre Forest District, in particular Bewdley that does not have the benefit of large Supermarket car parks where the public can enjoy 2 hours free parking like in Stourport and Kidderminster. The proposed

changes will severely damage the local trade on our high streets, trade that is already struggling. This will be a huge kick in the teeth to small businesses looking for support not barriers in these challenging times.

Over recent months we (40 Bewdley Traders) have been running a campaign highlighting Car parking in Bewdley and have gained over 3000 signatures from both visitors and local shoppers who support us in asking you for 2 hours free parking in Bewdley, a policy that has been adopted by Dudley Council and Cotswold District Councils and a host of others across England to support their local high streets, to prevent trade going to out of town shopping centres.

So please before you rubber stamp any proposals this evening think of your local high streets and consider the true impact of your actions as these new proposals do not support Small Business: they just make it easier for out of town shopping and the internet to prosper at a time when high streets all across the UK need their local councils to offer support.

CAB.49 Medium Term Financial Strategy 2020-23

A report was considered from the Corporate Director: Resources which provided the Cabinet with financial information in order to make proposals for the Budget Strategy for the period 2020-2023.

The Leader of the Council presented the report and formally moved the recommendations for approval. He said that the Progressive Alliance has adopted a different approach this year. It had ensured that the Strategic Review Panel is briefed on the emerging proposals in advance. He said Members of all groups have had the chance to scrutinise the ideas and to ask questions. All Members are sent the Panel's papers.

The Leader said that the Progressive Alliance had also ensured that their proposals on car parking charges had been considered by the Overview and Scrutiny Committee prior to tonight's meeting; this did not happen under the previous administration. He said that he was pleased that the scrutiny committee supported the proposals. He added that the Alliance had also sought the public's views in advance through a budget survey which produced over 600 responses; more than has been received in previous years. He added that the views of the public had been taken into account when shaping the strategy.

The Leader continued that the proposals in the strategy would now be the subject of further scrutiny by the Strategic Review Panel. He said he looked forward to discussing any alternative proposals but they had to be realistic and not make the Council's financial position worse than it already is.

The Leader said that none of the councillors sought office to cut services but the Council has come to the point where putting up charges and cutting some services is inevitable. The administration had inherited a £2m funding gap that was created by the 2010 and 2015 Governments which cajoled councils into keeping council tax down with short-term "freeze grants". He added that despite continuing financial pressures and economic uncertainty the report shows the Council has managed to reduce the estimated gap between its

proposed expenditure and income in 2022-23 from over £2m to £1.68m. He said that, together with other cost saving measures and income generation initiatives, the modest council tax increase now proposed will help towards closing the funding gap. If the Council had not kept council tax increases below inflation between 2011-12 and 2019-20, its funding gap could now be significantly lower.

In relation to the car parking charges, the Leader said that the Alliance now runs the Council and were entitled to reach different conclusions about how to balance the economic needs of the district and the financial needs of the Council to close the funding gap that it had inherited. He added that the Council does not have to allow people to use its land for free and, if people want the convenience of parking in or near our town centres on the Council's land, they should expect to pay for the privilege. He said that the Council has declared a climate emergency and was not going to maintain free car parking all year round that will encourage unnecessary car journeys.

The Cabinet Member for Economic Regeneration, Planning & Capital Investments seconded the proposals.

The Corporate Director: Resources pointed out a typographical error in the notes on page 82 of the gold coloured Financial Strategy 2020-2023 booklets (electronic appendix 3 part 2); the text should read – charges apply Monday-Sunday between 08:00 and **21:00**.

The Cabinet Member for Operational Services said that the authority was under no obligation to allow its land to be used for free. He said that the proposed changes will result in a more simplified charging structure than at present and will apply to all car parks across the district. He said that the proposals were town centre and business friendly and the reduction in the season ticket price would benefit those who park frequently in town centres.

The Cabinet Member for Operational Services thanked the Overview and Scrutiny Committee for their thorough and in depth analysis of the proposals. He also thanked the Directors and Officers across many departments for their hard work in putting the proposals together.

The Chairman of the Overview and Scrutiny Committee, Councillor M Hart, said that there was a thorough and robust discussion at the meeting, and the proposals were supported by the majority of the Committee.

Decision: Cabinet NOTED:

- 1.1 The fees and charges as set out in Appendix 3 – Part 1.**
- 1.2 The comments from the Strategic Review Panel at its meeting on the 28th October 2019 and the Overview and Scrutiny Committee on the 5th December 2019 on Car Parking fees and charges included in Appendix 3 – Part 2;**
- 1.3 The results of the Budget Consultation survey included in Appendix 6 and summarised in paragraph 7 of the report;**

- 1.4 A report will be brought to the Cabinet on 11th February 2020 on the proposed Brinton Park Heritage National Lottery Heritage Fund project to approve the evaluation criteria for the procurement of professional and building services contracts and to put in place an appropriate delegation to award the contracts.**

Cabinet ENDORSE and RECOMMEND to the Strategic Review Panel for scrutiny:

- 1.5 The Council's updated Medium Term Financial Strategy taking into account the results of the earlier Budget Consultation;**
- 1.5.1 Cabinet Proposals – taking into account the impact on the Council's Capital and Revenue Budgets for 2020-23 (paragraph 8.3) including;**
- a. Approval of the Community Leadership Fund for 2020-21 of £33k;**
 - b. Approval of a revised programme for the maintenance of highways verges to align more closely with funding received from Worcestershire County Council and with the recent Plant Life report. This will save £50k pa from 2020-21 onwards;**
 - c. Approval of a programme of phased savings from Localism partnership working with our Town and Parish Council colleagues as outlined in paragraph 5.13 of £135k in 2020-21, £245k in 2021-22, £350k in 2022-23, £525k in 2023-24 and £700k in 2024-25. The savings include assumptions of transfers of activities and staff posts which, if not realised will be ended or deleted as set out in paragraphs 8.2.4 and 8.2.5;**
 - d. Approval of additional capital resource to facilitate ongoing delivery of the ICT Strategy of a total of £653k phased over the MTFS as set out in paragraph 8.2.6 proposed to be funded by prudential borrowing. The associated revenue costs are £4k in 2020-21, £63k in 2021-22 and £126k in 2022-23;**
 - e. Approval of the removal of funding for Kidderminster Town Centre, Bewdley Development Trust and Stourport Forward saving a total of £30,520 in 2020-21 onwards;**
 - f. Approval of a schedule of improvements to Stourport Riverside in line with the Master Plan to be funded as set out in paragraph 8.2.8. The gross capital investment proposed is £150,000 of which £103,580 can be funded from S106 contributions so leaving £46,420 to be funded from prudential borrowing. The ongoing net revenue implications are £24,510 in 2020-21, £23,010 in 2021-22 and £23,010 in 2022-23;**
 - g. Approval of essential health and safety capital works to the**

Depot Block E for Operational Services of £70k in 2020-21 funded from prudential borrowing with revenue financing costs £1,510 in 2020-21, £6,510 in 2021-22 and £6,510 in 2022-23;

- h. Approval of the HLF Brinton Park Project gross capital expenditure of £2.4m subject to HLF approval of the substantive funding and the final business case. This includes approval of a commitment to meet a maximum shortfall of £100k in capital partnership funding for the project, to be funded from prudential borrowing.**
- 1.5.2 The level of net expenditure and resultant Council Tax for 2020-23 as per paragraphs 8.1 and 8.4 including the revenue implications of the Capital Strategy report also on the agenda;**
- 1.5.3 The fees and charges in line with this strategy and the impact on the Council's Revenue Budget for 2020-23, as shown in Part 3 of Appendix 3 (paragraph 8.1 also refers) that reflect the recommendations from Licensing Committee on 2nd December 2019;**

Cabinet APPROVED:

- 1.6 The fees and charges as set out in Appendix 3 – Part 2 (in line with the recommendations from the Overview and Scrutiny Committee on 5th December 2019 in respect of car parking charges);**
- 1.7 That subsidy for the outsourced Pest control service administered by Worcestershire Regulatory Services (WRS) is withdrawn from April 2020;**
- 1.8 To delegate authority to the Corporate Director: Economic Prosperity & Place to advertise the proposed amendments to the parking charges, shown at Appendix 3 Part 2 to the report, in the Wyre Forest (Off-Street Parking Places) Order 2019 (“the Parking Places Order”); and in consultation with the Corporate Director: Community, Well Being and Environment, Cabinet Member for Economic Regeneration, Planning and Capital Investments and Cabinet Member for Operational Services to consider any objections made as a result of the advertisement; and following such consideration to decide whether the proposed amendments to the Parking Places Order should be made;**
- 1.9 The allocation of capital receipts from the Evergreen Investment Fund of £25k to fund works to lay out temporary car parking at the former Crown House site in Kidderminster, in line with the recommendations from the Overview and Scrutiny Committee on 5th December 2019 and as set out in the separate Capital Strategy Report also on the agenda in paragraph 9.2.2.**

CAB.49 Capital Strategy

A report was considered from the Corporate Director: Resources and the Corporate Director: Economic Prosperity and Place which provides Members with information to support the recommendations within the Medium Term Financial Strategy and to seek approval of a Capital Strategy for 2020-2030 including prudential indicators which set limits for non financial investments and to fulfil the key requirements of the MHCLG Investment Guidance.

The Leader of the Council presented the report and formally moved the recommendations for approval. He said that the Capital Strategy is a key document for the Council and forms part of the authority's integrated revenue, capital and balance sheet planning. It provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services and our Corporate Priorities. He added that the report also provides an overview of how associated risk is managed and the implications for future financial sustainability, and includes an overview of the governance processes for approval and monitoring of capital expenditure.

The Leader explained that the Council's Capital Programme is the delivery plan for the Capital Strategy and is under-pinned by the borrowing strategy contained in the approved TMSS. He said this was set out in Appendix 1 of the report and covers a 10 year period extended from the previous 3 year forecast. He added that the report sets out the detail of the Ministry of Housing Communities and Local Government (MHCLG) Investment Guidance and confirms that we adhere to this.

The Leader continued that for the Capital Portfolio Fund and Development Loans Fund we include additional prudential indicators for transparency whilst noting that these are not commercial investments; properties acquired to date are operational, making important economic development and regeneration contributions to the district. He added the report includes reference to the successful bid that has been made to the Future High Streets Fund for Kidderminster town centre; the full business case is to be submitted by April 2020. This includes proposals for the Crown House site, former Magistrates' Court building and Bromsgrove Street car park.

He said that the report considers ongoing risk assessment in relation to capital expenditure in detail. It also considers proportionality that is particularly relevant to Capital Portfolio expenditure. He added that paragraph 3.76 refers to the new CIPFA Guidance on Prudential Property Investment. In terms of our current governance, processes and procedures, and was pleased to report that we already largely comply with the guidance.

In conclusion, the Leader explained that the Cabinet Proposals include several that involve capital expenditure and the prudential indicators and Capital Programme will be updated and presented again for approval to the February meetings of Cabinet and Council.

The Cabinet Member for Economic Regeneration, Planning & Capital Investments seconded the recommendations. The Strategy will be presented

to the Strategic Review Panel in January 2020 for scrutiny.

Decision:

- 1.1 Cabinet ENDORSE and RECOMMEND to the Strategic Review Panel for scrutiny:**
- 1.2 The Council's updated Capital Strategy:**
 - a) Approve the Capital Strategy 2020-30 including the associated Quantitative Indicators in Appendix 2 of the report;**
 - b) Approve variations to the Capital Programme and Vehicle, Equipment and Systems Renewals Schedule as set out in Appendix 1, Appendices A and B;**
 - c) Approve the limits for gross debt of non treasury investments compared to net service expenditure and for Capital Portfolio and Development Loans Fund income as a percentage of net service expenditure as set out in Appendix 2;**
 - d) Approve the limits for loan investments as set out in Section 5.1.**
- 1.3 Cabinet APPROVED:**
 - 1.3.1 That delegation is given to the Corporate Director: Economic, Prosperity and Place in consultation with the Corporate Director: Resources and Solicitor to the Council and the Cabinet Member for Resources to update the Development Loans Fund and Capital Portfolio Strategy Policies in year if required.**

CAB.50 Recommendations from Committees - Overview & Scrutiny Committee, 5th December 2019

a) Wyre Forest Health and Wellbeing Plan Update

The Cabinet Member for Housing, Health, Well-being and Democratic Services presented the recommendations which were supported by the Committee, and were formally agreed.

Decision: In line with the recommendations from the Overview and Scrutiny Committee from its meeting on 5th December 2019;

The Wyre Health Action Plan 2019- 20 as attached at Appendix 2 of the report is approved with the addition of action points for tackling male suicide and loneliness in 'at-risk' groups in Wyre Forest.

b) Climate Change Action Plan Update

The Cabinet Member for Housing, Health, Well-being and Democratic Services presented the recommendations which were supported by the

Committee, and were formally agreed.

Decision: In line with the recommendations from the Overview and Scrutiny Committee from its meeting on 5th December 2019;

The Climate Change Action Plan 2019/20 as attached at Appendix 2 of the report be approved.

There being no further business, the meeting closed at 7.15pm



CABINET
11th February 2020

Subject: Wyre Forest District Local Plan (2016-2036)

| OPEN | |
|--|--|
| CABINET MEMBER: | Councillor Fran Oborski - Cabinet Member for Economic Regeneration, Planning and Capital Investments |
| RESPONSIBLE OFFICER: | Corporate Director: Economic Prosperity & Place. |
| CONTACT OFFICER: | Helen Smith |
| APPENDICES: <i>(Note: digital appendix).</i> | Appendix 1 – <ul style="list-style-type: none"> • Wyre Forest District Local Plan (2016-36) and Policies Map (Submission version, January 2020) • Changes from the Adopted Policies Map (2013) to the Local Plan Submission Policies Map arising from the Wyre Forest District Local Plan Review • Amendments to the Pre-Submission Publication Document and Policies Map (July 2019) • Pre-Submission Publication Document and Policies Map (October 2018) Appendix 2: Table of Additional (Minor) Modifications to the Wyre Forest District Local Plan (2016-36). Appendix 3: Consultation Statement (Regulation 22) and Consultation Summary Reports for the 2018 and 2019 Pre-Submission Consultations. Appendix 4: Traffic Demand in the Hagley Area (A456 Corridor). Appendix 5: Statements of Common Ground. |

1. Purpose of Report

- 1.1 The purpose of this report is to:
- 1.2 Agree the submission of the proposed Wyre Forest District Local Plan (2016-36) and Policies Map for recommendation to Council on 20th February for forwarding to the Secretary of State (including all supporting evidence base documentation). The final version of the Local Plan document and Policies Map for submission is shown in Appendix 1 of this report (*note: this includes the proposed Submission Plan document and the two Pre-Submission Plan documents that were consulted on in 2018 and 2019*).
- 1.3 Agree the submission of the Table of Additional (Minor) Modifications to the Local Plan for recommendation to Council on 20th February for forwarding to the Secretary of State for the purposes of examination. The Table of Additional (Minor) Modifications is shown in Appendix 2 of this report.
- 1.4 Note the results of the pre-submission public consultations (undertaken in 2018 and 2019) and agree to the Consultation Statement and summary reports (for Regulation 22) for recommendation to Council on 20th February for submission to the Secretary of State and to be published on the Council's website. The Consultation Statement and summary reports are set out in Appendix 3 of this report.
- 1.5 Note the technical study 'Traffic Demand in the Hagley Area (A456 Corridor)' as a background paper (which has yet to be published by the County Council). This technical study is shown in Appendix 4 of this report.
- 1.6 Agree the 'Statements of Common Ground' with third parties such as statutory agencies and adjoining Councils as shown in Appendix 5 of this report for recommendation to Council on 20th February for forwarding to the Secretary of State.

2. Recommendation

- 2.1 It is recommended that Cabinet recommends to Council to:
 - 1) Approve the proposed Wyre Forest District Local Plan (2016-2036) and Policies Map (together with the associated evidence base, including the Sustainability Appraisal) for the purpose of its submission to the Secretary of State for independent examination under section 20 of the Planning and Compulsory Purchase Act 2004 (the PCPA 2004) (as shown in Appendix 1);
 - 2) Approve the Table of Additional (Minor) Modifications to the Wyre Forest District Local Plan (2016-36) and Policies Map (as shown in Appendix 2);
 - 3) Approve the submission documents prepared pursuant to Regulation 22 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (the Local Planning Regulations) (see Appendix 3);

- 4) Note the technical study 'Traffic Demand in the Hagley Area (A456 Corridor)' (in Appendix 4) as a background paper (which has yet to be published by the County Council);
- 5) Approve the 'Statements of Common Ground' with third parties such as statutory agencies and adjoining Councils (as shown in Appendix 5); and
- 6) Delegate authority to the Corporate Director: Economic Prosperity & Place in consultation with the Cabinet Member for Economic Regeneration, Planning and Capital Investments for the following matters relating to the Local Plan:
 - a. To take or authorise such steps as may be necessary for the independent examination of the Local Plan to be completed, including:
 - i. Proposing, requesting from and agreeing with the Inspector, at submission and through the examination, 'main modifications' to the wording of the Local Plan to ensure its soundness and legal compliance, in accordance with section 20(7C) of the PCPA 2004 (noting that 'main modifications' will subsequently be subject to public consultation prior to the completion of the examination and approved by Council);
 - ii. Agreeing 'additional (minor) modifications' to the wording of the Local Plan (noting that these will relate to minor changes which do not materially affect the policies in or soundness of the Plan and will subsequently be approved by Council at adoption);
 - iii. Entering into 'Statements of Common Ground' with third parties such as statutory agencies and adjoining Councils;
 - iv. Undertaking other tasks pursuant to informing and ensuring the effective running of the examination, including making submissions of hearing statements to the Inspector and providing to the Inspector such further or revised documents or information as may be necessary;
 - v. Agreeing Topic Papers including but not limited to housing growth, viability and Green Belt release (noting that these are for explanatory purposes only); and
 - vi. Publishing the recommendations of the Inspector in accordance with section 20(8) of the PCPA 2004 and Regulation 25 of the Local Planning Regulations.

3. Summary

- 3.1 Since 2015, Wyre Forest District Council has been working towards the preparation of a Local Plan for the period 2016 – 2036. The Local Plan sets out the policies and plans to guide future development within Wyre Forest District up to 2036. It will be the statutory document against which individual planning applications are determined. The Local Plan therefore has a key role in shaping the future of the district.

- 3.2 This report summarises the progress that has taken place since 16th July 2019, when Cabinet last made decisions on the Local Plan [to undertake consultation on the pre submission Plan]. The Local Plan and its evidence base were subsequently published on 2nd September 2019 for a 6 week public consultation that took place up to 14th October 2019. Officers have considered the responses to this consultation carefully. Having done so, they are satisfied that there are no obstacles to the submission of the Local Plan as approved by Cabinet on 16th July 2019, that the relevant requirements have been complied with and that the Plan is ready for independent examination by an Inspector appointed by the Secretary of State. This report therefore seeks formal authority to recommend to Council that the Local Plan be submitted for independent examination.

4. Strategic Implications

- 4.1 By virtue of the PCPA 2004, the Local Planning Regulations and the National Planning Policy Framework (NPPF), each Local Authority should produce a Local Plan for its area. The Council's existing adopted Plan is out of date in certain respects and the Council now needs to ensure that it achieves a 'sound' Local Plan to replace it, in accordance with the Government's planning policy, the NPPF (what is required to meet the soundness test is set out in paragraph 14.4 of this report) and the National Planning Practice Guidance.

5. Background

- 5.1 The review of the Local Plan began in late 2015 with the Issues and Options consultation. Since the close of that consultation, officers worked with the Council's Local Plans Review Panel (LPRP) (an Overview and Scrutiny Task and Finish Group) to bring forward the next stage of the review which was the Preferred Options consultation (Regulation 18).
- 5.2 The Preferred Options consultation (Reg 18), which commenced on 15th June 2017 and ended on 14th August 2017, outlined a combination of Core sites and options A and B which gave two potential options for growth, concentrated or dispersed. It was carried out in compliance with the Council's adopted Statement of Community Involvement (2013). The consultation included contacting individuals and organisations on the Local Plan consultation database, public drop-in sessions, and information provided via the Council's website and social media. At the end of the consultation process the Council had received over 5,000 responses from members of the public, developers, organisations and statutory consultees.
- 5.3 A summary of the key issues from the Preferred Options consultation was made available to LPRP at the LPRP meeting on 15th January 2018. Feedback from the consultation on the preferred options sites was also provided to LPRP at the meetings held on 19th February 2018 and 19th March 2018.

- 5.4 Following the Preferred Options consultation, work commenced on the Pre-Submission Publication version of the Local Plan. Further technical evidence base work was undertaken in relation to the proposed site allocations and the findings of this with officer recommendations were presented to LPRP on 24th September 2018 and 15th October 2018. LPRP thus reviewed the proposed site allocations and made their recommendations to officers.
- 5.5 On 15th October 2018 LPRP considered the proposed Local Plan Pre-Submission Publication document (Background Paper 19.2) in its entirety. This enabled the LPRP to consider the draft policies, including the development strategy proposed for the district. This October 2018 version of the Pre-Submission Document and supporting evidence base studies were then approved by Cabinet on 30th October 2018 and consulted on during November/December 2018.
- 5.6 However, following receipt of responses to that consultation, it was agreed with Worcestershire County Council that the transport evidence would benefit from further clarification, and it was necessary to update some of the technical evidence base documents.
- 5.7 The sites to be included in the Pre-Submission document could be finalised only when the technical evidence base studies were completed and consistent with other evidence base documents due to their interdependency. The key studies that were updated/produced are as follows:-
- Transport Evidence Base Paper (June 2019)
 - A450 Corridor Enhancement Report (June 2019)
 - SLC Rail Technical Note on Blakedown Station Car Park Needs (June 2019)
 - Infrastructure Delivery Plan (June 2019)
 - Viability Assessment Note (June 2019)
 - WFDC Golf Facility Review (June 2019)
 - Burlish Golf Course Vision document (June 2019)
- 5.8 The Council's Five Year Housing Land Supply Report (5YHLS) was also updated to provide the most up-to-date information on the Council's five year housing supply as of 1st April 2019. It also incorporated the Government's introduction of the Housing Delivery Test and how this affects Wyre Forest District.
- 5.9 These updates to the various evidence base studies led to sections of the Local Plan Pre-Submission Document needing to be updated. As a result, the Local Plan Pre-Submission Document (October 2018) required updates to the following sections:-
- Foreword
 - Chapter 1 – Introduction and Context
 - Chapter 6 – A Sustainable Future: Development Strategy
 - Policy 8G – Site Provision for Travelling Showpeople
 - Chapter 10 – A Good Place to do Business – amendment to Table 10.0.1

- Chapter 13 – Transport and Accessibility
 - Part C of Local Plan – Proposed Allocations to include:
 - Site allocation at Blakedown and amendment to the settlement boundary for Blakedown village.
 - Removal of Yew Tree Walk site AKR/18.
 - Site allocation LI/10 – a change to employment use.
 - Site allocation LI/12 – a change to Travelling Showpeople use.
 - Site allocation LI/13 – new employment site.
 - Minster Road Outdoor Sports Area.
 - South Kidderminster Enterprise Park.
 - Local Plan Policies Map updates.
- 5.10 The amendments to the Local Plan and the updated technical evidence base documents were presented to LPRP for their consideration and recommendations on 1st July 2019. The amendments to the Local Plan can be viewed in Background Paper 19.1 of this report.
- 5.11 The recommendations of the LPRP were considered by the Overview and Scrutiny Committee on 4th July 2019. Their subsequent recommendations were reported to Cabinet at the meeting on 16th July 2019.
- 5.12 On 16th July 2019, Cabinet agreed to the following recommendations:
- a) Approve the Local Plan Pre-Submission Publication documentation for the re-opened public consultation (Regulation 19);*
 - b) Agree the technical evidence base studies as part of the evidence base for the Local Plan; and*
 - c) Delegate authority to the Corporate Director: Economic Prosperity & Place in consultation with the Cabinet Member for Economic Regeneration, Planning and Capital Investments to make any necessary amendments to the consultation documentation up to the launch of the consultation that may arise from the receipt of additional information following this meeting.*
- 6. Local Plan Pre-Submission Publication Consultation (Regulation 19)**
- 6.1 The Pre-Submission Publication Consultation (Reg 19) represented the third stage in the review of the District's Local Plan. The first stage was the Issues and Options Consultation in late 2015. This was followed by the second stage in Summer 2017 for the Preferred Options consultation.
- 6.2 The aim of the Pre-Submission consultation was to seek views on whether the emerging Local Plan is legally compliant and if it is considered to be 'sound'.
- 6.3 A consultation on the Local Plan Pre-Submission Document was held in November/December 2018. The Council decided to re-open the pre-submission consultation to allow further representations to be made on the Local Plan following updates to some of the evidence base studies. This reopening of the consultation was approved by Cabinet on 16th July 2019. The

consultation reopened on 2nd September 2019 and ran for 6 weeks closing on 14th October 2019. A detailed summary of the consultation responses received for both the 2018 and the 2019 consultations are set out in Appendix 3. These consultation summaries (under Regulation 22) in Appendix 3 will be submitted to the Planning Inspectorate for examination alongside the Local Plan.

- 6.4 The consultation included contacting individuals and organisations on the Local Plan consultation database, public drop-in sessions, and information provided via the Council's website and social media. In total, the Council received 1588 responses to the consultations held in 2018 and 2019. Of these, over 53% were from individuals, 25% from representatives of organisations and the remaining from agents on behalf of either organisations or individuals.
- 6.5 All consultation responses received by the Council for Pre-Submission consultations will be submitted to the Government appointed Planning Inspector. This includes the consultation responses received for both the November/December 2018 consultation and the September/October 2019 consultation.

7. Wyre Forest District Local Plan (2016-36)

- 7.1 The Pre-Submission Publication document took account of:
- The extensive evidence base that has been built up since 2015;
 - The Issues and Options consultation reported in December 2015 to Cabinet;
 - The Preferred Options consultation reported to Overview and Scrutiny and Cabinet in October 2018;
 - Duty to Co-operate conversations with neighbouring local authorities, the County Council, relevant Statutory Organisations and key infrastructure providers;
 - Advice received from the LPRP.
- 7.2 Given the changes to the updated technical evidence base documents and the National Planning Policy context, attention was particularly drawn to the following key issues:
- Housing need and land supply
 - Transport Modelling and transport evidence
 - Infrastructure Delivery Plan
 - Viability Assessment update
 - Changes made to the consultation version of the Local Plan

7.3 Housing need and land supply

- 7.4 The Wyre Forest District Local Plan (2016-36) seeks to allocate a sufficient number of sites to accommodate the housing need identified in the Wyre Forest Housing Need Study (HNS) 2018. The HNS (2018) report considered

the future housing need for Wyre Forest District based on the standard methodology developed by the Ministry of Housing, Communities and Local Government (MHCLG). Based on the standard methodology and 2017 affordability ratios, the minimum local housing need for Wyre Forest was calculated as 276 dwellings per year using the 2016-based MHCLG household projections.

- 7.5 When the standard methodology for calculating housing need was first introduced during September 2018, the 2016-based household projections were used in the calculation. Across the country as a whole, this meant that the Government would not achieve its goal of building 300,000 dwellings a year by the mid 2020s with delivery estimates as low as 212,000 dwellings per annum expected using this methodology. In Wyre Forest, the 2016-based household projections gave a housing need figure of 276 dwellings per annum. This is the figure used in the Wyre Forest District Local Plan (2016-36).
- 7.6 During 2018/19 the Government consulted on proposed changes to national planning policy and its associated guidance including the standardised methodology for assessing local housing need. As a result of this consultation, the NPPF and its associated Planning Practice Guidance (PPG) (in relation to Housing and Economic Needs Assessment) were both updated in February 2019. These changes have implications for the district's housing requirement.
- 7.7 The updated NPPF and PPG now requires housing needs assessments to use the 2014-based household projections to set the baseline for the standard method calculation (as nationally this increased the numbers of dwellings that would be expected to be delivered, compared to using the 2016 figures). Whilst in most cases nationally this would give rise to a higher requirement figure, for Wyre Forest this recalculation gave a lower figure of 248 dwellings per annum.
- 7.8 Using the 2014-based household projections instead of the 2016 ones would generate a national requirement for around 266,000 dwellings which is still far short of the 300,000 the Government aspire to. It should also be remembered that the standard methodology establishes a **minimum** need and not an **actual** housing need.
- 7.9 The PPG Housing and Economic Needs Assessment as updated in February 2019 is clear that the standard methodology provides a **minimum** annual local housing need figure and that a Local Plan will be considered sound if it plans to meet housing need according to the standard method. However, any method reliant on the 2016-based household projections will not be considered sound (presumably on the basis that it was assumed that the new calculation would give rise to a higher figure). The Wyre Forest Local Plan is using the 2016-based data, so this departure from using the standardised methodology will need to be fully justified. In WFDC's situation, the housing need is actually higher using the 2016 data than the 2014 data so this helps to

meet the Government's aspirations of delivering more housing. This will be explained to the Inspector by way of a Topic Paper.

7.10 As noted, the revised NPPF sets out that the housing requirement calculated using the standard methodology should be used as the **starting point** for looking at housing need and does not constitute the actual need. The justification for using the higher housing number in the Local Plan is as follows:

- Evidence from the Housing Needs Study (2018) suggests that there is a significant need for affordable housing within the District with 158 dwellings needed each year of the Plan period. It is however, not realistic to expect this amount of affordable housing to be delivered. Since April 2010, 777 affordable dwellings have been delivered – an average of 86 a year. The majority of these have been provided by The Community Housing Group on 100% affordable sites. A target of 90 affordable homes per year has been set for the Local Plan. This is seen as realistic. Viability issues have reduced the amount of affordable housing being brought forward on large brownfield sites such as the former British Sugar (12%) and Georgian Carpets (24%) sites. According to the Housing Needs Study, 22% of households cannot afford even social rent levels and therefore it is paramount that a higher housing figure is used in the plan to encourage social rent housing on private developments via S106 agreements as opposed to “affordable rent” which is the rental product funded by Homes England to Registered Providers on non-s106 sites.
- The North Worcestershire Economic Development and Regeneration team have been successful in bringing new firms into the district to replace jobs lost with the decline of the carpet industry. In order to attract high quality well-paid jobs into the District, we not only need to provide land for employment development but a wide range of housing on attractive sites at a range of locations. This will encourage people to relocate to the District, not just to live but also to work.
- The Council is now proposing an allocation of approximately 6,365 dwellings over a 20 year period (2016-36). It is recognised as prudent good practice that the Council allocates around 15% more than required, to allow for sites not coming forward. Using the 276 figure, the Local Plan would be over allocating by 15%.
- A further reason for using a higher housing figure is to help with the overall national housing supply situation. An annual delivery of 276 dwellings is considered feasible. Proposals for a number of large brownfield allocations are now well-advanced and these are expected to have developers on site prior to the Local Plan examination where potential Green Belt releases will be debated.
- It is proposed that a Topic Paper will be produced for the Examination to assist the Inspector in understanding the Council's reasons for using the 2016 household projection figures.

7.11 **Transport modelling and transport evidence updates**

- 7.12 The Transport Evidence Paper (June 2019) details the transport modelling work undertaken by the County Council and their consultant, Jacobs, to assess the growth and identify the transport interventions necessary to support the Local Plan.
- 7.13 The results of the modelling work at AM and PM peak travel times has identified impacts on the road network around Kidderminster and the Kidderminster ring road is expected to experience worsening congestion. The A449, A450 and Stourport town centre are also expected to experience worsening congestion. The highway network will experience average speeds reduced to 23 to 24kph during peak periods and journey times along the key routes are all expected to worsen as a result of the proposed growth.
- 7.14 The results of the transport modelling work have been used to identify the measures contained within the transport section of the Wyre Forest Infrastructure Delivery Plan (IDP). In order to mitigate the impact a combination of measures across all modes of travel is required. Investment in alternative modes of travel to provide real travel choice and sustainable options will help to reduce congestion and delays across the transport network. The County Council has produced a separate report on the proposed A450 corridor enhancements which forms part of the evidence base documents and was consulted on during the 2019 consultation.
- 7.15 Since the 2019 pre-submission consultation, Worcestershire County Council has produced a technical study 'Traffic Demand in the Hagley Area (A456 Corridor)' which has yet to be formally published. This technical study has been produced following Duty to Co-operate discussions with Bromsgrove District Council, Worcestershire County Council and Wyre Forest District Council. The study will be a background paper to the Statement of Common Ground that is being prepared by Wyre Forest District Council jointly between Bromsgrove District Council and Worcestershire County Council. The technical study considers the potential traffic impact that the proposed strategic site allocations in the Wyre Forest District Local Plan may have on Hagley, which is located outside of the Wyre Forest District area. The technical study concludes that the traffic impact would be minimal from the proposed site allocations and that most of the congestion caused in Hagley is from traffic passing through the Wyre Forest District and not originating from the district itself. Worcestershire County Council also conclude in the technical study that demand mitigation for the A456 corridor *"centres on focussing investment at Blakedown Station expansion to provide strategic rail-based park and ride facilities and investing in improvements at Kidderminster station and station travel plans to support growth, in line with the sustainable development principles of the National Planning Policy Framework. Together, these stations will provide genuinely attractive travel alternatives for a significant percentage of trips using this corridor, mitigating the impacts of demand growth on the busy A456. When station car park charges come forward at stations within the West Midlands Conurbation in future, this is expected to result in a net uplift in demand to use stations in Worcestershire."*

7.16 **SLC Rail report about Blakedown Station Car Park needs**

7.17 A separate report on Blakedown Railway Station was provided by Worcestershire County Council as part of the suite of documents forming the transport evidence for the Local Plan, and was consulted on as part of the pre-submission consultation undertaken in 2019. This separate report sets out the justification as to why an additional car park is required at Blakedown railway station, which would be in addition to the site already allocated within the emerging Local Plan at Station Yard for 80 car parking spaces. The additional car park would be located on the site off Station Road and would provide an additional 170 car parking spaces plus 50 residential units. The justification for this additional car parking site includes the following reasons:

- The current station only offers car parking for 10 spaces. As a result of this, there are many vehicles parked on the local streets next to the railway. The additional car park would help to relieve the pressure for parking on the local roads.
- Worcestershire County Council's Rail Investment Strategy (WRIS-2017) identifies increased railway station car parking capacity as a key facilitator in providing access to transformed, sustainable rail connectivity between the County and other UK economies.
- The WRIS has assumed that the ratio of car parking spaces to passenger numbers should remain, at minimum, 1 to 9 given the rural nature of the county, requiring in turn a minimum growth of more than 1,577 new spaces across Worcestershire.
- The significant growth proposed at Lea Castle and East of Kidderminster within the Wyre Forest Local Plan Review provide further justification for an increased demand and therefore parking capacity at Blakedown railway station.
- The additional car parking would create a sustainable transport hub.

7.18 The response the Council received from Worcestershire County Council to the Pre-Submission Local Plan consultation held in September/October 2019 stated the following about the site at Blakedown railway station:

"Worcestershire County Council welcome the allocation of land for the further expansion of Blakedown station and associated car parking, in line with WCC recommendations. This reflects the opportunity that rail offers to mitigate existing and future generated demand on strategic highway corridors (especially the A456), enabling genuinely sustainable growth opportunities in the Wyre Forest."

7.19 During the 2019 consultation, the Council also received a response from the Black Country Authorities in support of the Blakedown railway station car park proposal. The response from the Black Country Authorities states:

"The A456 forms part of the West Midlands Key Route Network and a study is underway to bring forward measures to improve the management of this route, which includes a short section beyond the Dudley boundary to the junction at Hagley. However, these resulting measures will not by themselves

deal with the future demands on this corridor. Rail and associated strategic park & ride facilities will have an important role to play. We would therefore like to place on record our support for the proposed development of a park & ride facility at Blakedown. This should intercept trips, particularly those bound for Birmingham, much earlier and will make better use of existing and future rail capacity on the Birmingham-Worcester route. In turn, this should provide relief to the highway network including the heavily congested junctions in Hagley.”

7.20 Churchill and Blakedown Parish Council have objected to the proposed site allocation for car parking and residential at land off Station Drive (WFR/CB/3) near Blakedown railway station. Their reasons for objection include:

- *“The evidence is flawed;*
- *The treatment of Kidderminster and Blakedown Stations should be interchangeable;*
- *The identified housing sites in the Plan to the eastern side of Kidderminster are not sustainable in transport terms which has caused the “push” eastwards to Blakedown;*
- *The Council’s approach is contrary to NPPF;*
- *Over intensification of use of a site and loss of amenity to neighbouring residents;*
- *Compromised Access;*
- *No apparent regard to the recent Churchill & Blakedown Neighbourhood Plan.”*

7.21 Infrastructure Delivery Plan (IDP)

7.22 The purpose of the Wyre Forest Infrastructure Delivery Plan (IDP) is to set out the infrastructure requirements as part of the evidence base to support the proposals contained in the Wyre Forest Local Plan Review, which covers the period 2016 to 2036. The revised IDP was published with the Pre-Submission consultation in September/October 2019.

7.23 Infrastructure can be defined in simple terms as the facilities that help local people to live their everyday lives. It includes physical “hard” infrastructure (e.g. roads), physical social infrastructure (e.g. school buildings, new or expanded health centres) and green infrastructure (e.g. woodland).

7.24 The IDP carries ‘living document’ status and is subject to on-going change. It is a technical evidence document designed to inform policy rather than be policy itself. The NPPF requires an IDP to be produced alongside a Local Plan at plan making stage. Key statements in the NPPF are made at paragraphs 16b, 20 and 57.

7.25 The total infrastructure cost for the Local Plan has been identified as £124 million. This is made up of the following infrastructure requirements:-

- Transport = £63.8m

- Education = £45.8m (total cost of primary and secondary education infrastructure)
- Sport & Recreation = £5.05m
- GPs = £4.1m
- Acute Health = £4m
- Police = £749k
- Waterway = £430k

7.26 The IDP has identified secured funding for £19.1m and a possible £27.6m from S106 contributions. Therefore, the IDP has identified a funding gap of £77.3 million. Note that nearly all infrastructure delivery plans produced will have an infrastructure funding gap and this IDP is no different. The funding scenario is always in a state of change and any funding gap will be a snapshot in time. Nevertheless, this version of the IDP can provide a sound estimate of the funding gap as it is currently known. It is important to note the funding gap doesn't mean infrastructure projects will not be delivered. This is because the funding gap is expected to reduce over the lifetime of the plan as contributions are collected and appropriate funding bids are successful. The emerging Local Plan, supported by its IDP, will play an important role in supporting a successful bidding process. Future work with developers, infrastructure providers including WCC and LEPs will be vital to ensure deliverability.

7.27 Viability Assessment update

7.28 A Pre-Submission Viability Note was completed to provide an update of the Wyre Forest District Local Plan viability position prior to submission and was consulted on during the 2019 (Reg 19) consultation. This is the third time viability has been reviewed in this plan making process following:

- Local Plan Viability Assessment (May 2017);
- Local Plan Viability Assessment Update (October 2018).

7.29 The headline issues the report identified included:

- This updated report considers changes in National Planning Policy Framework and Planning Practice Guidance alongside an update to the proposed infrastructure costs on the strategic sites in the plan.
- Since the last assessment infrastructure costs and requests for revenue support for services have increased from an average of £12,994 to £17,494 per dwelling.
- This is due to an increase in transport and education costs with new requests being made by NHS Acute Trust and WFDC Waste Collection.
- The affordable housing percentage was tested at 30% ranging down to 0%.
- With the previous viability position of affordable housing at 25% and full infrastructure costs and revenue costs the viability has worsened.

7.30 The Council is mindful of the importance of proposing the allocation of viable and deliverable sites and all of the proposed sites within the Local Plan are

considered to be deliverable. Separate viability appraisals accompany the two main development sites at Lea Castle and to the east of Kidderminster and are being agreed as part of the Statements of Common Ground with Homes England and Taylor Wimpey respectively. It is proposed that the Inspector will be provided with a Topic Paper explaining viability in respect of the remaining sites being proposed.

8. Table of Additional (Minor) Modifications

- 8.1 The Table of Additional (Minor) Modifications is set out in Appendix 2 of this report. The table shows the proposed minor changes to the Local Plan and Policies Map, which includes minor amendments, i.e. typographical edits, formatting and factual amendments to the Local Plan that are necessary for clarity and consistency. It should be noted that these changes will not materially affect the policies in or soundness of the Plan and will be considered by the Planning Inspector at examination stage.

9. Sustainability Appraisal

- 9.1 When producing Local Plans, local authorities are required to consider, at each stage of production, the impacts their proposals are likely to have on sustainable development. The emerging Local Plan is subject to ongoing Sustainability Appraisal incorporating the requirements of Strategic Environmental Assessment (SA/SEA) as required through NPPF. SA/SEA is a means of ensuring that the likely social, economic and environmental effects of the Local Plan are identified, described and appraised to identify how they support the Council's sustainable development objectives.
- 9.2 At the Pre-Submission Publication stage of the Local Plan a SA/SEA was undertaken and made available for the Regulation 19 consultation. The Sustainability Appraisal is a detailed technical document and is an important background paper to the emerging Local Plan. It has been used to inform the Local Plan at each plan making stage and will be submitted to the Planning Inspectorate and undergo examination alongside the Local Plan.

10. Duty to Co-operate and Statements of Common Ground

- 10.1 The Localism Act and NPPF introduced a new Duty to Co-operate, which requires public bodies to work together on cross-boundary strategic priorities. This duty is built into the 'positively prepared' and 'effective' tests of soundness for the examination of development plan documents. The duty is one of co-operation; it is not a duty to agree.
- 10.2 A series of meetings and discussions with neighbouring local authorities and key stakeholders has taken place to ensure joint working on key issues, as part of the preparation of the Wyre Forest District Local Plan (2016-36). These meetings and discussions have also included the Black Country Authorities and Birmingham City Council.

- 10.3 Appendix 5 sets out the Statements of Common Ground which shows how the Council has addressed the Duty to Co-operate during the preparation of the Wyre Forest District Local Plan. These Statements of Common Ground will be submitted to the Secretary of State for examination, along with the Local Plan itself. As part of the recommendations in part 2 of this Report, Cabinet is asked to recommend delegated authority for entering into 'Statements of Common Ground' with third parties such as statutory agencies and adjoining Councils. This is because some of the Statements of Common Ground may need updating during the course of the examination period as new evidence comes to light which makes it possible to resolve any outstanding issues/disagreements. There are also ongoing discussions with some Duty to Co-operate partners that will continue after the Cabinet and Full Council meetings in February, which will need approval before submitting to the Secretary of State for the purposes of the examination.

11. Consultation

- 11.1 Corporate Leadership Team.
- 11.2 The Local Plan is being considered by the Local Plans Review Panel on 5th February 2020 and Overview and Scrutiny Committee on 6th February 2020. The Committee's recommendations will be reported to the Cabinet.

12. Related Decisions

- 12.1 Previous stages of development and consultation on the local plan, as set out in the report above.

13. Relevant Council Policies/Strategies

- 13.1 Amendments to the Wyre Forest District Local Plan Pre-Submission Publication Document (2019).
- 13.2 Wyre Forest District Local Plan Pre-Submission Publication Document (2018).
- 13.3 Wyre Forest District Local Plan Review Preferred Options Document (2017).
- 13.4 Wyre Forest District Local Plan Review Issues and Options Document (2015).

14. Implications

14.1 Financial Implications

The cost of preparing the Local Plan Review has been met by the Planning Policy budget. The District Council will be required to meet the costs of the examination of the Local Plan and this will be met from the existing Planning Policy budgets.

14.2 **Legal and policy implications**

14.3 The procedures which the Council is required to follow when producing a Local Plan derive from the Planning and Compulsory Purchase Act 2004 (as amended) and the Town and Country Planning (Local Planning) (England) Regulations 2012.

14.4 The legislation states that a local planning authority must only submit a plan for examination which it considers to be sound. This is defined by the National Planning Policy Framework (NPPF, 2019) as being:

- **Positively Prepared** – providing a strategy which, as a minimum, seeks to meet the area’s objectively assessed needs, and is informed by agreements with other authorities, so that unmet need from neighbouring areas is accommodated where it is practical to do so and is consistent with achieving sustainable development;
- **Justified** – an appropriate strategy, taking into account the reasonable alternatives, and based on proportionate evidence;
- **Effective** – deliverable over the plan period, and based on effective joint working on cross-boundary strategic matters that have been dealt with rather than deferred, as evidenced by the statement of common ground; and
- **Consistent with national policy** – enabling the delivery of sustainable development in accordance with the policies in the NPPF.

14.5 In order for the draft Local Plan to pass the tests of soundness, it is necessary for it to be based on an adequate, up to date and relevant evidence base. The Council also has a legal duty to comply with the Statement of Community Involvement in preparing the Plan and also has a legal ‘Duty to Co-operate’.

14.6 Should the Local Plan be successful at examination stage, the District Council will be required to formally adopt the plan and it will become part of the Development Plan for the purposes of determining planning applications.

15. **Risk Management**

15.1 The main risks in failing to progress a Local Plan for the Wyre Forest District in compliance with laws, regulations and guidance are as follows:

- The plan is found ‘unsound’ at examination leading to ‘withdrawal’ of further work;
- Direct interventions by Government into the District Council’s Local Plan making;
- Inability to steer, promote or restrict development across its administrative area;
- Potential damage to the Council’s image and reputation if a development plan is not adopted in an appropriate timeframe.

- Failure to meet the Government's Housing Delivery Test.

16. Equality Impact Needs Assessment

- 16.1 The Council is conscious of the importance of the Public Sector Equality Duty 2010 in preparing the Local Plan and a full EIA has been undertaken. The EIA indicates that a number of the policies included within the Local Plan have a positive effect in helping to promote equality and eliminate discrimination. However, the EIA screening has highlighted that there is a potential adverse impact to the Gypsies and Travellers community arising from the 2014 Gypsy and Traveller Accommodation Assessment (GTAA) which the Council intends to refresh and provide to the Inspector as part of the examination of the Plan.

17. Wards affected

- 17.1 All wards within the district are affected.

18. Appendices

- 18.1 Appendix 1 –
- Wyre Forest District Local Plan (2016-36) and Policies Map (Submission version, January 2020)
 - Changes from the Adopted Policies Map (2013) to the Local Plan Submission Policies Map arising from the Wyre Forest District Local Plan Review
 - Amendments to the Pre-Submission Publication Document and Policies Map (July 2019)
 - Pre-Submission Publication Document and Policies Map (October 2018)
- 18.2 Appendix 2 – Table of Additional (Minor) Modifications to the Wyre Forest District Local Plan (2016-36)
- 18.3 Appendix 3 – Consultation Statement (Regulation 22) and Consultation Summary Reports for the 2018 and 2019 Pre-Submission Consultations
- 18.4 Appendix 4 – Traffic Demand in the Hagley Area (A456 Corridor)
- 18.5 Appendix 5 – Statements of Common Ground

19. Background Papers

- 19.1 Amendments to the Wyre Forest District Local Plan Pre-Submission Publication document (2019):
<https://www.wyreforestdc.gov.uk/media/4656986/Amendments-document-2019.pdf>
- 19.2 Local Plan Review Pre-Submission Publication document (October 2018):
<https://www.wyreforestdc.gov.uk/media/3993526/Pre-Submission-Publication-October-2018-.pdf>
- 19.3 Local Plan Review Preferred Options document (June 2017):

<http://www.wyreforestdc.gov.uk/media/3024240/Preferred-Options-Document-June-2017.pdf>

- 19.4 Local Plan Review Issues and Options document (September 2015):
<http://www.wyreforestdc.gov.uk/media/1462993/I-O-Consultation-Version-September-2015-WEB.pdf>

Officer Contact Details:

Name: Helen Smith

Title: Spatial Planning Manager

Contact Number: 01562 732195

WYRE FOREST DISTRICT COUNCIL**CABINET**
11th FEBRUARY 2020**Medium Term Financial Strategy 2020-2023**
Capital Strategy 2020-2030

| OPEN | |
|--|---|
| CABINET MEMBER: | Councillor G Ballinger |
| RESPONSIBLE OFFICER: | Corporate Director: Resources |
| CONTACT OFFICER: | Tracey Southall, Ext 2100 tracey.southall@wyreforestdc.gov.uk |
| Appendix 1 Appendix 2 Appendix 3 Appendix 4 | Base Budget Projections 2020-2023 Capital Programme 2019-20 onwards Fees and Charges – Council Report of the Corporate Director: Resources/Chief Financial Officer in respect of Sections 25-28 Local Government Act 2003 |
| Appendix 5 | Alternative Budget <i>The appendices to this report have been circulated electronically and a public inspection copy is available on request. (See front cover for details.)</i> |

1. PURPOSE OF REPORT

- 1.1 To update Cabinet on the Medium Term Financial Strategy 2020-2023 and make recommendations to Council on the proposed budget decision. This report also seeks approval of the Capital Strategy for 2020-2030 including prudential indicators which set limits for non-financial investments and to fulfil the key requirements of the MHCLG Investment Guidance. As part of the overall approval sought the report of the Corporate Director: Resources in respect of statutory duties placed on Local Authority Chief Financial Officers in relation to budget setting and monitoring is considered.

2. RECOMMENDATIONS

The **CABINET** having re-considered the Financial Strategy 2020-2023, the results of the Budget consultation exercise, alternative budget proposal and recommendations of the Strategic Review Panel **RECOMMENDS TO COUNCIL** that it:

2.1 THREE YEAR BUDGET, CAPITAL STRATEGY AND POLICY FRAMEWORK 2020-2023

2.1.1 **APPROVES** the updated Medium Term Financial Strategy 2020-2023;

2.1.2 **APPROVES** the revised Cabinet Proposals – taking into account the impact on the Council's Capital and Revenue Budgets for 2020-2023 as shown in

the table in paragraph 3.13 including an additional proposal for a modest increase in the Capital Portfolio Fund as set out in h) below:

- a. Approval of the Community Leadership Fund for 2020-21 of £33k;
- b. Approval of a programme of phased savings from Localism partnership working with our Town and Parish Council colleagues as outlined in paragraph 5.13 of £135k in 2020-21, £245k in 2021-22, £350k in 2022-23, £525k in 2023-24 and £700k in 2024-25. The savings include assumptions of transfers of activities and staff posts which, if not realised will be ended or deleted as set out in paragraphs 8.2.4 and 8.2.5 of the December Cabinet report:
- c. Approval of additional capital resource to facilitate ongoing delivery of the ICT Strategy of a total of £653k phased over the MTFS as set out in paragraph 8.2.6 of the December report, proposed to be funded by prudential borrowing. The associated revenue costs are £4k in 2020-21, £63k in 2021-22 and £126k in 2022-23;
- d. Approval of the removal of funding for Kidderminster Town Centre, Bewdley Development Trust and Stourport Forward saving a total of £30,520 in 2020-21 onwards;
- e. Approval of a schedule of improvements to Stourport Riverside in line with the Master Plan to be funded as set out in paragraph 8.2.8 of the December Cabinet report. The gross capital investment proposed is £150,000 of which £103,580 can be funded from S106 contributions so leaving £46,420 to be funded from prudential borrowing. The ongoing net revenue implications are £24,510 in 2020-21, £23,010 in 2021-22 and £23,010 in 2022-23;
- f. Approval of essential health and safety capital works to the Depot Block E for Operational Services of £70k in 2020-21 funded from prudential borrowing with revenue financing costs £1,510 in 2020-21, £6,510 in 2021-22 and £6,510 in 2022-23;
- g. Approval of the HLF Brinton Park Project gross capital expenditure of £2.4m subject to HLF approval of the substantive funding and the final business case. This includes approval of a commitment to meet a maximum shortfall of £100k in capital partnership funding for the project, to be funded from prudential borrowing.
- h) Approval of an additional capital allocation of £1.5m for Capital Portfolio Fund property acquisitions funded by prudential borrowing. This is to provide headroom to cover a potential shortfall for further purchases within the district, that are currently in the early stages of consideration for which early viability indications are favourable. This proposal is assumed to be revenue neutral at this early stage, progression will be dependent on the ongoing due diligence and reports to Overview and Scrutiny and Cabinet Sub Committees in accordance with normal protocols when the financial business cases will be confirmed.

- 2.1.3 **APPROVES** the fees and charges in line with this Strategy and in line with the recommendations of the Licensing and Environmental Committee of 2nd December 2019, and the impact on the Council's Revenue Budget for 2020-2023, as shown in Appendix 3;
- 2.1.4 **APPROVES** the Council's updated Capital Strategy including the following Indicators and limits that will be further revised for the February 2020 Council Meeting following any changes to the Capital Programme brought about as a result of the budget process:
- a) **Approval** of the Capital Strategy 2020-2030 including the associated Quantitative Indicators in Appendix 2 of the December Cabinet report;
 - b) **Approval** of variations to the Capital Programme and Vehicle, Equipment and Systems Renewals Schedule as set out in Appendix 2 of this report (which updates Appendix 1, Appendices A and B of the Capital Strategy report to December 2019 Cabinet);
 - c) **Approval** of the limits for gross debt of non treasury investments compared to net service expenditure and for commercial income as a percentage of net service expenditure as set out in Appendix 2 of the December report;
 - d) **Approval** of the limits for loan investments as set out in paragraph 5.1 of the 17th December 2019 report.
- 2.1.5 **APPROVES** that any Final Accounts savings arising from 2019-2023 over and above the target allowed for in the Council's Financial Strategy, together with surplus Earmarked Reserves, be allocated by the Corporate Director: Resources in consultation with the Leader and Cabinet Member for Strategy and Finance;
- 2.1.6 The General Fund Revenue Budget be **APPROVED** including all updates from the position in December 2019 as set out in this report.

2.2 COUNCIL TAX AND BUSINESS RATES

- 2.2.1 That Council Tax is increased by the higher limit specified by the Government which based on the Provisional Settlement is currently 2% or £5 whichever is higher; this is set out in 2.2.2. However, if the Final Settlement increases flexibility up to a 3% increase then the proposed increase recommended to Council will be as set out in 2.2.3.
- 2.2.2 That if the higher limit for the Council Tax increase is confirmed as 2% or £5 whichever is the higher then:
- a. **SETS** the Council Tax for Wyre Forest District Council on a Band D Property at £219.34 for 2020-2021 (£214.34 2019-2020) which represents an increase of 2.33% on Council Tax from 2019-2020.

- b. **ENDORSES** the provisional Council Tax on a Band D Property in 2021-2022 of £224.34 and £229.34 in 2022-2023, being increases of 2.28 % and 2.23% respectively.

2.2.3 That if the higher limit for the Council Tax increase is confirmed as up to 3% or £5 whichever is the higher then:

- a. **SETS** the Council Tax for Wyre Forest District Council on a Band D Property at £220.75 for 2020-2021 (£214.34 2019-2020) which represents an increase of 2.99% on Council Tax from 2019-2020.
- b. **ENDORSES** the provisional Council Tax on a Band D Property in 2021-2022 of £227.35 and £234.15 in 2022-2023, being increases of 2.99 % and 2.99% respectively.

2.2.4 **NOTES** the Corporate Director: Resources (as Chief Financial Officer) opinion on the budget proposals, recommended by the Cabinet in this report, as detailed in Appendix 4 of this report.

2.3 The Cabinet is asked to **APPROVE**:

- 2.3.1 Delegated authority is given to the Corporate Director: Resources, in consultation with the Cabinet Member for Strategy and Finance/Leader of the Council, to make any appropriate adjustments to the General Fund Revenue Budget recommended under paragraph 2.1.6 above, as a result of any further notifications from Central Government.

2.4 The Cabinet is asked to **NOTE in line with the recommendations of the Strategic Review Panel**:

- 2.4.1 The Alternative budget proposals as detailed within Appendix 5 of this report, further noting that an updated version that is fully costed will be provided for this Cabinet meeting if possible and definitely for Full Council on the 26th February 2020.

3. KEY ISSUES

- 3.1 On 17th December 2019, Cabinet considered reports on proposals for the Budget Strategy for the period 2020-2023 including the intrinsically linked Capital Strategy 2020-2030. The Provisional Local Government Finance Settlement was announced on the 20th December the Final Settlement is still awaited; this report has been prepared on the basis of no major changes from the Provisional Settlement that did not differ significantly from funding assumptions within the December report. This report provides an updated position and a proposed budget decision for Council to consider on the 26th February 2020 that will be further updated once the Final Settlement is published.
- 3.2 The following assumptions included in the Medium Term Financial Strategy are now updated or confirmed:

- Final Finance Settlement
- Council Tax Base
- The position in relation to New Homes Bonus
- Collection Fund position
- Cabinet Proposals (see paragraph 3.13)
- Refreshed Capital Programme
- Business Rates Pilot and also retained growth projections and also reaffirmed projections for the new Worcestershire Pilot for 2020-21
- Confirmation of £20k funding from Worcestershire County Council for revenues fraud and error recovery work to improve collection rates in 2020-2020
- Allocations of £209,998 for Flexible Homelessness Support Grant and £72,649 Homelessness Prevention Pot that are in addition to the Core Spending Assessment
- An update of the Wyre Forest Forward generic targets and overall Funding Gap

- 3.3 The increase in the District Council's tax from 2011-12 to 2020-21 taking into account the latest proposal is only 9.9% compared to a CPI increase of 18.4% between 2011 and 2019 demonstrating that households within Wyre Forest have enjoyed sub inflation increases for many years.
- 3.4 In a new initiative as agreed by the Strategic Review Panel on 24th June 2019 consultation with the public was undertaken at an earlier stage in the budget process. The Budget Consultation survey was launched on the 21st October and ran until the 18th November 2019. The results of this consultation were reported as part of the December 2019 MTFS report to Cabinet and have informed the proposals in this report. The Strategic Review Panel meeting on the 8th and the 30th January received an Alternative Budget Proposal for consideration by Cabinet in formulation of their final proposals and an updated version of this is included in this report at Appendix 5. An updated version that is fully costed will be provided for this Cabinet meeting if possible and definitely for Full Council on the 26th February 2020.
- 3.5 The revised Capital Programme considered by December Cabinet is included in Appendix 2 for Council approval, this includes updates to reflect Cabinet proposals.
- 3.6 The financial strategy recommended by Cabinet continues with a more nuanced approach to fees and charges aided by the Commercial Activity Programme Board. The risk of failing to optimise income due to elasticity of demand, changing economic circumstances and the emergence of competition has been evaluated. As a result, some fees and charges have been frozen or increased by less than the average of 5%. The proposals for 2020- 21 show that 46% of Fees and Charges will be frozen, whilst a further 23% are to be increased but below the general 5%. The car parking charging policy has been reviewed and subject to a full Scrutiny process at Overview and Scrutiny Committee on the 5th December 2019.
- 3.7 The Commercial Activity Programme Board (CAPB) will continue to operate in 2020-2021. The CAPB was previously allocated a generic Capital Budget of £250k supplemented by £100k for Revenue and of this £179k Capital and £59k Revenue is unallocated at the time of writing this report.

- 3.8 The Council will continue to expand its commercial activities during the medium term financial strategy, as reflected in the increased targets for commercial income, to capture potential growth in key income generation areas.
- 3.9 Fees and Charges requiring Council approval are detailed in Appendix 3.

Spending Proposals

- 3.10 The Cabinet Proposals are as previously presented with two exceptions. following careful consideration of Alternative Budget proposals considered by the Strategic Review Panel on the 8th and 30th January 2020.
- 3.11 Firstly, the proposal to align expenditure on Highways Maintenance of Verges with funding received from Worcestershire County Council has been removed as Worcestershire County Council has confirmed continuation of funding for this service area.
- 3.12 Secondly, there is one new Cabinet Proposal for approval of an additional capital allocation of £1.5m for Capital Portfolio Fund property acquisitions funded by prudential borrowing. This is to provide headroom to cover a potential shortfall for further purchases within district, that are currently in the early stages of consideration for which early viability indications are favourable. This proposal is assumed to be revenue neutral at this early stage, progression will be dependent on the ongoing due diligence and reports to Overview and Scrutiny and Cabinet Sub Committees in accordance with normal protocols when the financial business cases will be confirmed. The reports for the specific property acquisition will include details of the net revenue impact; clearly it is anticipated that this will be favourable and this will be reflected in the revenue budget once approvals are secured.
- 3.13 The overall financial implications of the Cabinet Proposals are shown in the table below:

| Cost Centre | ACTIVITY AND DESCRIPTION OF CABINET PROPOSAL | KEY | 2020-21 £ | 2021-22 £ | 2022-23 £ | After 2022-23 £ |
|-------------|---|-----|--------------|--------------|--------------|--------------------|
| | | | £ | £ | £ | £ |
| R335 | Localism Fund | | | | | |
| | To top up the single Localism Fund by a further £30k to continue the good work done so far with Parish and Town Councils and other local organisations. | C | - | - | - | - |
| | | R | 30,000 | - | - | - |
| | | S | - | - | - | - |
| | Localism | C | - | - | - | - |
| | To approve a programme of phased savings from Localism partnership working with our Town and Parish Council colleagues as outlined in paragraph 5.13 of £135k in 2020-21, £245k in 2021-22, £350k in 2022-23, £525k in 2023-24 and £700k in 2024-25. | R | 135,000 CR | 245,000 CR | 350,000 CR | 700,000 CR |
| | | S | 1.40 CR | 1.40 CR | 1.40 CR | 1.40 CR |
| | | | | minimum | minimum | minimum |
| R205 | Stourport Riverside | C | 150,000 | - | - | - |
| | To approve a schedule of improvements to Stourport Riverside in line with the Master plan prepared by Community First Partnership identifying development opportunities. Works will include access and car park improvements, construction of a circular route around the park and also street furniture improvements. Funding to be from designated S106, existing parks budgets with the balance to be funded from prudential borrowing. The ongoing running costs of these proposals are included together with financing costs. | C | 103,580 CR | - | - | - |
| | | R | 47,660 | - | - | - |
| | | R | 23,150 CR | 23,010 | 23,010 | 23,010 |
| | | S | - | - | - | - |
| R430 | ICT Strategy | | | | | |
| | To approve additional capital resource for the ICT Strategy of a total of £653k phased over the MTFS in line with the programme of works, proposed to be funded by prudential borrowing. | C | 250,000 | 278,000 | 125,000 | - |
| | | R | 4,000 | 63,000 | 126,000 | 193,000 |
| | | S | - | - | - | - |
| R720 | Community Leadership Fund | | | | | |
| | To retain this funding stream of £1,000 per Member for 2020-21. | C | - | - | - | - |
| | | R | 33,000 | - | - | - |
| | | S | - | - | - | - |
| R726 | Town Centre Funding | | | | | |
| | To remove funding for Kidderminster Town Centre, Bewdley Development Trust and Stourport Forward from 2020-21 onwards. | C | - | - | - | - |
| | | R | 30,520 CR | 30,520 CR | 30,520 CR | 30,520 CR |
| | | S | - | - | - | - |
| | Brinton Park HLF | | | | | |
| | Approval of the HLF Brinton Park Project gross capital expenditure subject to HLF approval of the substantive funding and the final business case. This includes approval of a commitment to meet a maximum shortfall of £100,000 in capital partnership funding for the Brinton Park project to be funded from prudential borrowing. | C | 2,400,000 | - | - | - |
| | Proposed additional Council Capital Funding | C | 100,000 | - | - | - |
| | HLF plus partner external funding | C | 2,400,000 CR | - | - | - |
| | Progression of this project is subject to funding confirmation | R | 1,750 | 8,500 | 8,500 | 8,500 |
| | Additional full-time equivalent posts funded within overall project, including an apprentice from 2021-22 | S | 0.70 | 2.00 | 2.00 | 2.00 |
| | Depot Block E Works | | | | | |
| | To undertake health and safety capital works to the Depot Block E so it is operationally functional to meet business need. | C | 70,000 | - | - | - |
| | | R | 1,510 | 6,510 | 6,510 | 6,510 |
| | | S | - | - | - | - |
| | Capital Portfolio Fund | | | | | |
| | Approval of an additional capital allocation of £1.5m for Capital Portfolio Fund property acquisitions funded by prudential borrowing. This is to provide headroom to cover a potential shortfall for further purchases within the district, that are currently in the early stages of consideration for which early viability indications are favourable. | C | 1,500,000 | - | - | - |
| | This proposal is assumed to be revenue neutral at this early stage, progression will be dependent on the ongoing due diligence and reports to Overview and Scrutiny and Cabinet Sub Committees in accordance with normal protocols when the financial business case which will confirmed. | R | - | - | - | - |
| | | S | - | - | - | - |
| | TOTALS | C | 1,966,420 | 278,000 | 125,000 | - |
| | | R | 70,750 CR | 174,500 CR | 216,500 CR | 499,500 CR |
| | | S | 0.70 CR | 0.60 | 0.60 | 0.60 |
| | | | Minimum | Minimum | Minimum | Minimum |

- 3.14 Business Rate projections based on the 75% Business Rates 1 year Pooling Pilot in 2019-2020 and a 50% revised Worcestershire pooling agreement for 2020-21 are shown in table 6.3 below. These take into account the Council's share of forecast growth from major redevelopments, appeals, reliefs, economic regeneration work; forecast increases in the multiplier for inflation and other Business Rates market intelligence. The collective WBRP approach to provisions for appeals may result in a one-off gain in Business Rates income for 2019-2020. If this is the case this additional funding will be retained in the Business Rates Risk Reserve to mitigate future risk. The position in relation to the detail of the proposed Funding Reform in 2021-2022, further appeals and resultant uncertainty due to the impact on performance remains a concern; this is being managed by the Corporate Director: Resources in conjunction with the other treasurers within the Pool. Business rates. It is unknown if Business Rate Pools will cease when the new funding system is introduced.
- 3.15 Worcestershire County Council has now confirmed continuation of funding for additional recovery work for revenues and business rates of £20k for 2020-2021 and this is reflected in these revised projections.
- 3.16 Taking these measures into account the projected Base Budget net expenditure for 2020-2021 is estimated to be £11,462,960 (see paragraph 6.3). This is £485k more than currently estimated to be raised from Council Tax, Business Rates Income retained, Collection Fund Surplus New Homes Bonus and all other grants based on a £5 pa Council Tax increase or £437k more based on a 2.99% pa increase.

4. LOCAL AUTHORITY REVENUE FINANCE SETTLEMENT FOR 2020-2021

- 4.1 Following the General Election on the 12th December 2019, the Provisional Local Government Settlement was announced on the 20th December 2019 the Final Settlement is yet to be issued as at the time of writing. There were no major changes compared to the provisional settlement published in late December
- 4.2 The main changes announced as part of the 2020-2021 Provisional Settlement announced on the 20th December 2019, yet to be confirmed in the Final Settlement are set out below:

a. Core Spending Power – Overall

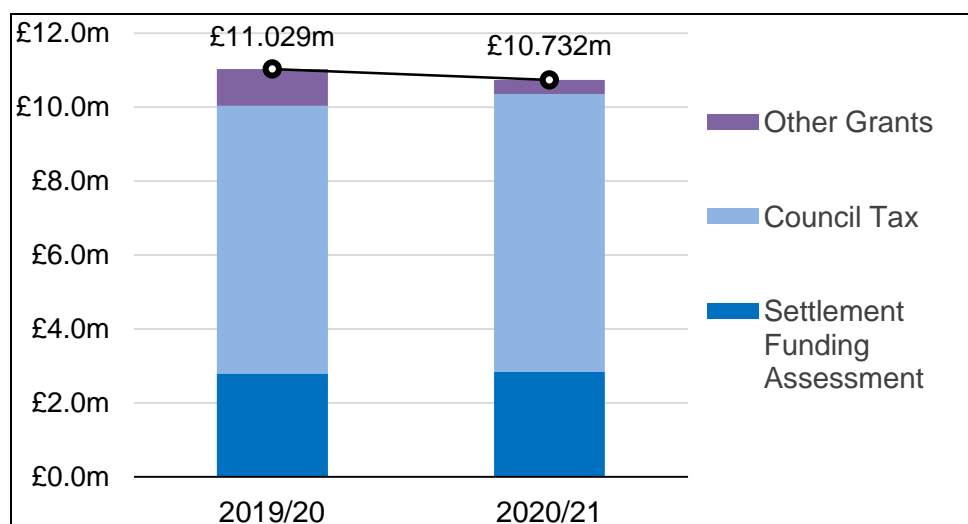
“Core Spending power” is a headline figure used by MHCLG to represent the key revenue resources available to local authorities, including an estimate of actual and potential council tax

The updated National Core Spending Power figures for the period 2015/2016 to 2020/2021 are shown in Table 4.2.1 below. It shows an increase of 6.3% for 2020/2021 and an overall increase for the period 2015/16 to 2020/2021 of 10.0%. This is largely due to additional funding for social care that does not benefit district councils. However, this Council's core spending power will fall by 2.7% in 2020-21 compared to 2019-20 as shown in Table 4.2.2. This compares unfavourably with the majority of shire districts as shown in Table 4.2.3

| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| | £m | £m | £m | £m | £m | £m |
| Settlement Funding Assessment | 21,250 | 18,602 | 16,633 | 15,574 | 14,560 | 14,797 |
| Under-indexing business rates multiplier | 165 | 165 | 175 | 275 | 400 | 500 |
| Council Tax | 22,036 | 23,247 | 24,666 | 26,332 | 27,768 | 29,370 |
| Improved Better Care Fund | - | - | 1,115 | 1,499 | 1,837 | 2,077 |
| New Homes Bonus | 1,200 | 1,485 | 1,252 | 947 | 918 | 907 |
| Rural Services Delivery Grant | 16 | 81 | 65 | 81 | 81 | 81 |
| Transition Grant | - | 150 | 150 | - | - | - |
| Adult Social Care Support Grant | - | - | 241 | 150 | - | - |
| Winter pressures Grant | - | - | - | 240 | 240 | - |
| Social Care Support Grant | - | - | - | - | 410 | 1,410 |
| Core Spending Power | 44,666 | 43,730 | 44,296 | 45,098 | 46,213 | 49,142 |
| Change % | | -2.1% | 1.3% | 1.8% | 2.5% | 6.3% |
| Cumulative change % | | -2.1% | -0.8% | 1.0% | 3.5% | 10.0% |

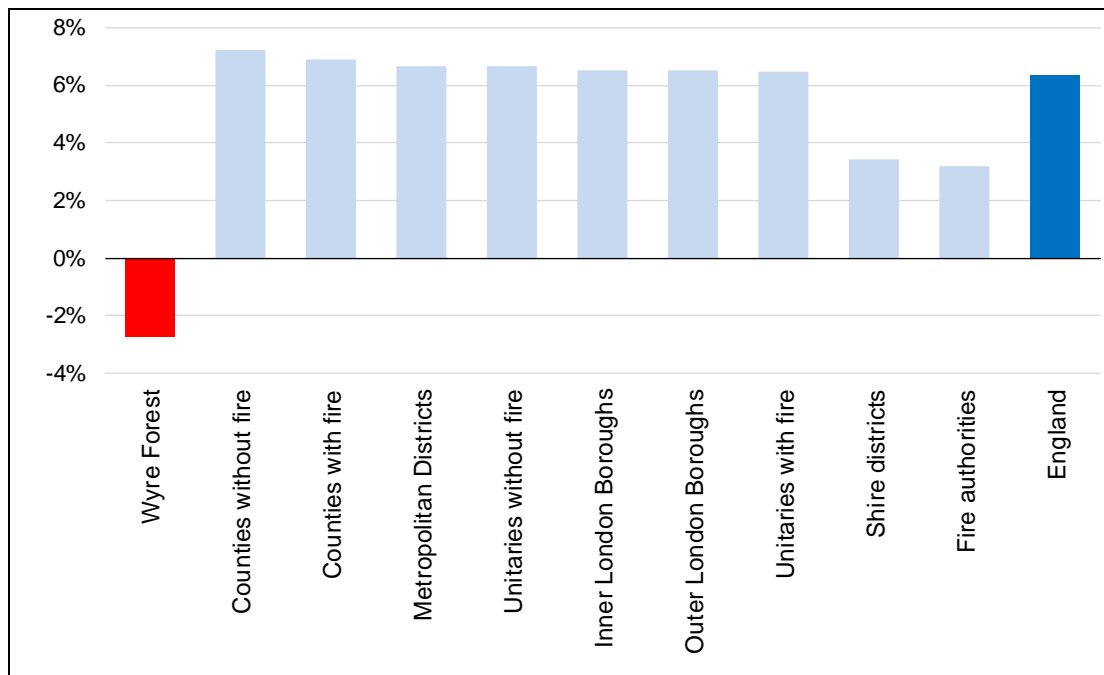
Table 4.2.1 Core Spending Power figures for England 2015/16 to 2020/21

Table 4.2.2A Core Spending Power figures for Wyre Forest District Council



| Table 4.2.2B Change in Core Spending £ | 2019/20 | 2020/21 | Change |
|--|---------------|---------------|--------------|
| Core Spending Power | 11.029 | 10.732 | -2.7% |
| <i>Of which:</i> | | | |
| Settlement Funding Assessment | 2.798 | 2.843 | 1.6% |
| Assumed Council Tax | 7.234 | 7.513 | 3.9% |
| Other Grants | 0.997 | 0.375 | -62.3% |

Table 4.2.3 - Change in CSP by class of authority (2019/20 to 2020/21)



- b. **Local Government Funding Reform** - The fair funding review including the business rates reset continues to be deferred until 2021-2022. There were no additional papers published or mentioned relating to the local government funding reforms that are planned for introduction from April 2021 (i.e. Fair Funding, 75% Business Rates Retention, the full reset of the business rates baselines or the potential Alternative Business Rates Retention System). However, the Queens Speech included a commitment from the Government for the move to three-yearly revaluations, beginning in 2021.

- c. **Council Tax** – For 2020-2021, there will continue to be differential limits that will trigger the need for a council tax referendum.

A referendum limit of up to 2% for all authorities except Shire Districts and Mayoral Combined Authorities. For district councils, as in previous years there will be additional flexibility, with increases of less than 2% or up to and including £5 (whichever is higher) above the authority's relevant basic amount of council tax for 2019/20 can be made without triggering a referendum.

- d. **Business Rates Pilots** - The original 100% pilot areas from 2017/18 will continue for 2020-2021. The 15 pilot areas for 2019/20 (at 75%) will revert to 50% local share for 2020-2021 this includes Worcestershire.

- e. **New Homes Bonus** - the **2020-2021 allocations have been announced**, for 2020/21 there are no changes to the New Homes Bonus deadweight threshold

(at 0.4%) or the eligibility of properties to qualify for the funding, however there are a number of points to note:

- The overall allocation for each authority is based on the legacy payments for 2017/2018 to 2019/20 plus the 2020/2021 allocation;
- As previously announced, the 2020/2021 “in year” allocations will not have future years legacy payments;
- An additional £7m has been added to the £900m of funding, in order to allow the deadweight to remain at 0.4%; and
- The ministerial statement announced a Spring 2020 consultation on the future of the scheme, stating that *“It is not clear that the New Homes Bonus in its current form is focused on incentivising homes where they are needed most”* and the consultation will *“include moving to a new, more targeted approach that rewards local authorities where they are ambitious in delivering the homes we need, and which is aligned with other measures around planning performance”*.

f. Negative RSG for 2020-2021 – this will be eliminated in 2020-2021 as expected. This was assumed in the December Cabinet report.

g. The Queens speech on the 19th December announced an increase to the retail discount relief (from 33% to 50%) and extension of this to cinemas and music venues, with extensions to pub and relief local newspaper relief planned. It is expected that the lost business rates income from these new / higher reliefs announced will be, as per previous changes, offset by increased s31 grant payments. Legislation will be required to introduce this change and there is an expectation that costs of rebilling will be met in full by the Government.

- 4.3 As set out above, New Homes Bonus grant in 2020-2021 will be paid as a single award with no legacy payments. the proposal is that there will be assumed baseline growth of 0.4% for the annual grant award for 2019-2020 and from 2020-2021 New Homes Bonus will be considered as part of the overall Fair Funding Reform and will be subject to further consultation in due course.
- 4.4 The retention of the 0.4 % baseline for New Homes Bonus is welcome news; however, based on the provisional settlement this Council will not receive any funding for 2020-2021 other than for £28,840 as a one-off sum for affordable Homes completed. This is a small windfall as zero was forecast for the 2020-2021 NHB allocation in the December report.
- 4.5 It is highly likely that Public sector funding reductions will continue until the middle of the next decade, with increasing reliance on locally raised income including Council Tax. The funding outlook for local government, districts in particular, is set to become significantly more challenging.
- 4.6 The proposed changes to Local Government Funding present a significant financial challenge for this Council and have resulted in challenging targets for future savings from the Wyre Forest Forward Programme. The toughest year looks like 2021-2022. The Council’s updated summary Budget taking into account all the changes set out in this report can be seen at Table 6.3.

- 4.7 The forecast position in relation to total Government grant taking into account the one year Spending Round for 2020-2021 and subsequent Finance Settlement is shown in the Tables at 6.3.

5. COUNCIL TAX BASE

- 5.1 The Council Tax Base previously reported for 2020-2021 has now been confirmed; this has risen from the 2019-2020 level of 33,751 to 33,945 being an increase of 194 or circa 0.6% higher compared to 2019-2020 level. This is forecast to generate additional Council Tax income of £43k in 2020-2021, rising over the term of the Strategy to take into account increases of just over 2% in 2021-2022 and 2022-2023, resulting in additional income of around £335k over the three-year term. This includes an assumption of stepped increases of 300 additional properties per year from 2020-2021 onwards. If the Final Settlement allows a slightly higher increase of 2.99% pa the modest increase in the Council Tax Base will generate an extra £341k over the three-year term.
- 5.2 As part of last year's MTFS, Council approved to increase the Council Tax charge for long-term empty dwellings to the maximum possible level with from 1st April 2019 and in future years, in accordance with section 11B of the Local Government Finance Act 1992 as amended by section 2 of the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018. In line with this approval from 1st April 2020 dwellings that have been empty for five years or more will be subject to a 200% increase in addition to the base Council Tax charge. The motivation for this approval was not financial but rather to incentivise property owners to bring empty homes back into use to assist with the housing deficit.
- 5.3 No revisions are proposed to the current Council Tax Reduction Scheme.

6. FINANCIAL IMPLICATIONS

- 6.1 The Cabinet Proposals previously considered have now been updated. A schedule is shown in the table in paragraph 3.13.
- 6.2 The Council Tax Collection Fund position has now been reviewed. The previously estimated neutral position across all years is now refreshed with a deficit of £70k forecast for 2020-21 with a neutral position estimated for the remaining years of the Strategy.
- 6.3 The following tables demonstrate the updated position for the Council when all the revisions included in this report are incorporated into the Base Budget. The Council is forecast to hold a balance of £2,037k at the end of 2022-23 (see reserves table in 6.4) based on a Council Tax increase of £5 pa. or £2,355 based on an increase of 2.99% pa.

Table 6.3.1 - Updated Position Assuming a Council Tax Increase of £5 pa

| | Revised 2019/20 £ | 2020/21 £ | 2021/22 £ | 2022/23 £ |
|--|-------------------------|-------------------|-------------------|-------------------|
| Net Expenditure on Services (per Appendix 1) | 11,554,530 | 11,533,710 | 11,237,510 | 11,860,200 |
| Total Net Expenditure on Services (per Appendix 1) | 11,554,530 | 11,533,710 | 11,237,510 | 11,860,200 |
| <u>Less</u> | | | | |
| Cabinet Proposals | 0 | (70,750) | (174,500) | (216,500) |
| Net Expenditure | 11,554,530 | 11,462,960 | 11,063,010 | 11,643,700 |
| Contribution (from)/to Reserves | (18,630) | (484,970) | (412,320) | (833,590) |
| Net Budget Requirement | 11,535,900 | 10,977,990 | 10,650,690 | 10,810,110 |
| <u>Less</u> | | | | |
| Revenue Support Grant | 0 | 0 | (356,790) | (356,790) |
| Business Rates | 3,395,610 | 3,341,180 | 3,123,000 | 3,180,960 |
| New Homes Bonus | 906,100 | 261,530 | 201,960 | 63,390 |
| Collection Fund Surplus | 0 | (70,220) | 0 | 0 |
| Council Tax Income | 7,234,190 | 7,445,500 | 7,682,520 | 7,922,550 |
| WFDC Council Tax: £5 increase per annum | 214.34 | 219.34 | 224.34 | 229.34 |
| Percentage increase in Council Tax | 2.39% | 2.33% | 2.28% | 2.23% |

Table 6.3.2 - Updated Position Assuming a Council Tax Increase of 2.99% pa

| | Revised 2019/20 £ | 2020/21 £ | 2021/22 £ | 2022/23 £ |
|--|-------------------------|-------------------|-------------------|-------------------|
| Net Expenditure on Services (per Appendix 1) | 11,554,530 | 11,533,710 | 11,237,510 | 11,860,200 |
| Total Net Expenditure on Services (per Appendix 1) | 11,554,530 | 11,533,710 | 11,237,510 | 11,860,200 |
| <u>Less</u> | | | | |
| Cabinet Proposals | 0 | (70,750) | (174,500) | (216,500) |
| Net Expenditure | 11,554,530 | 11,462,960 | 11,063,010 | 11,643,700 |
| Contribution (from)/to Reserves | (18,630) | (437,110) | (309,240) | (667,430) |
| Net Budget Requirement | 11,535,900 | 11,025,850 | 10,753,770 | 10,976,270 |
| <u>Less</u> | | | | |
| Revenue Support Grant | 0 | 0 | (356,790) | (356,790) |
| Business Rates | 3,395,610 | 3,341,180 | 3,123,000 | 3,180,960 |
| New Homes Bonus | 906,100 | 261,530 | 201,960 | 63,390 |
| Collection Fund Surplus | 0 | (70,220) | 0 | 0 |
| Council Tax Income | 7,234,190 | 7,493,360 | 7,785,600 | 8,088,710 |
| WFDC Council Tax: 2.99% increase per annum | 214.34 | 220.75 | 227.35 | 234.15 |
| Percentage increase in Council Tax | 2.39% | 2.99% | 2.99% | 2.99% |

- 6.4 Reserves available as part of the three-year financial strategy are as shown in the following table. Taking all of the revisions contained in this report into account this shows a decrease of £93k at the end of 2022-23 compared to the December forecast based on a £5pa Council Tax increase. The equivalent figure is an increase of £225k for a 2.99% pa Council Tax increase.

Table 6.4.1 - Reserves Statement Assuming a Council Tax Increase of £5 pa

| Reserves Statement | 2019-20 £'000 | 2020-21 £'000 | 2021-22 £'000 | 2022-23 £'000 |
|---------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Reserves as at 1st April | 3,787 | 3,768 | 3,283 | 2,871 |
| Release of Earmarked Reserves | 0 | | | |
| Increase to Working Balance | 0 | | | |
| Contribution (from)/to Reserves | (19) | (485) | (412) | (834) |
| Reserves as at 31st March | 3,768 | 3,283 | 2,871 | 2,037 |

Table 6.4.2 - Reserves Statement Assuming a Council Tax Increase of 2.99% pa

| Reserves Statement | 2019-20 £'000 | 2020-21 £'000 | 2021-22 £'000 | 2022-23 £'000 |
|---------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Reserves as at 1st April | 3,787 | 3,768 | 3,331 | 3,022 |
| Release of Earmarked Reserves | 0 | | | |
| Increase to Working Balance | 0 | | | |
| Contribution (from)/to Reserves | (19) | (437) | (309) | (667) |
| Reserves as at 31st March | 3,768 | 3,331 | 3,022 | 2,355 |

- 6.5 The tables below show a refreshed funding gap of £1.73m in 2022-23, increased from the previously reported £1.68m in December 2019 as a result of the updates in this report based on a £5 Council Tax increase or £1.6m based on a 2.99% Council Tax increase.

Table 6.5.1 – Funding Gap Assuming a Council Tax Increase of £5 pa

| | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|--|----------------|----------------|------------------|------------------|
| Financial Gap | £ | £ | £ | £ |
| Depot 2020 - additional rental income WFH | 0 | 50,000 | 50,000 | 50,000 |
| Efficiency targets in approved business cases | | 18,000 | 18,000 | 18,000 |
| Generic Localism Savings to be confirmed | 0 | 135,000 | 245,000 | 350,000 |
| Efficiency Savings (2%, 1%, 1%,1%) | 21,240 | 57,660 | 161,310 | 161,310 |
| Wyre Forest Forward Savings not yet achieved | 0 | 188,370 | 544,750 | 221,130 |
| Income Generation Target not yet achieved | | 25,000 | 75,000 | 100,000 |
| | | | | |
| SUB- Total | 21,240 | 474,030 | 1,094,060 | 900,440 |
| Use of reserves from Proposed 2020-23 Strategy | 18,630 | 484,970 | 412,320 | 833,590 |
| TOTAL | 39,870 | 959,000 | 1,506,380 | 1,734,030 |

Table 6.5.2 – Funding Gap Assuming a Council Tax Increase of 2.99% pa

| | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|---|----------------|----------------|------------------|------------------|
| Financial Gap | £ | £ | £ | £ |
| Corporate Income target (MTFS 2018-21) | 0 | | | |
| Depot 2020 - additional rental income WFH | 0 | 50,000 | 50,000 | 50,000 |
| Efficiency targets in approved business cases | | 18,000 | 18,000 | 18,000 |
| Generic Localism Savings to be confirmed | 0 | 135,000 | 245,000 | 350,000 |
| Efficiency Savings (2%, 1%, 1%,1%) | 21,240 | 57,660 | 161,310 | 161,310 |
| Wyre Forest Forward Savings not yet achieved | 0 | 188,370 | 544,750 | 221,130 |
| New Cabinet Proposal for further Savings | | | | |
| Income Generation Target not yet achieved | | 25,000 | 75,000 | 100,000 |
| | | | | |
| SUB- Total | 21,240 | 474,030 | 1,094,060 | 900,440 |
| Use of reserves from Proposed 2020-23 Strate | 18,630 | 437,108 | 309,243 | 667,429 |
| TOTAL | 39,870 | 911,138 | 1,403,303 | 1,567,869 |

7. EQUALITY IMPACT NEEDS ASSESSMENT

- 7.1 An EIA has been undertaken for the car parking and pest control proposals. The results for the car parking proposals do not show any negative impacts, the pest control EIA shows negative impacts so a full screening has been undertaken. The proposed change to this discretionary service will only be implemented after due notice and further mitigation is provided by the potential to apply for support from the Welfare Assistance Scheme in extreme circumstances. Two other Worcestershire districts already apply the proposed approach to pest control charges. None of the other Cabinet Proposals represent significant changes to service delivery so EIA's on the protected groups are not required.

8. RISK MANAGEMENT

- 8.1 Achieving financial sustainability is the most significant challenge facing the Council. The Strategic Review Panel provided some options for the Cabinet to consider in making its recommendations on the medium term financial strategy. The principal risks were outlined in Appendix 4 of the report to Cabinet on 17th December 2019 and are summarised and are refreshed where appropriate in Appendix 4 of this report.
- 8.2 The albeit slowly growing Council Tax base, Cabinet Proposals and continuing progress with the Wyre Forest Forward Transformation savings all contribute to the mitigation of the financial risk within this budget strategy.
- 8.3 Recognition of the importance of the development of commercialism and income generation to help close the funding gap by the work of the Commercial Activity Programme Board. The CAPB utilises the generic Capital and Revenue funding delegated to it and also the significant allocation of funding from the Innovation Fund; commercial growth is a key element of this MTFS and is not without risk. Each business case for commercial development includes an appropriate assessment of risks and potential rewards; reviewing at least annually performance and risk of each area of commercial activity. Summary updates on commercial activity are included in the Quarterly Budget Monitoring Cabinet reports. This regular review includes the option to cease commercial activity if appropriate.
- 8.4 The Accounts and Audit Regulations 2015 require Local Authorities to fully consider and manage Risk as part of the Budget process. Attached at Appendix 4 of the December 2019 report showed an analysis of the significant financial risks which are affecting the Council.
- 8.5 All local authorities are required to formalise their approach to risk management and evidence it more directly as part of the budgetary process. This requirement has arisen as a result of: -
- a. The Accounts and Audit Regulations 2015
 - b. Prudential Framework: -
The assessment of affordability of financial plans requires a judgement about risk. Prudential Indicators are the monitoring tool to assess performance and risk.
 - c. CIPFA Guidance on Reserves and Balances: -
Highlights the need to consider risks facing the authority; the risks posed by the continuing austerity measures place pressure on the Council to hold higher levels of reserves to ensure ongoing sustainability.

- 8.6 In late October 2019 CIPFA issued a Financial Management Code (FM Code) which provides guidance for good and sustainable financial management in local authorities and will provide assurance that authorities are managing resources effectively. The first full year of compliance will be 2021-2022. This reflects the recognition that organisations will need time to reflect on the contents of the code and can use 2020-2021 to demonstrate how they are working towards compliance. This will link to the Financial Resilience Index information recently provided by CIPFA. CIPFA also issued the long awaited Guidance on Prudential Property Investment in Mid November 2019 including a detailed methodology on how authorities could calculate whether their property investments are proportional to the size of their revenue budgets. These developments are covered in Appendix 4 of this report.

9. LEGAL AND POLICY IMPLICATIONS

9.1 Local Government Act 2003

- 9.1.1 The Local Government Act 2003 (Sections 25-28) places duties on Local Authorities on how they set and monitor budgets.
- 9.1.2 Sections 25-27 require the Section 151 Officer to report on the robustness of the estimates and the adequacy of its proposed financial reserves. This is reported to Council as Appendix 4 of this report.
- 9.1.3 Section 28 places a statutory duty on an Authority to review its budget from time to time during the year. If the Budget Monitoring Report shows that there has been deterioration in the Authority's financial position, the Authority must take such action as it concludes necessary. The Council currently reviews the Budget on a quarterly basis, with CLT/Cabinet receiving monthly budget monitoring reports, and this practice will continue.

10. CONSULTEES

- 10.1 Corporate Leadership Team
10.2 Cabinet

11. BACKGROUND PAPERS

- 11.1 Accounts and Audit Regulations 2015.
- 11.2 Cabinet Report on the Medium Term Financial Strategy 2020–2023 17th December 2019.
- 11.3 Cabinet Report on updated Capital Strategy 2020-2030 17th December 2019.
- 11.4 Agendas and Minutes of the Strategic Review Panel.
- 11.5 Provisional Local Government Finance Settlement 2020-2021.
- 11.6 Prudential and Treasury Management Codes December 2017
- 11.7 Strong Leader Cabinet Report – October 2019 – Business Rates Retention – Pilots for 2020-21- Pan Worcestershire Bid
- 11.8 CIPFA publications Financial Management Code, Financial Resilience Index- and Guidance on Prudential Property Investment - October/November 2019

WYRE FOREST DISTRICT COUNCIL

REVENUE BUDGET TOTAL REQUIREMENTS - DISTRICT COUNCIL PURPOSES

| SERVICE | 2019/20 | | 2020/21 | | | 2021/22 | | | 2022/23 | | |
|---|------------------------|-----------------------|--------------------------|----------------|-------------------|--------------------------|----------------|-------------------|--------------------------|------------------|-------------------|
| | Original Estimate £ | Revised Estimate £ | At Nov.19 Prices £ | Inflation £ | TOTAL £ | At Nov.19 Prices £ | Inflation £ | TOTAL £ | At Nov.19 Prices £ | Inflation £ | TOTAL £ |
| CHIEF EXECUTIVE AND SOLICITOR TO THE COUNCIL | 1,490,640 | 1,790,810 | 1,348,540 | 25,630 | 1,374,170 | 808,720 | 65,720 | 874,440 | 1,001,040 | 109,380 | 1,110,420 |
| COMMUNITY WELL-BEING AND ENVIRONMENT | 4,700,920 | 4,524,110 | 4,534,970 | 89,820 | 4,624,790 | 4,239,920 | 227,800 | 4,467,720 | 4,248,920 | 383,760 | 4,632,680 |
| ECONOMIC PROSPERITY AND PLACE | 1,035,390 | 1,986,000 | 1,539,540 | 61,730 | 1,601,270 | 1,264,320 | 155,610 | 1,419,930 | 1,156,760 | 248,520 | 1,405,280 |
| RESOURCES | 3,648,500 | 3,574,290 | 3,626,440 | 63,200 | 3,689,640 | 3,498,310 | 178,150 | 3,676,460 | 3,492,640 | 306,830 | 3,799,470 |
| LESS: CAPITAL ACCOUNT | 10,875,450 | 11,875,210 | 11,049,490 | 240,380 | 11,289,870 | 9,811,270 | 627,280 | 10,438,550 | 9,899,360 | 1,048,490 | 10,947,850 |
| INTEREST RECEIVED | 362,870 | (207,360) | 236,750 | 1,020 | 237,770 | 529,510 | 2,880 | 532,390 | 755,920 | 4,960 | 760,880 |
| CAPITAL PORTFOLIO FUND AND DEVELOPMENT LOANS FUND | (121,440) | (171,370) | (180,130) | 0 | (180,130) | (212,500) | 0 | (212,500) | (240,000) | 0 | (240,000) |
| | 728,670 | 58,050 | 328,790 | 0 | 328,790 | 576,030 | 0 | 576,030 | 554,550 | 0 | 554,550 |
| INCREASES IN FEES AND CHARGES-CAR PARKS | 0 | 0 | (157,130) | 0 | (157,130) | (164,260) | 0 | (164,260) | (221,390) | 0 | (221,390) |
| INCREASES IN FEES AND CHARGES-OTHER | 0 | 0 | (56,210) | 0 | (56,210) | (107,200) | 0 | (107,200) | (158,190) | 0 | (158,190) |
| TOTAL NET EXPENDITURE ON SERVICES | 11,845,550 | 11,554,530 | 11,221,560 | 241,400 | 11,462,960 | 10,432,850 | 630,160 | 11,063,010 | 10,590,250 | 1,053,450 | 11,643,700 |
| LESS: REVENUE SUPPORT GRANT | 0 | 0 | | | 0 | | | 356,790 | | | 356,790 |
| BUSINESS RATES | (2,795,610) | (2,795,610) | | | (2,841,180) | | | (2,898,000) | | | (2,955,960) |
| BUSINESS RATES GROWTH | (600,000) | (600,000) | | | (500,000) | | | (225,000) | | | (225,000) |
| COLLECTION FUND DEFICIT | 0 | 0 | | | 70,220 | | | 0 | | | 0 |
| NEW HOMES BONUS | (906,100) | (906,100) | | | (261,530) | | | (201,960) | | | (63,390) |
| GENERAL EXPENSES - | | | | | | | | | | | |
| COUNCIL TAX INCOME | (7,234,190) | (7,234,190) | | | (7,445,500) | | | (7,682,520) | | | (7,922,550) |
| (SURPLUS) / DEFICIT FOR YEAR | 309,650 | 18,630 | | | 484,970 | | | 412,320 | | | 833,590 |
| COUNCIL TAX LEVY | | 214.34 | | | 219.34 | | | 224.34 | | | 229.34 |
| COUNCIL TAX BASE | | 33,751 | | | 33,945 | | | 34,245 | | | 34,545 |

This Budget Summary reflects the proposed £5 increase in Band D Council Tax per annum.

CAPITAL PROGRAMME 2020 TO 2030

| Detail | 2019-20 | | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2029-30 | Prior to 01/04/2019 | Total |
|---|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------------|--------------------|
| | Original £ | Revised £ | Estimate £ | Estimate £ | Estimate £ | Estimate £ | Estimate £ | Estimate £ | Estimate £ | Estimate £ | Estimate £ | Estimate £ | £ | £ |
| 1. COMMITTED EXPENDITURE | | | | | | | | | | | | | | |
| 1. CHIEF EXECUTIVE AND SOLICITOR TO THE COUNCIL | | | | | | | | | | | | | | |
| New Headquarters - Office Accommodation | - | - | 413,610 | - | - | - | - | - | - | - | - | - | 9,586,390 | 10,000,000 |
| SUB TOTAL | 0 | 0 | 413,610 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9,586,390 | 10,000,000 |
| 2. COMMUNITY WELL-BEING AND ENVIRONMENT | | | | | | | | | | | | | | |
| Franchise Street S106 - Brinton Park | - | - | 37,430 | - | - | - | - | - | - | - | - | - | 24,780 | 62,210 |
| Franchise Street S106 - Arts Development | - | 9,330 | - | - | - | - | - | - | - | - | - | - | - | 9,330 |
| Parking Facilities: Improvement to Car Parks | 34,530 | 74,530 | - | - | - | - | - | - | - | - | - | - | 419,970 | 494,500 |
| Green Street Depot Investment | - | 2,446,750 | 49,300 | - | - | - | - | - | - | - | - | - | 1,383,950 | 3,880,000 |
| Depot Block E Works (subject to Council approval) | - | - | 70,000 | - | - | - | - | - | - | - | - | - | - | 70,000 |
| Bewdley Medical Centre | - | 14,160 | - | - | - | - | - | - | - | - | - | - | 837,040 | 851,200 |
| Stourport Riverside (subject to Council approval) | - | - | 150,000 | - | - | - | - | - | - | - | - | - | - | 150,000 |
| Brinton Park HLF Scheme (subject to successful HLF bid & Council approval) | - | - | 2,600,000 | - | - | - | - | - | - | - | - | - | - | 2,600,000 |
| Commercial Activity Capital Funding* | - | 195,390 | - | - | - | - | - | - | - | - | - | - | 54,610 | 250,000 |
| * Subject to Business Cases & approval by the Commercial Activity Board | | | | | | | | | | | | | | |
| SUB TOTAL | 34,530 | 2,740,160 | 2,906,730 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,720,350 | 8,367,240 |
| 3. ECONOMIC PROSPERITY AND PLACE | | | | | | | | | | | | | | |
| Housing Strategy: | | | | | | | | | | | | | | |
| Disabled Facilities Grants (subject to confirmation 2020-21 onwards) | 1,683,840 | 1,500,000 | 1,490,830 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 12,463,880 | 24,454,710 |
| Conversion of 2-3 New Street, Stourport | - | 3,430 | - | - | - | - | - | - | - | - | - | - | 293,630 | 297,060 |
| Comberton Place Residential Investment (now considered unviable) | 440,000 | - | - | - | - | - | - | - | - | - | - | - | - | 0 |
| Property Conversion, Stourport (subject to Council approval) | - | 60,000 | - | - | - | - | - | - | - | - | - | - | - | 60,000 |
| Housing Assistance - Private Sector Measures (including Decent Homes Grant) | 103,830 | 80,000 | 72,740 | - | - | - | - | - | - | - | - | - | 1,907,630 | 2,060,370 |
| Planning Delivery Grant Capital Projects | - | 2,750 | - | - | - | - | - | - | - | - | - | - | 255,010 | 257,760 |
| Flood Relief | 18,410 | 10,000 | 18,410 | - | - | - | - | - | - | - | - | - | 170,590 | 199,000 |
| North Worcs Water Management Capital Projects - Redditch Schemes | 18,870 | 18,870 | - | - | - | - | - | - | - | - | - | - | 115,930 | 134,800 |
| Regeneration and Economic Development | - | 106,520 | - | - | - | - | - | - | - | - | - | - | 2,879,450 | 2,985,970 |
| Carbon Management Plan | - | - | 20,000 | - | - | - | - | - | - | - | - | - | 83,150 | 103,150 |
| Worcester Street Improvements Grant (Match Funding) | 375,000 | 450,000 | - | - | - | - | - | - | - | - | - | - | 375,000 | 825,000 |
| Future Investment Evergreen Fund* | - | 119,740 | - | - | - | - | - | - | - | - | - | - | - | 119,740 |
| Industrial Units Development - Silverwoods | 1,935,040 | 220,000 | 1,930,040 | - | - | - | - | - | - | - | - | - | - | 2,150,040 |
| Industrial Units Development - Silverwoods (former Frenco site) | - | 633,160 | - | - | - | - | - | - | - | - | - | - | 55,030 | 688,190 |
| Churchfields Development (Grant Funded) | - | 2,700,000 | - | - | - | - | - | - | - | - | - | - | - | 2,700,000 |
| Capital Portfolio Fund* (additional allocation subject to Council approval) | 4,750,000 | 14,695,110 | 1,500,000 | - | - | - | - | - | - | - | - | - | 9,776,700 | 25,971,810 |
| Development Loans Fund* | 4,000,000 | 10,000,000 | - | - | - | - | - | - | - | - | - | - | - | 10,000,000 |
| * Subject to Business Cases & Due Diligence | | | | | | | | | | | | | | |
| SUB TOTAL | 13,324,990 | 30,599,580 | 5,032,020 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 28,376,000 | 73,007,600 |
| 4. RESOURCES | | | | | | | | | | | | | | |
| ICT Strategy (additional allocations subject to Council approval) | 558,000 | 666,110 | 363,000 | 438,000 | 125,000 | - | - | - | - | - | - | - | 3,342,670 | 4,934,780 |
| SUB TOTAL | 558,000 | 666,110 | 363,000 | 438,000 | 125,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,342,670 | 4,934,780 |
| 5. VEHICLE, EQUIPMENT & SYSTEMS RENEWAL SCHEDULE | | | | | | | | | | | | | | |
| Vehicles & Equipment & Systems Renewal Schedule | 1,017,000 | 1,464,500 | 760,000 | 785,000 | 199,000 | 224,000 | 363,000 | 1,144,000 | 1,259,000 | 170,000 | 546,500 | 546,500 | 7,708,940 | 15,170,440 |
| SUB TOTAL | 1,017,000 | 1,464,500 | 760,000 | 785,000 | 199,000 | 224,000 | 363,000 | 1,144,000 | 1,259,000 | 170,000 | 546,500 | 546,500 | 7,708,940 | 15,170,440 |
| TOTAL COMMITTED EXPENDITURE | 14,934,520 | 35,470,350 | 9,475,360 | 2,223,000 | 1,324,000 | 1,224,000 | 1,363,000 | 2,144,000 | 2,259,000 | 1,170,000 | 1,546,500 | 1,546,500 | 51,734,350 | 111,480,060 |

CAPITAL PROGRAMME 2020 TO 2030

| Detail | 2019-20 | | 2020-21 Estimate £ | 2021-22 Estimate £ | 2022-23 Estimate £ | 2023-24 Estimate £ | 2024-25 Estimate £ | 2025-26 Estimate £ | 2026-27 Estimate £ | 2027-28 Estimate £ | 2028-29 Estimate £ | 2029-30 Estimate £ | Prior to 01/04/2019 £ | Total £ |
|--|---------------|--------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-----------------------------|------------|
| | Original £ | Revised £ | | | | | | | | | | | | |
| 2. FINANCING | | | | | | | | | | | | | | |
| Capital Receipts: Funding Approved | 695,260 | 995,030 | 1,187,780 | - | - | - | - | - | - | - | - | - | | 2,182,810 |
| Prudential Borrowing for Regeneration and Economic Development Scheme | - | 87,090 | - | - | - | - | - | - | - | - | - | - | | 87,090 |
| Prudential Borrowing for Carbon Management Scheme | - | - | 20,000 | - | - | - | - | - | - | - | - | - | | 20,000 |
| Prudential Borrowing for Worcester Street Improvements Grant (Match Funding) | 375,000 | 450,000 | - | - | - | - | - | - | - | - | - | - | | 450,000 |
| Prudential Borrowing for Industrial Units Development | 1,650,040 | 220,000 | 1,430,040 | - | - | - | - | - | - | - | - | - | | 1,650,040 |
| Prudential Borrowing for Development Loans Fund | 4,000,000 | 10,000,000 | - | - | - | - | - | - | - | - | - | - | | 10,000,000 |
| Prudential Borrowing for Capital Portfolio Fund | 5,000,000 | 15,068,270 | 1,500,000 | - | - | - | - | - | - | - | - | - | | 16,568,270 |
| Prudential Borrowing for Green Street Depot Investment | - | 1,486,750 | 49,300 | - | - | - | - | - | - | - | - | - | | 1,536,050 |
| Prudential Borrowing for Brinton Park HLF Scheme | - | - | 200,000 | - | - | - | - | - | - | - | - | - | | 200,000 |
| Prudential Borrowing for ICT Strategy | 558,000 | 666,110 | 363,000 | 438,000 | 125,000 | - | - | - | - | - | - | - | | 1,592,110 |
| Prudential Borrowing for Commercial Activity Capital Funding | - | 195,390 | - | - | - | - | - | - | - | - | - | - | | 195,390 |
| Prudential Borrowing for Stourport Riverside | - | - | 46,420 | - | - | - | - | - | - | - | - | - | | 46,420 |
| Prudential Borrowing for Depot Block E Works | - | - | 70,000 | - | - | - | - | - | - | - | - | - | | 70,000 |
| Public Realm Funding (from Worcestershire County Council) | - | 19,430 | - | - | - | - | - | - | - | - | - | - | | 19,430 |
| Better Care Fund Grant (from WCC - subject to confirmation 20-21 onwards) | 1,482,410 | 1,500,000 | 1,289,400 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | | 10,789,400 |
| HLF Partner External Funding | - | - | 2,400,000 | - | - | - | - | - | - | - | - | - | | 2,400,000 |
| Planning Delivery Grant | - | 2,750 | - | - | - | - | - | - | - | - | - | - | | 2,750 |
| S.106 Funding (Parking - Contractual Agreement) | 34,530 | 52,670 | - | - | - | - | - | - | - | - | - | - | | 52,670 |
| S.106 Funding (Franchise Street) | - | 9,330 | 37,430 | - | - | - | - | - | - | - | - | - | | 46,760 |
| S.106 Funding (Sutton Park Road) | 85,000 | - | - | - | - | - | - | - | - | - | - | - | | 0 |
| S.106 Funding for Stourport Riverside | - | - | 103,580 | - | - | - | - | - | - | - | - | - | | 103,580 |
| Flood Relief Grant (from DCLG) | 18,410 | 10,000 | 18,410 | - | - | - | - | - | - | - | - | - | | 28,410 |
| Churchfields Development Grant (from Housing Infrastructure Fund) | - | 2,700,000 | - | - | - | - | - | - | - | - | - | - | | 2,700,000 |
| North Worcs Water Management Capital Projects - Redditch BC Funding | 18,870 | 18,870 | - | - | - | - | - | - | - | - | - | - | | 18,870 |
| Vehicles, Equipment & Systems (Prudential Borrowing) | 1,017,000 | 1,464,500 | 760,000 | 785,000 | 199,000 | 224,000 | 363,000 | 1,144,000 | 1,259,000 | 170,000 | 546,500 | 546,500 | | 6,915,000 |
| Direct Revenue Funding: | | | | | | | | | | | | | | |
| Bewdley Medical Centre | - | 14,160 | - | - | - | - | - | - | - | - | - | - | | 14,160 |
| Green Street Depot Investment | - | 510,000 | - | - | - | - | - | - | - | - | - | - | | 510,000 |
| | 14,934,520 | 35,470,350 | 9,475,360 | 2,223,000 | 1,324,000 | 1,224,000 | 1,363,000 | 2,144,000 | 2,259,000 | 1,170,000 | 1,546,500 | 1,546,500 | | 58,199,210 |

**VEHICLE, EQUIPMENT AND SYSTEMS
RENEWALS SCHEDULE 2020 TO 2030**

APPENDIX 2

| DETAIL | Fleet Number | 2019-20 | | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2029-30 |
|---|--------------|---------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | | Original £ | Revised £ | Estimate £ | Estimate £ | Estimate £ | Estimate £ | Estimate £ | Estimate £ | Estimate £ | Estimate £ | Estimate £ | Estimate £ |
| 1. VEHICLES | | | | | | | | | | | | | |
| EMS & BIN LIFTS | | 13,500 | 13,500 | - | 13,500 | - | - | - | - | - | - | - | - |
| GARAGE EQUIPMENT | | - | 40,000 | - | - | - | - | - | - | - | - | - | - |
| REFURBISHMENT FUND | | - | 30,000 | - | - | - | - | - | - | - | - | - | - |
| REFUSE FREIGHTER 26000kg | AV241 | - | - | - | - | - | - | - | 91,000 | - | - | - | - |
| REFUSE FREIGHTER 26000kg | AV237 | - | - | - | - | - | - | - | 95,500 | - | - | - | - |
| REFUSE FREIGHTER 26000kg | AV238 | - | - | - | - | - | - | - | 95,500 | - | - | - | - |
| REFUSE FREIGHTER 24000kg | AV234 | - | - | - | - | - | - | - | 100,000 | - | - | - | - |
| REFUSE FREIGHTER 26000kg | AV268 | - | - | - | - | - | - | - | 100,000 | - | - | - | - |
| REFUSE FREIGHTER 26000kg | AV239 | - | - | - | - | - | - | - | 100,000 | - | - | - | - |
| TIPPER 3500kg | AV177 | - | 30,000 | - | - | - | - | - | 30,000 | - | - | - | - |
| TIPPER 3500kg | AV193 | - | 30,000 | - | - | - | - | - | 30,000 | - | - | - | - |
| TIPPER 3500kg | AV064 | - | 30,000 | - | - | - | - | - | 30,000 | - | - | - | - |
| TIPPER 3500kg | AV200 | - | 30,000 | - | - | - | - | - | 30,000 | - | - | - | - |
| TIPPER 3500kg | AV201 | - | 30,000 | - | - | - | - | - | 30,000 | - | - | - | - |
| TIPPER 3500kg | AV202 | - | 30,000 | - | - | - | - | - | 30,000 | - | - | - | - |
| TIPPER 3500kg | AV214 | - | 30,000 | - | - | - | - | - | 30,000 | - | - | - | - |
| TIPPER 3500kg | AV216 | - | 30,000 | - | - | - | - | - | 30,000 | - | - | - | - |
| MEDIUM REFUSE FREIGHTER 12000kg RCV | AV211 | - | 100,000 | - | - | - | - | - | 100,000 | - | - | - | - |
| RIDE ON MOWER | AV226 | 25,000 | 25,000 | - | - | - | - | - | - | 25,000 | - | - | - |
| 4x4 | AV252 | 30,000 | 30,000 | - | - | - | - | - | - | 30,000 | - | - | - |
| TIPPER 3500kg | AV220 | 30,000 | 30,000 | - | - | - | - | - | - | 30,000 | - | - | - |
| TIPPER 3500kg | AV063 | 30,000 | 30,000 | - | - | - | - | - | - | 30,000 | - | - | - |
| TIPPER 3500kg | AV221 | 30,000 | 30,000 | - | - | - | - | - | - | 30,000 | - | - | - |
| TIPPER 3500kg | AV222 | 30,000 | 30,000 | - | - | - | - | - | - | 30,000 | - | - | - |
| TIPPER 3500kg | AV223 | 30,000 | 30,000 | - | - | - | - | - | - | 30,000 | - | - | - |
| TRACTOR | AV070 | 32,000 | - | 40,000 | - | - | - | - | - | - | - | - | - |
| RIDE ON MOWER | AV212 | 32,000 | 32,000 | - | - | - | - | - | 32,000 | - | - | - | - |
| TIPPER 7000kg | AV181 | 48,000 | 48,000 | - | - | - | - | - | - | 48,000 | - | - | - |
| REFUSE FREIGHTER 24000kg | AV245 | 170,500 | 170,500 | - | - | - | - | - | - | 170,500 | - | - | - |
| REFUSE FREIGHTER 26000kg | AV246 | 170,500 | 170,500 | - | - | - | - | - | - | 170,500 | - | - | - |
| REFUSE FREIGHTER 26000kg | AV083 | 170,500 | 170,500 | - | - | - | - | - | - | 175,000 | - | - | - |
| REFUSE FREIGHTER 26000kg | AV084 | 175,000 | 175,000 | - | - | - | - | - | - | 175,000 | - | - | - |
| ATV WEED SPRAYER | AV271 | - | - | - | - | - | - | 15,000 | - | - | - | - | - |
| LIGHT VAN | AV218 | - | - | 30,000 | - | - | - | - | 25,000 | - | - | - | - |
| LIGHT VAN | AV230 | - | - | 30,000 | - | - | - | - | 25,000 | - | - | - | - |
| LIGHT VAN | AV229 | - | - | 30,000 | - | - | - | - | 25,000 | - | - | - | - |
| MIDI TRACTOR | AV189 | - | - | 30,000 | - | - | - | - | - | - | - | - | - |
| MOWING MACHINE | AV240 | - | - | 35,000 | - | - | - | - | 35,000 | - | - | - | - |
| TIPPER 3500kg | AV255 | - | - | 35,000 | - | - | - | - | - | - | 35,000 | - | - |
| TIPPER 3500kg | AV256 | - | - | 35,000 | - | - | - | - | - | - | 35,000 | - | - |
| JCB DIGGER | AV183 | - | - | - | 60,000 | - | - | - | - | - | - | - | - |
| PAVEMENT SWEEPER | AV258 | - | - | 80,000 | - | - | - | - | 80,000 | - | - | - | - |
| SMALL REFUSE FREIGHTER 7500kg RCV | AV261 | - | - | 90,000 | - | - | - | - | - | - | 85,000 | - | - |
| ROAD SWEEPER 15000kg | AV184 | - | - | 140,000 | - | - | - | - | - | 130,000 | - | - | - |
| REFUSE FREIGHTER 26000kg | NEW | - | - | 175,000 | - | - | - | - | - | 175,000 | - | - | - |
| CAR | AV279 | - | - | - | 10,000 | - | - | - | - | 10,000 | - | - | - |
| CAR | AV272 | - | - | - | 15,000 | - | - | - | - | - | 15,000 | - | - |
| FORK LIFT | FORKLIFT | - | - | - | 15,000 | - | - | - | - | - | - | - | - |
| PAVEMENT SWEEPER | AV275 | - | - | - | 60,000 | - | - | - | - | - | - | - | - |
| PAVEMENT SWEEPER | AV276 | - | - | - | 60,000 | - | - | - | - | - | - | - | - |
| REFUSE FREIGHTER 26000kg | AV186 | - | - | - | 180,500 | - | - | - | - | - | - | 170,500 | 170,500 |
| REFUSE FREIGHTER 26000kg | AV187 | - | - | - | 180,500 | - | - | - | - | - | - | 170,500 | 170,500 |
| REFUSE FREIGHTER 18000kg | AV185 | - | - | - | 180,500 | - | - | - | - | - | - | 170,500 | 170,500 |
| LIGHT VAN | AV285 | - | - | - | - | 20,000 | - | - | - | - | - | - | - |
| 3500KG VAN | AV281 | - | - | - | - | 23,000 | - | - | - | - | - | - | - |
| LIGHT VAN | AV282 | - | - | - | - | 23,000 | - | - | - | - | - | - | - |
| LIGHT VAN | AV283 | - | - | - | - | 23,000 | - | - | - | - | - | - | - |
| RIDE ON MOWER AND FLAIL | AV273 | - | - | - | - | 20,000 | - | - | - | - | - | 17,500 | 17,500 |
| RIDE ON MOWER AND FLAIL | AV274 | - | - | - | - | 20,000 | - | - | - | - | - | 17,500 | 17,500 |
| PAVEMENT SWEEPER | AV289 | - | - | - | - | 70,000 | - | - | - | - | - | - | - |
| TRAILER | AV278 | - | - | - | - | - | 3,000 | - | - | - | - | - | - |
| RIDE ON MOWER | AV287 | - | - | - | - | - | 25,000 | - | - | - | - | - | - |
| CHIPPER | AV277 | - | - | - | - | - | 26,000 | - | - | - | - | - | - |
| TRACTOR | AV225 | - | - | - | - | - | 50,000 | - | - | - | - | - | - |
| ROAD SWEEPER 15000kg | AV280 | - | - | - | - | - | 120,000 | - | - | - | - | - | - |
| 4x4 | AV288 | - | - | - | - | - | - | 23,000 | - | - | - | - | - |
| TIPPER 3500kg | AV292 | - | - | - | - | - | - | 30,000 | - | - | - | - | - |
| TIPPER 3500kg | AV286 | - | - | - | - | - | - | 30,000 | - | - | - | - | - |
| TIPPER 7500kg | AV284 | - | - | - | - | - | - | 45,000 | - | - | - | - | - |
| REFUSE FREIGHTER 26000kg | AV290 | - | - | - | - | - | - | 100,000 | - | - | - | - | - |
| REFUSE FREIGHTER 26000kg | AV291 | - | - | - | - | - | - | 100,000 | - | - | - | - | - |
| 2. OTHER | | | | | | | | | | | | | |
| Financial Management System Replacement | FMS001 | - | 69,500 | - | - | - | - | - | - | - | - | - | - |
| Flail Equipment replacement | R476 | - | - | - | - | - | - | 20,000 | - | - | - | - | - |
| Zip Boilers replacement (Wyre Forest House) | | - | - | 10,000 | 10,000 | - | - | - | - | - | - | - | - |
| | | 1,017,000 | 1,464,500 | 760,000 | 785,000 | 199,000 | 224,000 | 363,000 | 1,144,000 | 1,259,000 | 170,000 | 546,500 | 546,500 |

WYRE FOREST DISTRICT COUNCIL**FEES AND CHARGES 2020-2021****COUNCIL**

| Cost Centre | ACTIVITY AND DESCRIPTION OF SERVICE OPTION | KEY | CHANGES IN RESOURCES | | |
|-------------|--|--------|----------------------|---------------|---------------|
| | | | 2020-21 £ | 2021-22 £ | 2022-23 £ |
| R605 | <u>ECONOMIC PROSPERITY AND PLACE</u> | | | | |
| | <u>Development Control - Planning Advice</u> | C | - | - | - |
| | Increase charges by 5% in line with Council Policy. | R S | 70 CR - | 70 CR - | 70 CR - |
| R605 | <u>Development Control - High Hedges</u> | C | - | - | - |
| | Fees and charges reviewed and commercial judgement used. | R S | 100 CR - | 100 CR - | 100 CR - |
| | | | | | |
| R605 | <u>Development Control - Pre-application Advice</u> | C | - | - | - |
| | Fees and charges reviewed and commercial judgement used. | R S | 2,000 CR - | 2,000 CR - | 2,000 CR - |
| | | | | | |
| R625 | <u>Building Control - Decision Notices</u> | C | - | - | - |
| | To increase charges by 5% for copies of decision notices held by the Council prior to the formation of the North Worcestershire Building Control Shared Service. | R S | - - | - - | - - |
| | | | | | |
| R605 | <u>Development Control - Sale of Documents</u> | C | - | - | - |
| | Increase charges by 5% in line with Council Policy. | R S | 170 CR - | 170 CR - | 170 CR - |
| | | | | | |
| R637 | <u>Environmental Health - Water Sampling</u> | C | - | - | - |
| | Water sampling and analysis charges are set by Worcs Regulatory Services. No increase is being proposed in 2020/21 | R S | - - | - - | - - |
| | | | | | |
| R637 | <u>Environmental Health - Control of Dogs</u> | C | - | - | - |
| | The charges levied for the control of stray dogs are set by Worcs Regulatory Services on a cost recovery basis. Charges are consistent across all authorities within the Shared Service. A small increase is being proposed on out of hours and repeat offender charges. | R S | 100 CR - | 100 CR - | 100 CR - |
| | | | | | |
| R638 | <u>Licensing Activities - Hackney Carriages</u> | C | - | - | - |
| | To increase all taxi licensing charges by 3% - the last increase was in 2013/14. | R S | 3,220 CR - | 3,220 CR - | 3,220 CR - |
| | | | | | |
| R638 | <u>Licensing Activities - Animal Activity Licensing</u> | C | - | - | - |
| | The Animal Activity licensing charges were introduced in October 2018, covering animal boarding, dog breeding, pet shops, riding establishments and performing animals. WRS are proposing a 2% increase across all Districts | R S | 380 CR - | 380 CR - | 380 CR - |
| | | | | | |
| R638 | <u>Licensing Activities - Other General Licensing</u> | C | - | - | - |
| | To increase charges by 5% in line with Council Policy | R S | 800 CR - | 800 CR - | 800 CR - |
| | | | | | |
| R638 | <u>Licensing Activities - Gambling Act 2005 (Premises)</u> | C | - | - | - |
| | Increase charges by either 5% in line with Council Policy or up to prescribed maximum level (if this is lower). | R S | 530 CR - | 530 CR - | 530 CR - |
| | | | | | |

WYRE FOREST DISTRICT COUNCIL**FEES AND CHARGES 2020-2021****COUNCIL**

| Cost Centre | ACTIVITY AND DESCRIPTION OF SERVICE OPTION | KEY | CHANGES IN RESOURCES | | |
|-------------|---|-------------|----------------------|--------------------|--------------------|
| | | | 2020-21 £ | 2021-22 £ | 2022-23 £ |
| R638 | <u>Licensing Activities - Scrap Metal Dealers Licence</u> Scrap metal dealers licence is a 3 year licence which was introduced in 2014. Level of charges are recommended by Worc's Regulatory Services. A 2% increase is being proposed in 2020/21 across all Districts | C R S | - 20 CR - | - 20 CR - | - 20 CR - |
| R310 | <u>RESOURCES</u> <u>Council Tax and NNDR</u> Summons Costs £50 Liability Order Costs <u>£30</u> <u>£80</u> Bi-annual review of summons costs and liability orders to reflect inflation and additional Magistrates Court costs. | C R S | - - - | - - - | - - - |
| | TOTALS | C R S | - 7,390 CR - | - 7,390 CR - | - 7,390 CR - |



| Service | Planning | Service Manager | Development Manager |
|-------------|-----------------------------|-----------------|---|
| Directorate | Economic Prosperity & Place | Cabinet Member | Economic Regeneration, Planning and Capital Investments |

PROPOSAL OF SCALE OF FEES AND CHARGES

| INCOME DESCRIPTION | Current Charge TO 31-03-2020 £ Charges inclusive of VAT (if applicable) | Proposed Charge FROM 01-04-2020 £ Charges before VAT | Proposed Charge FROM 01-04-2020 £ Charges inclusive of VAT (if applicable) |
|--|---|---|--|
| High Hedge Applications | | | |
| High Hedge Applications | | | |
| Householder | 350.00 | 400.00 | No VAT currently charged |
| Other | 350.00 | 400.00 | No VAT currently charged |
| Concession (for those in receipt of housing or council tax benefits) | 120.00 | 175.00 | No VAT currently charged |
| | | | |
| | | | |
| | | | |
| | | | |

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



| Service | Planning & Building Control | Service Manager | Development Manager |
|-------------|-----------------------------|-----------------|---|
| Directorate | Economic Prosperity & Place | Cabinet Member | Economic Regeneration, Planning and Capital Investments |

PROPOSAL OF SCALE OF FEES AND CHARGES

| INCOME DESCRIPTION | Current Charge TO 31-03-2020 £ Charges inclusive of VAT (if applicable) | Proposed Charge FROM 01-04-2020 £ Charges before VAT | Proposed Charge FROM 01-04-2020 £ Charges inclusive of VAT (if applicable) |
|--|---|---|--|
| Planning Advice | | | |
| Building Control Decision Notices (Pre 01-01-2012) | | | |
| Sale of Copy Documents | | | |
| Reply to general individual queries, Planning or Building Control for up to 6 questions (after that the full Local Land Charge Search fee will be charged) | 27.00 per Question | 28.00 per Question | No VAT currently charged |
| If any query requires a site visit to be made (e.g. compliance with conditions) | 75.00 | 79.00 | No VAT currently charged |
| Charges for Copy Documents | | | |
| See Note 2 below | | | |
| Monthly Decision List - Emailed | Free | Free | Free |
| Weekly Planning Application List - Emailed | Free | Free | Free |
| Decision Notices | 22.00 | 19.17 | 23.00 |
| Decision Notices Additional Copies | 1.40 | 1.25 | 1.50 |
| A4 - For each copy | 1.40 | 1.25 | 1.50 |
| A3 - For each copy | 1.40 | 1.25 | 1.50 |
| A2 - For each copy | 3.80 | 3.33 | 4.00 |
| A1 - For each copy | 5.10 | 4.50 | 5.40 |
| A0 - For each copy | 6.20 | 5.50 | 6.60 |

NOTES:

Note 1 - Copies, where appropriate, are available free up to a cumulative single transaction value of £10 for individuals (the discretion of Director of Service to be applied in cases of multiple separate transactions) and charged at full cost to representatives of professional and/or commercial companies.

Note 2 - Copies of all planning application plans and decision notices made from 2006 onwards are available online at zero cost at <http://www.wyreforestdc.gov.uk/planning-and-buildings.aspx>

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



| Service | Planning | Service Manager | Development Manager |
|-------------|-----------------------------|-----------------|---|
| Directorate | Economic Prosperity & Place | Cabinet Member | Economic Regeneration, Planning and Capital Investments |

PROPOSAL OF SCALE OF FEES AND CHARGES

| INCOME DESCRIPTION | Current Charge TO 31-03-2020 £ Charges inclusive of VAT (if applicable) | Proposed Charge FROM 01-04-2020 £ Charges before VAT | Proposed Charge FROM 01-04-2020 £ Charges inclusive of VAT (if applicable) |
|---|---|---|--|
| Permitted Developments and Pre-application Advice | | | |
| Permitted Development enquiries | | | |
| Proposed development type | | | |
| Householder | Free | Free | Free |
| Other | Free | Free | Free |
| Pre-Application advice | | | |
| Householder | Free | Free | Free |
| Cost of each additional meeting | Free | Free | Free |
| Residential Development including Conversions (see note 1) | | | |
| 1 dwelling | 84.00 | 83.33 | 100.00 |
| Cost of each additional meeting | 42.00 | 37.50 | 45.00 |
| 2-3 dwellings | 210.00 | 233.33 | 280.00 |
| Cost of each additional meeting | 105.00 | 100.00 | 120.00 |
| 4-5 dwellings | 326.00 | 312.50 | 375.00 |
| Cost of each additional meeting | 168.00 | 145.83 | 175.00 |
| 6-7 dwellings | 473.00 | 458.33 | 550.00 |
| Cost of each additional meeting | 236.00 | 208.33 | 250.00 |
| 8-9 dwellings | 651.00 | 625.00 | 750.00 |
| Cost of each additional meeting | 326.00 | 291.67 | 350.00 |
| 10-24 dwellings | 1,508.00 | 833.33 | 1,000.00 |
| Cost of each additional meeting | 755.00 | 458.33 | 550.00 |
| 25-49 dwellings | 1,508.00 | 1,333.33 | 1,600.00 |
| Cost of each additional meeting | 755.00 | 583.33 | 700.00 |
| 50 - 74 dwellings | 3,018.00 | 1,666.67 | 2,000.00 |
| Cost of each additional meeting | 1,117.00 | 750.00 | 900.00 |
| 75 - 99 dwellings | 3,018.00 | 2,166.67 | 2,600.00 |
| Cost of each additional meeting | 1,117.00 | 1,000.00 | 1,200.00 |
| 100 - 149 dwellings | 3,018.00 | 2,666.67 | 3,200.00 |
| Cost of each additional meeting | 1,117.00 | 1,083.33 | 1,300.00 |
| 150 - 199 dwellings | 3,018.00 | 2,916.67 | 3,500.00 |
| Cost of each additional meeting | 1,117.00 | 1,250.00 | 1,500.00 |
| 200 - 299 dwellings | 4,527.00 | 3,500.00 | 4,200.00 |
| Cost of each additional meeting | 1,508.00 | 1,500.00 | 1,800.00 |
| 300 - 499 dwellings | 4,527.00 | 4,000.00 | 4,800.00 |
| Cost of each additional meeting | 1,508.00 | 1,666.67 | 2,000.00 |
| 500+ dwellings | 4,527.00 | 4,333.33 | 5,200.00 |
| Cost of each additional meeting | 1,508.00 | 2,083.33 | 2,500.00 |
| Non Residential/Commercial Development (see note 1) | | | |
| Gross floor area up to 75m2 | Free | Free | Free |
| Cost of each additional meeting | Free | Free | Free |
| Gross floor area 76m2 - 249m2 | Free | 125.00 | 150.00 |
| Cost of each additional meeting | Free | 62.50 | 75.00 |
| Gross floor area up to 250m2 - 499m2 | Free | 250.00 | 300.00 |
| Cost of each additional meeting | Free | 125.00 | 150.00 |
| Gross floor area 500m2 - 999m2 | Free | 541.67 | 650.00 |
| Cost of each additional meeting | Free | 270.83 | 325.00 |
| Gross floor area 1,000 - 2,499m2 | 1,508.00 | 1,333.33 | 1,600.00 |
| Cost of each additional meeting | 719.00 | 600.00 | 720.00 |
| Gross floor area 2,500 - 4,999m2 | 3,018.00 | 2,083.33 | 2,500.00 |
| Cost of each additional meeting | 1,064.00 | 708.33 | 850.00 |
| Gross floor area 2,500 - 9,999m2 | 3,018.00 | 2,833.33 | 3,400.00 |
| Cost of each additional meeting | 1,064.00 | 916.67 | 1,100.00 |
| Gross floor area +10,000m2 | 4,527.00 | 4,000.00 | 4,800.00 |
| Cost of each additional meeting | 1,436.00 | 1,250.00 | 1,500.00 |



| Service | Planning | Service Manager | Development Manager |
|-------------|-----------------------------|-----------------|---|
| Directorate | Economic Prosperity & Place | Cabinet Member | Economic Regeneration, Planning and Capital Investments |

PROPOSAL OF SCALE OF FEES AND CHARGES

| INCOME DESCRIPTION | Current Charge | Proposed Charge | Proposed Charge |
|---|--|--------------------|--|
| | TO 31-03-2020 | FROM 01-04-2020 | FROM 01-04-2020 |
| | £ | £ | £ |
| Permitted Developments and Pre-application Advice | Charges inclusive of VAT (if applicable) | Charges before VAT | Charges inclusive of VAT (if applicable) |
| Other Categories | | | |
| Advertisements | Free | 62.50 | 75.00 |
| Cost of each additional meeting | Free | 20.83 | 25.00 |
| Change of Use | Free | 125.00 | 150.00 |
| Cost of each additional meeting | Free | 62.50 | 75.00 |
| Telecommunications | 210.00 | 187.50 | 225.00 |
| Cost of each additional meeting | 105.00 | 95.83 | 115.00 |
| Glasshouses/Poly Tunnels | Free | 66.67 | 80.00 |
| Cost of each additional meeting | Free | 16.67 | 20.00 |
| Others (see note 2) | Free | 62.50 | 75.00 |
| Cost of each additional meeting | Free | 20.83 | 25.00 |
| Historic Environmental and Tree related enquiries | | | |
| Separate Listed Building and Conservation Area Advice (Up to 3 Separate Matters - see note 3) | 47.00 | 50.00 | 60.00 |
| Cost per additional matter to be considered | | 12.50 | 15.00 |
| Cost of each additional meeting | 23.00 | 20.83 | 25.00 |
| Separate Tree related Advice - number of trees not exceeding 10 | 47.00 | 50.00 | 60.00 |
| Cost of each additional meeting | 23.00 | 20.83 | 25.00 |
| Separate Tree related Advice - number of trees over 10 but not exceeding 30 | 92.00 | 100.00 | 120.00 |
| Cost of each additional meeting (see Note 4) | 23.00 | 20.83 | 25.00 |
| Exemptions | | | |
| As set out in Guidance Note (e.g. Parish Councils, etc) | | | |
| | | | |
| | | | |

NOTES:

Note 1 - If only principle to be discussed developer to provide indicative capacity

Note 2 - Includes other development proposals such as variation or removal of conditions-proposed changes of use, car parks and certificates of lawfulness. Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



| | | | |
|-------------|---------------------------------------|-----------------|--|
| Service | Worcestershire Regulatory Services | Service Manager | Worcestershire Regulatory Services Officer |
| Directorate | Economic Prosperity & Place | Cabinet Member | Culture, Leisure and Community Protection |

PROPOSAL OF SCALE OF FEES AND CHARGES

| INCOME DESCRIPTION | Current Charge | Proposed Charge | Proposed Charge |
|--|---|--|---|
| Water Sampling and Analysis Charges - Fees Recommended By Worcestershire Regulatory Services | TO 31-03-2020 £ Charges inclusive of VAT (if applicable) | FROM 01-04-2020 £ Charges before VAT | FROM 01-04-2020 £ Charges inclusive of VAT (if applicable) |
| POLLUTION CONTROL | | | |
| Water Sampling Charges | | | |
| The Regulations allow local authorities to charge a fee, to enable reasonable costs of services (lab fees etc) to be recovered | | | |
| Proposed Fees and Charges | | | |
| Risk Assessment | 55.00 per hour | 55.00 per hour | No VAT currently charged |
| Sampling (each visit) | 55.00 per hour | 55.00 per hour | No VAT currently charged |
| Investigation | 55.00 per hour | 55.00 per hour | No VAT currently charged |
| Analysing a sample | | | |
| taken under regulation 10 (small supplies) | lab analysis cost | lab analysis cost | No VAT currently charged |
| (Plus extra lab costs for additional parameters where required) | | | |
| taken during monitoring for Group A parameters | lab analysis cost | lab analysis cost | No VAT currently charged |
| taken during audit monitoring | lab analysis cost | lab analysis cost | No VAT currently charged |

NOTES:

Where the request is made by the Owner/Occupier and the Authority is not the only service provider - VAT will be added.
 Where the authority instigates the testing under regulations i.e. Periodic tests, assessments - VAT is not applicable in this instance.
 Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



| | | | |
|-------------|---------------------------------------|-----------------|--|
| Service | Worcestershire Regulatory Services | Service Manager | Worcestershire Regulatory Services Officer |
| Directorate | Economic Prosperity & Place | Cabinet Member | Culture, Leisure and Community Protection |

PROPOSAL OF SCALE OF FEES AND CHARGES

| INCOME DESCRIPTION | Current Charge TO 31-03-2020 £ Charges inclusive of VAT (if applicable) | Proposed Charge FROM 01-04-2020 £ Charges before VAT | Proposed Charge FROM 01-04-2020 £ Charges inclusive of VAT (if applicable) |
|--|---|---|--|
| Hackney Carriage/Private Hire Fees | | | |
| Hackney Carriage Vehicle (includes renewal plates and twice yearly vehicle inspections) | 416.00 | 430.00 | No VAT currently charged |
| Private Hire Vehicle (includes renewal plates and twice yearly vehicle inspections) | 416.00 | 430.00 | No VAT currently charged |
| Change of Business (Sell Car and Transfer Plate) | 105.00 | 108.00 | No VAT currently charged |
| Temporary Replacement HC & PH vehicle (excluding plates & decals) | 104.00 | 107.00 | No VAT currently charged |
| Initial or Replacement Licences/Plates (if lost or damaged) | | | |
| External Car Plate | 49.00 | 50.00 | No VAT currently charged |
| Internal (Executive Vehicles) Car Plate | 21.00 | 22.00 | No VAT currently charged |
| Vehicle Decals - Replacements | 19.00 | 20.00 | No VAT currently charged |
| Exemption Notice (Executive Vehicles) | 29.00 | 30.00 | No VAT currently charged |
| Vehicle Testing | | | |
| Vehicle Retest Fee (if re-tested within 48 hours of failure) | 31.00 | 26.67 | 32.00 |
| Vehicle Retest Fee (if re-tested after 48 hours of failure) | 59.00 | 50.83 | 61.00 |
| Hackney Carriage/Private Hire Drivers Licence (valid for 3 years) | 415.00 | 426.00 | No VAT currently charged |
| Disclosure and Barring Service check | 62.00 | 64.00 | No VAT currently charged |
| Drivers Badge | 25.00 | 26.00 | No VAT currently charged |
| Drivers' Knowledge Test | 54.00 | 56.00 | No VAT currently charged |
| Private Hire Operators (valid for 1 year) | 463.00 | 477.00 | No VAT currently charged |
| Private Hire Operators (valid for 5 years) | 1,760.00 | 1,810.00 | No VAT currently charged |

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



| | | | |
|-------------|---------------------------------------|-----------------|--|
| Service | Worcestershire Regulatory Services | Service Manager | Worcestershire Regulatory Services Officer |
| Directorate | Economic Prosperity & Place | Cabinet Member | Culture, Leisure and Community Protection |

PROPOSAL OF SCALE OF FEES AND CHARGES

| INCOME DESCRIPTION | Current Charge | Proposed Charge | Proposed Charge |
|---|---|--|---|
| | TO 31-03-2020 £ Charges inclusive of VAT (if applicable) | FROM 01-04-2020 £ Charges before VAT | FROM 01-04-2020 £ Charges inclusive of VAT (if applicable) |
| Licensing and Registration - Animal Activity Licence | | | |
| Animal Activity Licence | | | |
| Animal Boarding, Dog Breeding, Pet Shops, Riding Establishments | | | |
| Application Fee | 322.00 | 329.00 | No VAT currently charged |
| 1 Year Licence Fee | 180.00 | 184.00 | No VAT currently charged |
| 2 Year Licence Fee | 357.00 | 364.00 | No VAT currently charged |
| 3 Year Licence Fee | 535.00 | 546.00 | No VAT currently charged |
| Variation Fee | 235.00 | 240.00 | No VAT currently charged |
| Inspection Fee | 160.00 | 163.00 | No VAT currently charged |
| Vet Fees | Charged at Cost | Charged at cost recovery | |
| | | | |
| | | | |
| Animal Activity Licence | | | |
| Performing Animals (No Risk Assessment) | | | |
| Application Fee | 215.00 | 219.00 | No VAT currently charged |
| 1 Year Licence Fee | N/A | N/A | No VAT currently charged |
| 2 Year Licence Fee | N/A | N/A | No VAT currently charged |
| 3 Year Licence Fee | 290.00 | 300.00 | No VAT currently charged |
| Variation Fee | 155.00 | 158.00 | No VAT currently charged |
| Inspection Fee | 160.00 | 163.00 | No VAT currently charged |
| Vet Fees | Charged at Cost | Charged at cost recovery | |
| | | | |
| | | | |

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



| | | | |
|-------------|---------------------------------------|-----------------|--|
| Service | Worcestershire Regulatory Services | Service Manager | Worcestershire Regulatory Services Officer |
| Directorate | Economic Prosperity & Place | Cabinet Member | Culture, Leisure and Community Protection |

PROPOSAL OF SCALE OF FEES AND CHARGES

| INCOME DESCRIPTION | Current Charge TO 31-03-2020 £ Charges inclusive of VAT (if applicable) | Proposed Charge FROM 01-04-2020 £ Charges before VAT | Proposed Charge FROM 01-04-2020 £ Charges inclusive of VAT (if applicable) |
|---|---|---|--|
| Licensing and Registration | | | |
| Dangerous Wild Animals Initial | 411.00 | 432.00 | No VAT currently charged |
| Renewal | 271.00 | 285.00 | No VAT currently charged |
| Vet fees/Animal welfare visit (if applicable) | | | |
| Zoo Licences Initial | 1,976.00 (plus Inspector's expenses) | 2,075.00 (plus Inspector's expenses) | No VAT currently charged |
| Renewal | 1,777.00 (plus Inspector's expenses) | 1,866.00 (plus Inspector's expenses) | No VAT currently charged |
| Vet fees/Animal welfare visit (if applicable) | Charged at Cost | Charged at Cost | |
| Acupuncture, Tattooing, Electrolysis, Ear Piercing, Skin Piercing & Semi-Permanent Skin Colouring - | | | |
| Certificate of Registration: (a) Person | 200.00 | 210.00 | No VAT currently charged |
| (b) Premise | 288.00 | 302.00 | No VAT currently charged |
| (c) Persons & Premises | No Longer Available | No Longer Available | |
| Sex Establishments Initial | 5,226.00 | 5,487.00 | No VAT currently charged |
| Renewal | 2,007.00 | 2,107.00 | No VAT currently charged |
| Transfer | 400.00 | 421.00 | No VAT currently charged |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



| | | | |
|-------------|---------------------------------------|-----------------|--|
| Service | Worcestershire Regulatory Services | Service Manager | Worcestershire Regulatory Services Officer |
| Directorate | Economic Prosperity & Place | Cabinet Member | Culture, Leisure and Community Protection |

PROPOSAL OF SCALE OF FEES AND CHARGES

| INCOME DESCRIPTION | Current Charge | Proposed Charge | Proposed Charge |
|--|---|----------------------|---|
| | TO 31-03-2020 £ | FROM 01-04-2020 £ | FROM 01-04-2020 £ |
| Gambling Premises Licence Fees | Charges inclusive of VAT (if applicable) | Charges before VAT | Charges inclusive of VAT (if applicable) |
| Gambling Premises Licence - New Application | | | |
| Adult Gaming Centre | 1,681.00 | 1,765.00 | No VAT currently charged |
| Betting Premises (excluding Tracks) | 2,522.00 | 2,648.00 | No VAT currently charged |
| Betting Premises (Tracks) | 2,100.00 | 2,205.00 | No VAT currently charged |
| Bingo Club | 2,938.00 | 3,085.00 | No VAT currently charged |
| Family Entertainment Centre | 1,681.00 | 1,765.00 | No VAT currently charged |
| Temporary Use Notices | 428.00 | 449.00 | No VAT currently charged |
| Gambling Premises Licence - Annual Fee | | | |
| Adult Gaming Centre | 841.00 | 883.00 | No VAT currently charged |
| Betting Premises (excluding Tracks) | 505.00 | 530.00 | No VAT currently charged |
| Betting Premises (Tracks) | 841.00 | 883.00 | No VAT currently charged |
| Bingo Club | 841.00 | 883.00 | No VAT currently charged |
| Family Entertainment Centre | 629.00 | 660.00 | No VAT currently charged |
| Provisional Statement Application | | | |
| Adult Gaming Centre | 1,681.00 | 1,765.00 | No VAT currently charged |
| Betting Premises (excluding Tracks) | 2,522.00 | 2,648.00 | No VAT currently charged |
| Betting Premises (Tracks) | 2,100.00 | 2,205.00 | No VAT currently charged |
| Bingo Club | 2,938.00 | 3,085.00 | No VAT currently charged |
| Family Entertainment Centre | 1,681.00 | 1,765.00 | No VAT currently charged |
| Licence Application (Provisional Statement Holders) | | | |
| Adult Gaming Centre | 797.00 | 837.00 | No VAT currently charged |
| Betting Premises (excluding Tracks) | 1,010.00 | 1,061.00 | No VAT currently charged |
| Betting Premises (Tracks) | 797.00 | 837.00 | No VAT currently charged |
| Bingo Club | 1,010.00 | 1,061.00 | No VAT currently charged |
| Family Entertainment Centre | 797.00 | 837.00 | No VAT currently charged |
| Application to Transfer | | | |
| Adult Gaming Centre | 797.00 | 837.00 | No VAT currently charged |
| Betting Premises (excluding Tracks) | 1,010.00 | 1,061.00 | No VAT currently charged |
| Betting Premises (Tracks) | 797.00 | 837.00 | No VAT currently charged |
| Bingo Club | 1,010.00 | 1,061.00 | No VAT currently charged |
| Family Entertainment Centre | 797.00 | 837.00 | No VAT currently charged |
| Application to Vary | | | |
| Adult Gaming Centre | 841.00 | 883.00 | No VAT currently charged |
| Betting Premises (excluding Tracks) | 1,259.00 | 1,322.00 | No VAT currently charged |
| Betting Premises (Tracks) | 1,049.00 | 1,101.00 | No VAT currently charged |
| Bingo Club | 1,472.00 | 1,546.00 | No VAT currently charged |
| Family Entertainment Centre | 841.00 | 883.00 | No VAT currently charged |
| | 0.00 | 0.00 | |
| Reinstatement of Licence | | | |
| Adult Gaming Centre | 797.00 | 837.00 | No VAT currently charged |
| Betting Premises (excluding Tracks) | 1,010.00 | 1,061.00 | No VAT currently charged |
| Betting Premises (Tracks) | 797.00 | 837.00 | No VAT currently charged |
| Bingo Club | 1,010.00 | 1,061.00 | No VAT currently charged |
| Family Entertainment Centre | 797.00 | 837.00 | No VAT currently charged |

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



| | | | |
|-------------|---------------------------------------|-----------------|--|
| Service | Worcestershire Regulatory Services | Service Manager | Worcestershire Regulatory Services Officer |
| Directorate | Economic Prosperity & Place | Cabinet Member | Culture, Leisure and Community Protection |

PROPOSAL OF SCALE OF FEES AND CHARGES

| INCOME DESCRIPTION | Current Charge | Proposed Charge | Proposed Charge |
|---|---|--|---|
| Street Trading | TO 31-03-2020 £ Charges inclusive of VAT (if applicable) | FROM 01-04-2020 £ Charges before VAT | FROM 01-04-2020 £ Charges inclusive of VAT (if applicable) |
| Single Unit up to 12 x 12 (max 5m length) Food - Initial | 2,450.00 | 2,575.00 | No VAT currently charged |
| - Renewal | 2,330.00 | 2,450.00 | No VAT currently charged |
| Single Unit up to 12 x 12 (max 5m length) Non-Food - Initial | 2,045.00 | 2,145.00 | No VAT currently charged |
| - Renewal | 1,842.00 | 1,935.00 | No VAT currently charged |
| For every additional 12 x 12 or part thereof or length more than 5m | 1,010.00 | 1,060.00 | No VAT currently charged |
| Mobile Traders - Initial | 962.00 | 1,010.00 | No VAT currently charged |
| Mobile Traders - Renewal | 962.00 | 1,010.00 | No VAT currently charged |
| Street Amenities (Control of Street Furniture) | 387.00 | 405.00 | No VAT currently charged |

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



| | | | |
|-------------|---------------------------------------|-----------------|--|
| Service | Worcestershire Regulatory Services | Service Manager | Worcestershire Regulatory Services Officer |
| Directorate | Economic Prosperity & Place | Cabinet Member | Culture, Leisure and Community Protection |

PROPOSAL OF SCALE OF FEES AND CHARGES

| INCOME DESCRIPTION | Current Charge | Proposed Charge | Proposed Charge |
|--|---|--|---|
| Scrap Metal Dealers Act 2013 - Fees Recommended By Worcestershire Regulatory Services | TO 31-03-2020 £ Charges inclusive of VAT (if applicable) | FROM 01-04-2020 £ Charges before VAT | FROM 01-04-2020 £ Charges inclusive of VAT (if applicable) |
| Site Licence - Initial (3 year licence) | 290.00 | 296.00 | No VAT currently charged |
| Site Licence - Renewal (3 year licence) | 240.00 | 245.00 | No VAT currently charged |
| Collectors Licence - Initial (3 year licence) | 145.00 | 148.00 | No VAT currently charged |
| Collectors Licence - Renewal (3 year licence) | 95.00 | 97.00 | No VAT currently charged |
| Variation of Licence | 65.00 | 67.00 | No VAT currently charged |
| Copy of licence (if lost or stolen) | 25.00 | 26.00 | No VAT currently charged |

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



| | | | |
|-------------|---------------------------------------|-----------------|--|
| Service | Worcestershire Regulatory Services | Service Manager | Worcestershire Regulatory Services Officer |
| Directorate | Economic Prosperity & Place | Cabinet Member | Culture, Leisure and Community Protection |

PROPOSAL OF SCALE OF FEES AND CHARGES

| INCOME DESCRIPTION | Current Charge | Proposed Charge | Proposed Charge |
|---|---|--|---|
| Control of Dogs - Fees Recommended By Worcestershire Regulatory Services | TO 31-03-2020 £ Charges inclusive of VAT (if applicable) | FROM 01-04-2020 £ Charges before VAT | FROM 01-04-2020 £ Charges inclusive of VAT (if applicable) |
| Statutory Fine per dog seized | 25.00 | 25.00 | No VAT currently charged |
| Kennelling charge per dog per day | 13.50 | 15.00 | No VAT currently charged |
| Kennelling of Dangerous Dogs charge per dog per day | 20.00 | 25.00 | No VAT currently charged |
| Administration Fee per stray dog seized | 15.00 | 15.00 | No VAT currently charged |
| Out of Hours Charge | 35.00 | 40.00 | No VAT currently charged |
| Repeat stray charge | 25.00 | 30.00 | No VAT currently charged |
| Treatment Costs (wormer, flea treatment) | 10.00 | 10.00 | No VAT currently charged |
| Vet fees/treatment charges (if applicable) | Charged at Cost | Charged at Cost | |

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



| | | | |
|-------------|-----------|-----------------|--|
| Service | Revenues | Service Manager | Revenues, Benefits and Customer Services Manager |
| Directorate | Resources | Cabinet Member | Strategy and Finance |

PROPOSAL OF SCALE OF FEES AND CHARGES

| INCOME DESCRIPTION | Current Charge | Proposed Charge | Proposed Charge |
|-----------------------------|---|--|---|
| | TO 31-03-2020 £ Charges inclusive of VAT (if applicable) | FROM 01-04-2020 £ Charges before VAT | FROM 01-04-2020 £ Charges inclusive of VAT (if applicable) |
| Council Tax and NNDR | | | |
| Council Tax and NNDR | | | |
| Summons costs | 50.00 | 50.00 | No VAT currently charged |
| Liability Orders | 30.00 | 30.00 | No VAT currently charged |
| | | | |

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>

**Report of the Chief Financial Officer in respect of
Sections 25-28 Local Government Act 2003**

1. PURPOSE

- 1.1 To consider the report of the Chief Financial Officer in respect of statutory duties placed on Local Authority Chief Financial Officers in relation to budget setting and monitoring.

2. RECOMMENDATION (see 2.2.4 of main report)

THAT COUNCIL NOTE:

- 2.1 The Chief Financial Officer's opinion on the budget proposals, recommended by the Cabinet on 11th February 2020, as detailed in this report.**

3. BACKGROUND

- 3.1 Sections 25 to 28 of the Local Government Act 2003 (The Act) place statutory duties on Local Authorities on how they set and monitor budgets. The Act requires local authorities to ensure that the Budget estimates are robust, Reserves are adequate and the Budget is monitored on a regular basis.
- 3.2 Section 25 requires the Chief Financial Officer to report to the Council on the robustness of the estimates it makes when calculating its budget requirement under Section 32 of the Local Government Finance Act 1992 and on the adequacy of its proposed financial reserves.
- 3.3 Section 26 requires authorities to adhere to their approved policies in relation to Reserves when setting budgets to ensure that the minimum Reserve levels are maintained.
- 3.4 Section 27 requires the Chief Financial Officer, at the time of the budget setting, to report if it appears that a reserve in relation to the previous financial year is likely to be inadequate. The reasons for the inadequacy and a recommended course of action must be considered by Council.
- 3.5 Section 28 places a statutory duty on the Council to review its budget and all calculations related to it from time to time. If the review shows a deterioration in the financial position, the Council must take such action as it considers necessary (if any) to address the situation.
- 3.6 Whilst Sections 25-27 relate specifically to budget and council tax setting for the following financial year, these Sections are being more widely interpreted by External Auditors to include the period of the Council's Financial Strategy; as a consequence it is necessary to report not only on next year's Budget but on the period covered by the Three Year Budget Strategy (2020-23).

4. **KEY ISSUES – CHIEF FINANCIAL OFFICER'S OPINION ON 2019-22 BUDGET & THREE YEAR BUDGET STRATEGY**

In respect of the Budget Proposals recommended by the Cabinet, in my opinion:-

- 4.1 The estimates made for the purposes of Section 32 of the Local Government Finance Act 1992 calculations are robust.
- 4.2 The Reserves outlined in the Three Year Budget and Policy Framework Report to the Cabinet on this agenda are adequate in relation to the 2020-23 Budget. The work done by the Financial Strategy Panel this year and resultant Cabinet report recommendations, supplemented by the updates included in the latest Cabinet report are instrumental in continuing to promote economic growth, and moving the Council closer to a sustainable balanced budget in the future, that is less reliant on the use of reserves. The continuing Transformation Programme required to deliver the savings required with a key lever formally reflected in the Cabinet Proposals for this year being the Localism work stream. Despite adding these new generic savings targets as part of the Cabinet Proposal process the overall funding gap has decreased from circa £2m to circa £1.73m in 2022-23. Whilst the funding gap remains significant, the increase in overall balance sheet reserves as part of the 2018-19 Final Accounts process and the clear reporting of the use of reserves within the MTFS ensures there is full transparency. It is acknowledged that the funding gap represents a key risk to ongoing financial sustainability. This will need to be directly addressed as the Progressive Alliance move into their second year of Administration and continue to be carefully managed and mitigated by the member and officer Leadership team.
- 4.3 Work is planned to continue to reduce costs through internal efficiency, grow income by selling services and generate income from the Council's assets and seek out alternative service delivery vehicles where appropriate. A significant work stream is being progressed to build on the excellent progress with localism, including the transfer of operational services to Kidderminster Town Council.
- 4.4 The programme of change described in the MTFS will continue to apply to all services. Over the next 12 months, all service areas will be reviewed accompanied by a further management review, to ensure that the Council is organised to meet the agreed priorities of the Council and future changes and challenges.
- 4.5 The Council have adopted the general principles of the CIPFA Guidance on Local Authority Reserves and Balances, which outline a minimum Reserve (Working Balance) for this Council which has been adhered to in the Financial Strategy 2020-23.
- 4.6 Following an external review by Link Asset Services (our retained Treasury Management advisors) in 2017 this year's MTFS maintains the increased working balance of £1.2m. The external report advised that we considered increasing the working balance up to £1.5m, £1.2m is considered to be adequate pending a further increase from Final Accounts savings, to provide additional risk mitigation for this MTFS and the position will continue to be kept under review. The Link Report confirmed that the levels of reserves currently held were fair and reasonable. Since this review, overall levels of reserves held have increased to reflect ongoing risk as reflected in our Statement of Accounts 2018-19 and acknowledged by our external auditors.

- 4.7 The Council also currently holds earmarked reserves of £7.2m (as at 31st December 2019). It should be noted that the Council has commitments against such earmarked reserves and the forecast balance after commitments is £4.6m. A General Risk Reserve is also held of circa £795k as at 1st April 2019; the forecast balance after commitments is £305k (as at 31st December). It is proposed that the Innovation fund is replenished by £300k as part of these budget proposals and that the General Risk Reserve is topped up by £150k. The level of both of these reserves will be reconsidered as part of the Final Accounts process. The end of December balance on the Innovation Fund taking into account known commitments is £393k. A Planned Property Maintenance reserve was created last year by taking 20% of the net proceeds from Capital Portfolio purchases to help mitigate future unknown risk.
- 4.8 The assessment of affordability of financial plans requires a judgement about risk and is covered in the Prudential Framework and associated codes and guidance. A code was issued in December 2017 supplemented by Investment and Minimum Revenue Provision (MRP) Guidance. These codes included a requirement for a detailed capital strategy from 2019-20 setting out the long term context in which capital expenditure and investment decisions are made, giving due regard to both risk and reward and the achievement of priority outcomes. The main objective is to introduce greater focus on reporting and planning for long term financial and risk implications in relation to non-treasury investments. This Council was one of the first to progress approval of a revised Capital Strategy to meet the new requirement, with formal approval received at May 2018 Council in advance of the statutory timeline. The Capital Strategy proposed for this budget cycle provides high-level projections over a longer timeframe of 10 years. This extended timeframe is to provide extra information for additional transparency, particularly in relation to movements in the Balance Sheet, Capital Financing Requirements and Minimum Revenue Provision which all impact on the revenue budget and reserves requirement.
- 4.9 CIPFA also issued the long awaited Guidance on Prudential Property Investment in mid-November 2019 including a detailed methodology on how authorities could calculate whether their property investments are proportional to the size of their revenue budgets. All of the properties purchased from the Capital Portfolio Fund have been for operational purposes however as the purchases were funded from PWLB loans, for transparency we have applied the guidance. Detailed work has been undertaken with Jones Valerio our retained Property Management advisors to prepare the calculations for the five Property Portfolio acquisitions currently held. The methodology developed with Jones Valerio to apply this calculation for the Property Portfolio is shown in Appendix 4A. The detail in relation to individual properties held is not within this appendix as it includes commercially sensitive information. This data will be included in future Property Portfolio Management exempt reports to Overview and Scrutiny. The Fund Level Summary Analysis shows that potential risk is covered by forecast reserves in the Planned Property Maintenance Reserve (paragraph 4.7 refers). This demonstrates that we hold proportionate levels of risk reserves. This new methodology will continue to be refined and improved and the results included in future reports. In terms of all other areas, given our current governance processes and procedures, I consider that this Council already largely complies with the new guidance; a few minor revisions have been made to the proposed Capital strategy to clarify a few minor points.

- 4.10 In late October 2019 CIPFA issued a Financial Management Code (FM Code) which provides guidance for good and sustainable financial management in local authorities and will provide assurance that authorities are managing resources effectively. The first full year of compliance will be 2021-22. This reflects the recognition that organisations will need time to reflect on the contents of the code and can use 2020-21 to demonstrate how they are working towards compliance.
- 4.11 Financial Resilience Index information was also recently published by CIPFA together with a web tool that can be used to compare local authority financial datasets. CIPFA is clear that this is not a league table in any way but rather a tool to support councils as they make important decisions on providing local services while making best use of taxpayers money. The aim is that this tool will help to ensure the sector is held to collective and robust standards of governance and financial management. There has been some controversy around this development with concern that this could become an unfair league table. This is because the measures included within the CIPFA work are standalone and necessarily backward looking based on reported information. No commentary is provided on individual measures and their weighting, with no view as to the future and no overall ranking of councils when the measures are taken collectively. Equally the measures reflect historic policy decisions around local government funding over which we have no control. Despite the limitations of the model it is nevertheless something councils should be mindful of and will be another source of information for external auditors. A summary analysis of this Council's position using 2018-19 reported data and also how it compares to other district councils in both the CIPFA Comparator Group and across Worcestershire is provided in Appendix B. This analysis shows that using the CIPFA comparator Group for 2018-19 this Council only has one red flag for the Fees and Charges to Service Expenditure Ratio. For this indicator the higher the ratio the less risk is attributed. This Council has made significant improvements in income generation and this is continuing to be a key theme in the MTFS. Rental income from property has increased since 2018-19 and this should improve the index result so this marginally Red result is not considered to represent a significant risk. Further narrative on the 2018-19 Financial Resilience comparisons is included in Appendix B.
- 4.12 Prudential Indicators are the monitoring tool to assess performance and risk for treasury management and non-treasury capital expenditure. The latest guidance and code of practice on Treasury Management has been reflected in the 2020-21 Treasury Management Service Strategy and Capital Strategy.
- 4.13 It is important that the level of reserves is carefully monitored and reviewed as the impact of the proposed Local Government Finance Reforms become clear and also once future funding levels are known. The proposed Local Government Finance Reforms place significantly increased risk on local authority income and funding streams and the levels of reserves may need to be reviewed as the reforms are implemented and their impacts become clear.
- 4.14 The Cabinet monitors Budgets on a monthly basis in accordance with Section 28 of the 2003 Act, including 'Budget Risk Management' and takes appropriate action to ensure financial accountability. The enhanced level of reporting developed in liaison with the Commercial Activity Programme Board is now embedded in regular budget monitoring reports to provide improved management information to improve the pace of decision making around demand-led income.

5. **FINANCIAL IMPLICATIONS**

- 5.1 These are contained within the main MTFS report.

6. **LEGAL AND POLICY IMPLICATIONS**

- 6.1 These are contained in Paragraph 3 of this report.

7. **EQUALITY IMPACT NEEDS ASSESSMENT**

- 7.1 This is a financial report and there is no requirement to undertake an Equality Impact Assessment screening.

8. **RISK MANAGEMENT**

- 8.1 Contained within the Financial Strategy 2020-23 and subsequent Cabinet reports are the significant risks and mitigating actions which have been identified, allied to the budget process.
- 8.2 There are three significant financial risks affecting the Council over the next three years:
- Funding reductions from Central Government in light of the Local Government Finance Reforms changing key funding streams and methodologies including the Fair Funding Reform, phasing out of Revenue Support Grant, New Homes Bonus funding reductions and the new Business Rates Retention scheme from 2021-22.
 - The increased reliance on local income sources including the Capital Portfolio Fund and other more commercial income streams and risk this may not be realised in line with projected expectations and;
 - Further savings required from the Transformation Programme, in particular Localism, are significant and could prove challenging to deliver in the timeframe required.
- 8.3 It is for the reasons such as the above that the Council proposes to keep the current £1,200,000 level of the working balance reserve under review. This fund is available to provide cover for urgent unforeseen expenditure e.g. in respect of a civil emergency. The Innovation Fund is held to fund one-off costs of implementation of Transformation; significant allocations have been made to increase capacity and resource to support commercial development. The General Risk Reserve also mitigates more generic risks and has proven to be a useful approach following the change last year. Whilst increases to the both these reserves are proposed as part of the MTFS, reconsideration of remaining levels should be made as part of the Final Accounts process, in accordance with the delegations in the main budget report on this agenda. In addition to these generic reserves, earmarked reserves are held to cover specific commitments and therefore limit financial risk. The Planned Property Maintenance reserve created last year takes 20% of the net proceeds from Capital Portfolio purchases to mitigate future unknown risk; this is a fundamental element of the methodology set out in Appendix A for the assessment of risk using the latest CIPFA guidance.

9. CONCLUSION/FURTHER CONSIDERATIONS

- 9.1 Whilst the Council continues to be reliant on contributions from reserves to balance its budget over the term of the Financial Strategy, the ongoing Transformation Programme should deliver ongoing savings to improve this. The Provisional Finance Settlement suggests that from 2020-21 overall Central Government funding will have reduced to a particularly challenging level.
- 9.2 To reduce the financial risks now faced, it is essential that net expenditure and funding be better aligned by the progression of efficiency plans for reductions in spending and increased income generation. Following the change in political Administration in May 2019 this realignment work has continued and it is important that pace is increased in 2020-21.
- 9.3 The ongoing Local Government Finance Reforms that see Revenue Support Grant phased out from 2019-20, New Homes Bonus and Business Rates Reform reduce Central Government funding and increase the reliance on local funding streams. The level of reserves may need to be reconsidered once the impact of the reforms has been confirmed.
- 9.4 The recommendation in relation to the review of the level of the Working Balance from the Link Asset Services independent report on reserves held by this council, has been partially achieved and will be further reviewed as part of the 2019-20 Final Accounts Closedown process.
- 9.5 The assessment of affordability of financial plans requires a judgement about risk. This has been updated in the latest Capital Strategy. This meets the main objective of the latest code by placing greater focus on reporting and planning for long term financial and risk implications in relation to non-treasury investments. The 10 year Capital Programme forecast helps achieve this. Current approvals for the Capital Portfolio Strategy and Development Loans Fund are considered to be proportionate to the size of this Council and the Balance Sheet composition of Balance Sheet as reported in the statutory accounts. It should be noted that this Council only makes investments within the approved functional economic geography for multiple objectives, so whilst proportionality is a key issue, the current acquisition policy itself is within relevant guidance. Guidance on Prudential Property Investment issued in mid-November 2019 is largely met by existing policies and procedures. The exception is for the new methodology for the calculation of the adequacy of reserves in relation to exposure from property income streams and this is reported for the first time in Appendix A of this report.
- 9.6 The importance of the development of commercialism and income generation to help close the funding gap has been recognised by the work of the Commercial Programme Activity Board utilising the generic capital and revenue budget allocations. This strategy is not without risk and to mitigate this each business case for commercial development will continue include an appropriate assessment of risks gauged against potential rewards; review of risk and performance will be at least annually for each area of commercial activity. This regular review includes the option to cease commercial activity if appropriate.

- 9.7 During 2018-19 CIPFA consulted on the introduction of a Local Authority Financial Resilience Index. This consultation generated a significant level of debate and this Council like many other responded to say that whilst we have broad support for the main objective of the proposal, being to help CFOs by giving their views the back-up of the concerns of an independent body, thereby adding further weight to the expert advice already provided we did have a few concerns. The main concern was that a publicly available index of resilience would be used as an overly simplistic benchmark to stigmatise less resilient authorities and generally put too much emphasis on financial considerations at the expense of local context and broader governance considerations. CIPFA listened to the consultation feedback and made a number of modifications to proposals whilst remaining committed to the project. The final Index and web-tool was launched in December 2019. This Council's position relative to the new index is included in Appendix B. Our position is not of cause for concern, the Council holding an adequate level of reserves to implement plans to close what is recognised as a significant but achievable funding gap and the new Administration is actively developing plans to reduce this over this MTFS.

10. CONSULTEES

- 10.1 Leader of the Council and Cabinet Member for Finance and Strategy
- 10.2 CLT

11. BACKGROUND PAPERS

- 11.1 Local Government Act 2003 Sections 25-28
- 11.2 Local Government Finance Act 1992 Section 32
- 11.3 CIPFA revised Prudential Code and Treasury Management Code December 2017
- 11.4 Medium Term Financial Strategy 2020-23 Cabinet December 17th 2019
- 11.5 CIPFA Financial Resilience Index December 2019
- 11.6 CIPFA Financial Management Code – October 2019
- 11.7 CIPFA Code Guidance on prudential property investment

Wyre Forest District Council

Capital Portfolio Fund

Fund analysis of exposure to potential revenue loss risks

Approach & Methodology

Introduction and purpose

As part of The Chartered Institute of Public Finance and Accountancy (CIPFA) guidance document, entitled Prudential Property Investment (November 2019), this document provides further guidance on the need for Local Authorities to analyse their exposure to potential revenue loss and revaluation losses that may impact on an Authority's revenue budget. The guidance seeks that an Authority undertakes a proportionality test to provide visibility of any expected losses occurring.

Types of Risks

It should be noted that the Quarterly Fund Report provided to the Council by the Asset Manager already reports, analyses and recommends actions across a comprehensive range categories defined below that are all devised to reduce income risk and increase income growth and capital value on an ongoing basis.

Commentary and annual review of the Investment and Asset Management Strategy.

Property Investment Market Commentary.

Commentary on the Investment Valuations.

Portfolio Diversification & Sector Performance including market benchmarking.

Total Property Return

Rental Value Growth

5 Year Reversionary Profile.

Rent Collection Statistics

Service Charge Performance

Tenant Retention Rates

Tenant Covenant Strength

Average Weighted Unexpired Lease Term

Void Management including market benchmarking.

Energy Performance including target benchmarking.

Tenant Repairing Obligations Record.

Portfolio Disputes Register.

The Principle Risks (Inconsistent Strategy, Investment & Asset Management Activity, Health & Safety and Terrorism & Other Interruption)

Energy Performance including target benchmarking.

Income Projections & Risk

Portfolio Performance Components

18 Month Rent Review Schedule

18 Month Break Option Schedule

18 Month Lease Expiry Schedule

Dilapidations & Claims Schedule

Capital Expenditure Schedule

Exposure to Potential Revenue Loss Risks

Following a review of the current platform in place to manage risks, the Council has in discussion with their appointed Investment Manager, identified two specific risks those being from lease events (break options and lease expiries) and business failure risk, that could result in a potential revenue loss risk, and require further analysis in alignment with the most recent CIPFA guidance.

We have therefore set out below the approach and methodology in dealing with both of these specific risks to the Council and in addition provided a template on the following pages (with associated instructions to complete the forms) to identify the risks, analyse them (including a weighting method) which highlights the potential revenue loss risk which can then have any earmarked reserves deducted, allowing a comparison figure for revenue exposure to the maximum losses that the revenue budget could reasonably absorb in any year.

Lease Events & Event Scoring Weighting

An '18 Month Break Option Schedule' is reported in the Quarterly Fund Report and the Asset Manager is responsible for obtaining the clients outline instructions to appoint an advisor or advise directly as necessary. The asset management strategy for each event is to be agreed between the Client, AM and where relevant appointed Break Option Advisor (BOA) prior to the appointment.

There are two courses of action for the Council those being : Standard Operating Procedure (Council does not wish to take any action and the landlord or tenant may or may not activate their break option) or Pro-active Asset Management (Council wishes to take strategic action to seek to remove or activate a landlords break option).

An '18 Month Lease Expiry Schedule' is reported in the Quarterly Fund Report and the Asset Manager is responsible for obtaining outline Client instructions to appoint or advise as necessary. The fund report identifies Security of Tenure status, Valuation ERV and other pertinent general information to assist with the strategic and appointment stage of the Lease Renewal.

The asset management strategy for each event is to be agreed between the Council, Asset Manager and where relevant appointed Lease Renewal Advisor (LRA) prior to the appointment.

The 'Event Scoring Weighting' on the following tab effectively covers four possible levels of weighing results. These are a factual basis for weighting the income although the allocation of percentage weighting can in itself be deemed as more subjective and we therefore offer some further explanation below.

It cannot be debated that where a Lease Event exists, with no other information, it is generally accepted in the property market that the event has a 50% chance of occurring. It is worth noting that valuations actually assume that the event will occur and a void period built into the valuation.

To logically move up and down a risk scale from this 50%, we would arrive at 100% and 0% respectively. The 100% is in our approach where actual notice has been served and unless it can be negotiated 'back' the event will occur. The 0% will not exist in this particular model since if there is no actual Lease Event, there will be no requirement to analyse it or weight it.

The final lowest weighting we have provided is something that sits in-between 50% and 0% which we have logically identified as 25%. The need for something less than 50% is important as the ability for Landlords to actively reduce their risk by taking pro-active action to remove the risks is one of the most attractive qualities about real estate investment. This rating reflects where a Landlord is actively engaged with the Tenant in a real way and determined to try to negotiate the Lease Event and maintain secure income.

Risk of Business Failure & D&B Risk Indicator Weighting

The risk of business failure if reported via a Dun & Bradstreet Report (D&B) provides a figure of both business strength and importantly a risk indicator of business failure. We are utilising the risk indicator and have applied a weighting against each level of risk as identified in the 'D&B Risk Indicator Weighting Tab'

The D&B information is traditionally updated annually when tenants submit their year end accounts but due to the potential staggered nature of the data being provided, the fund valuers are to provide this information on a quarterly basis to the Investment Manager who will in addition and in conjunction with the Property Managers be reviewing tenants on a more local level i.e are they trading ? are they paying the rent ?

The D&B Rating (if available) are included in the 'Property Analysis' for each tenant following analysis against the 'D&B Risk Indicator Weighting' tab we have provided which will identify the relevant weighting for perceived secure income not potential Lease Event Loss.

Fund Level Summary

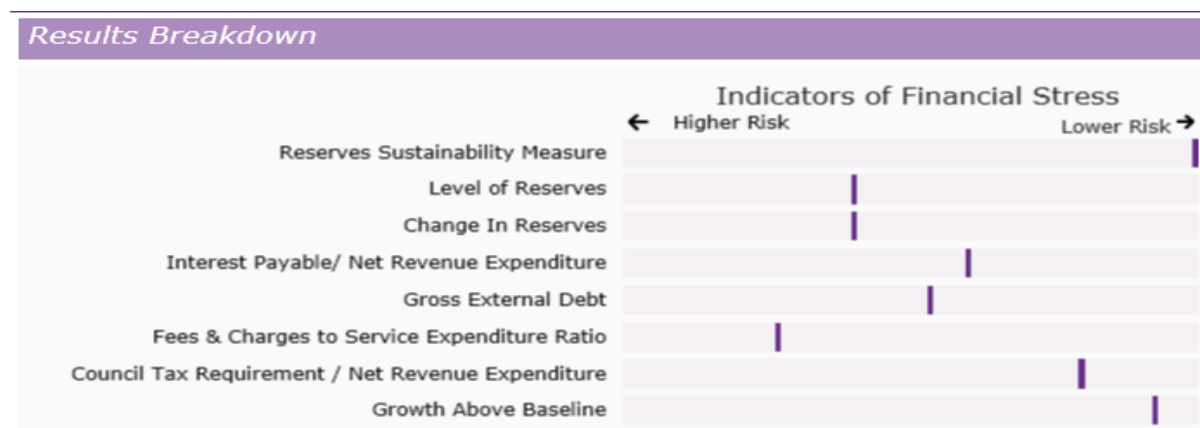
The 'Fund Level Summary' tab summarises the fund level data and is automatically calculated (with the exception of the earmarked reserves figure from the Council) from the property forms themselves and includes column explanations.

Event Scoring Weighting

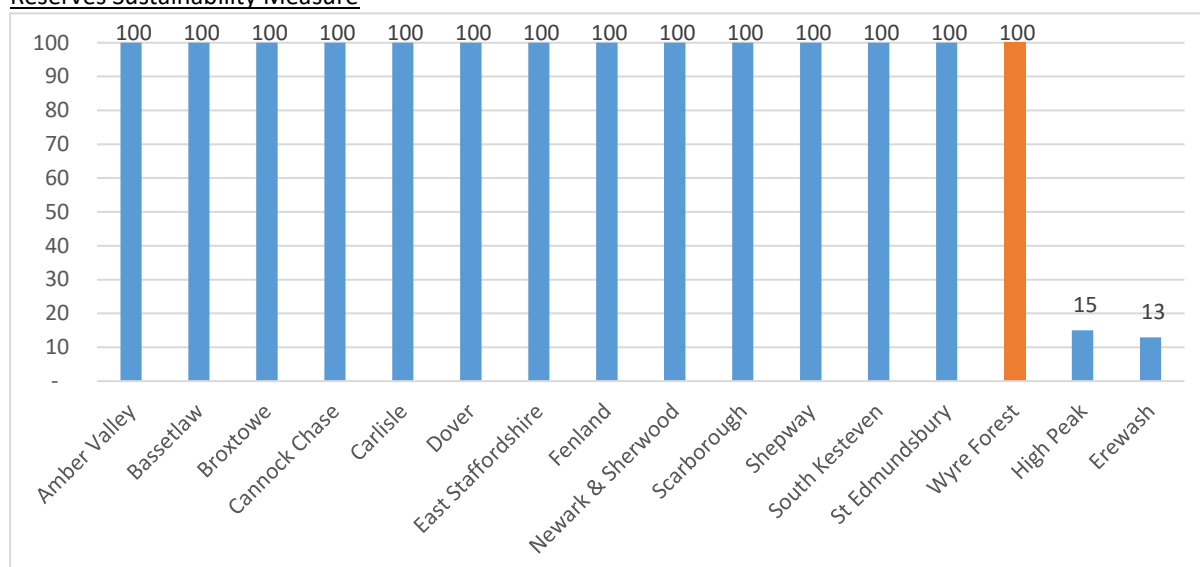
| Relevant Questions | Event Weighting | Weighting Explanation |
|---|-----------------|--|
| Where the Landlord or Tenant served a termination notice with the effective date taking effect during the year of analysis. | 100% | 100% will be where a Lease Event has deemed certainly of occurring which is identified where either the Landlord or Tenant served a termination notice that will take effect during the 'Relevant Annual Period of Loss Analysis'. |
| Where the Landlord or Tenant indicated they intend to serve a termination notice with the effective date taking effect during the year of analysis. | 75% | 75% will be where a Lease Event has deemed uncertainly of occurring which is identified where either the Landlord or Tenant has indicated they intend to serve a termination notice that will take effect during the 'Relevant Annual Period of Loss Analysis'. |
| Where no termination notice has been received or any intention of Landlord or Tenant to serve a termination notice with the effective date taking effect during the year of analysis. | 50% | 50% will be where neither Landlord or Tenant has either served a termination notice or expressed and intention to serve a terminations notice that will take effect during the 'Relevant Annual Period of Loss Analysis'. |
| Where the termination event is being actively negotiated between Landlord and Tenant with a view to removing the Lease Event with the effective date taking effect during the year of analysis. | 25% | 25% where the Landlord and Tenant are in negotiations over a future Lease Event. Where a termination notice has been received the score will remain at 100%. Where a tenant has indicated they intend to serve a termination notice the score will remain at 75%. Where no termination notice has been received or intention to terminate has been identified then the score could move from 50% to 25%. |

MTFS REPORT APPENDIX 4B/1 – CIPFA RESILIENCE INDEX RESULTS FOR WYRE FOREST DISTRICT COUNCIL COMPARED TO CIPFA COMPARATOR GROUP

CIPFA Resilience Indicators – 2018-19

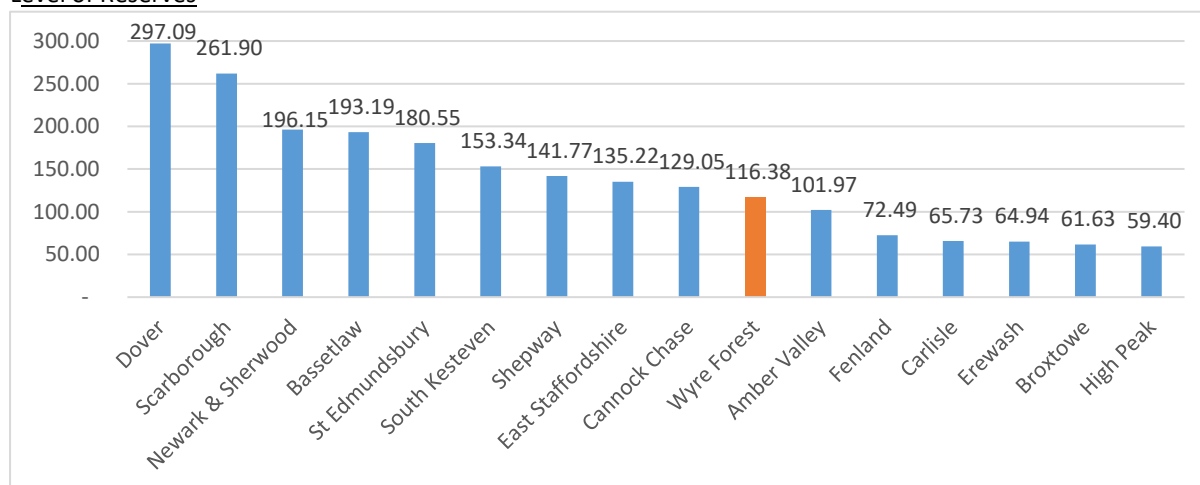


Reserves Sustainability Measure



Ratio between current level of reserves and average change in reserves in each of past three years. A negative value implies reserves have increased.

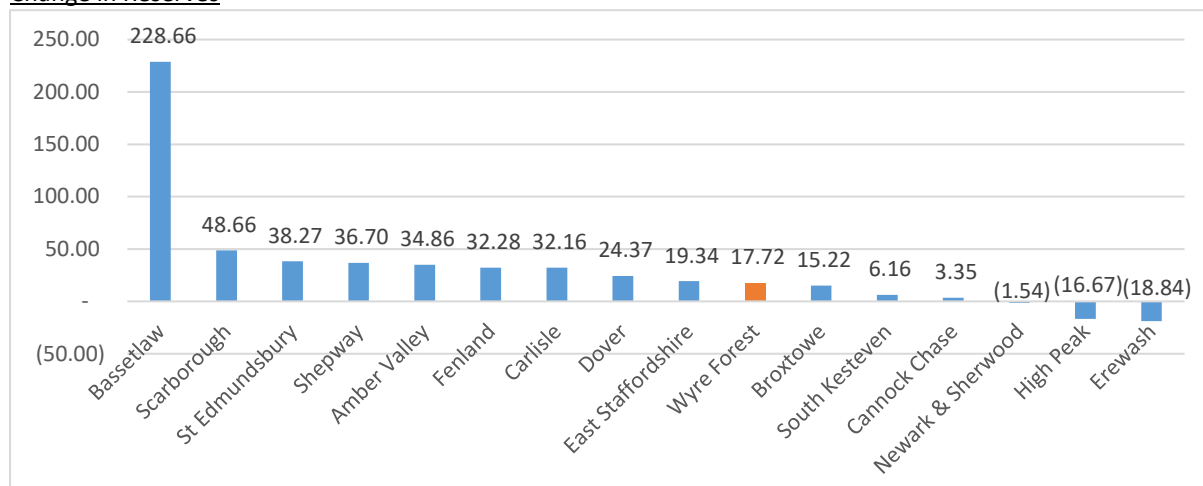
Level of Reserves



Ratio of current level of reserves (usable) to net revenue expenditure.

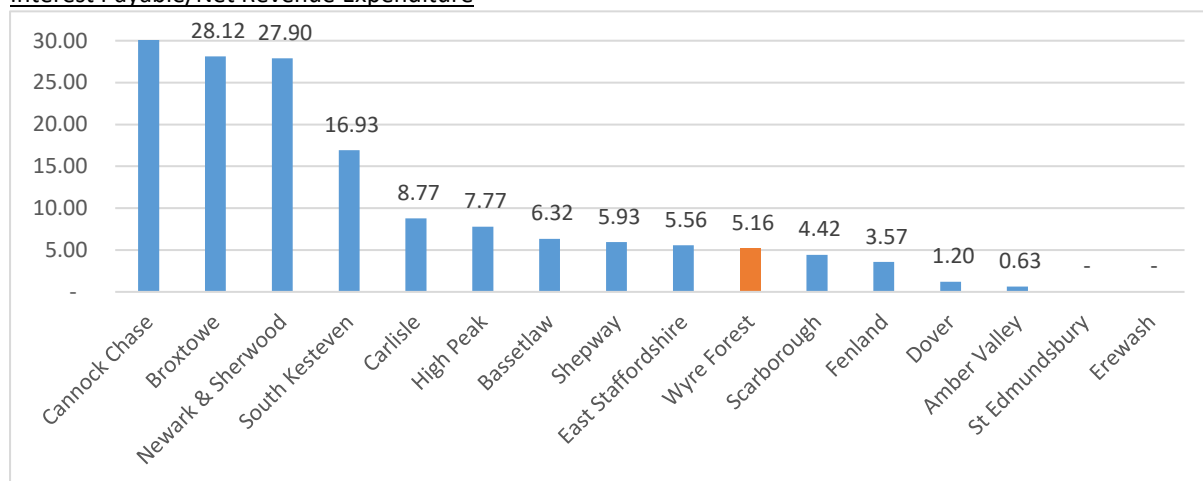
MTFS REPORT APPENDIX 4B/1 – CIPFA RESILIENCE INDEX RESULTS FOR WYRE FOREST DISTRICT COUNCIL COMPARED TO CIPFA COMPARATOR GROUP

Change in Reserves



Avg. percentage change in reserves (usable) over past three years.

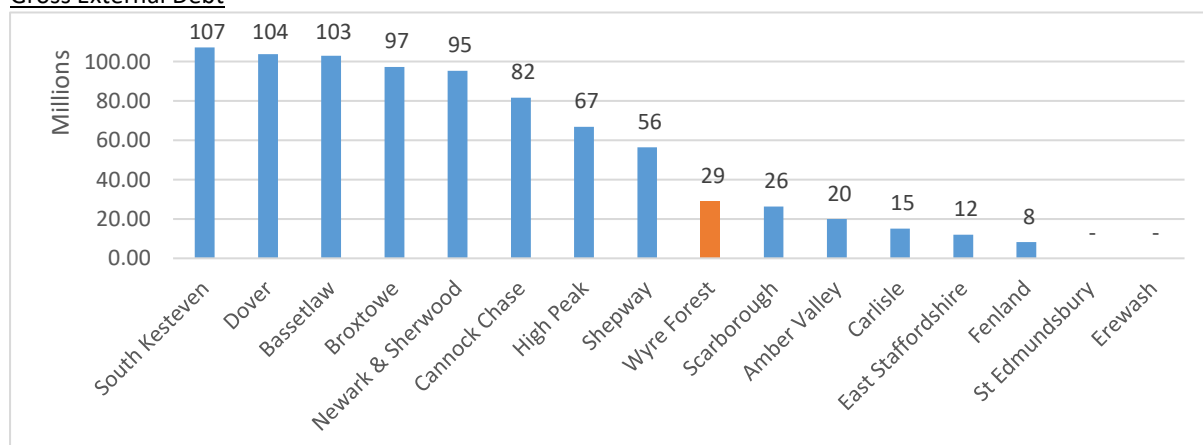
Interest Payable/Net Revenue Expenditure



This indicator is the ratio of Interest Payable and Net Revenue Expenditure.

Shows WFDC's debt is sustainable and comparable to the size of the authority.

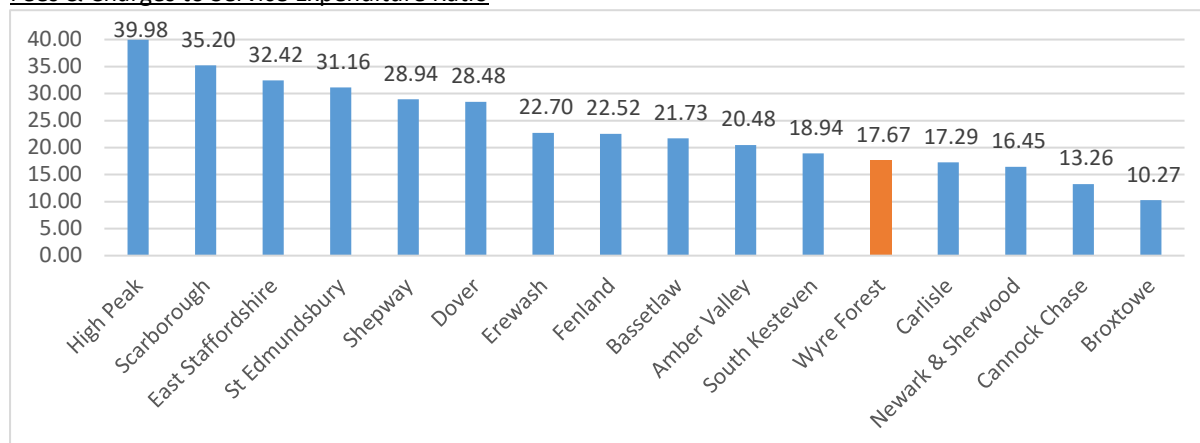
Gross External Debt



Gross external debt held by Council.

MTFS REPORT APPENDIX 4B/1 – CIPFA RESILIENCE INDEX RESULTS FOR WYRE FOREST DISTRICT COUNCIL COMPARED TO CIPFA COMPARATOR GROUP

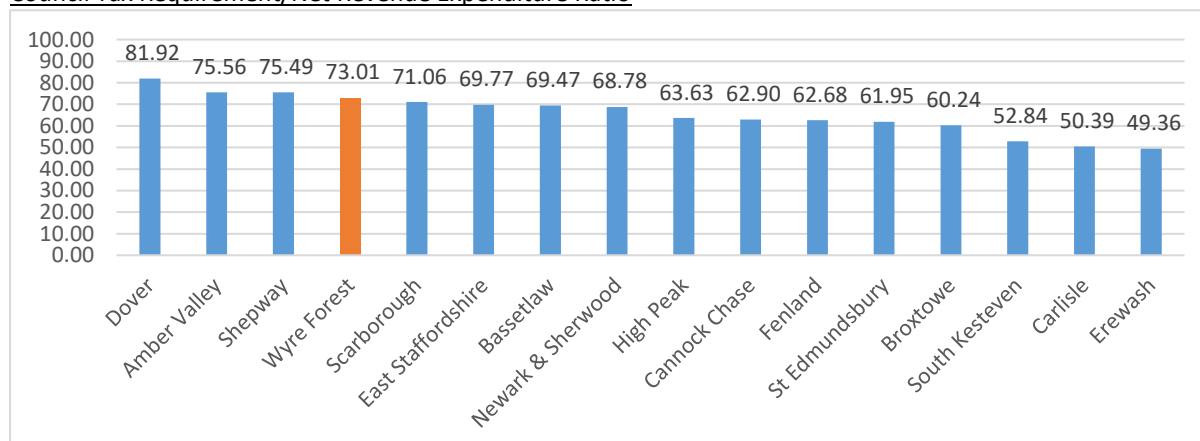
Fees & Charges to Service Expenditure Ratio



Indicator shows proportion of fees and charges against council's total service expenditure.

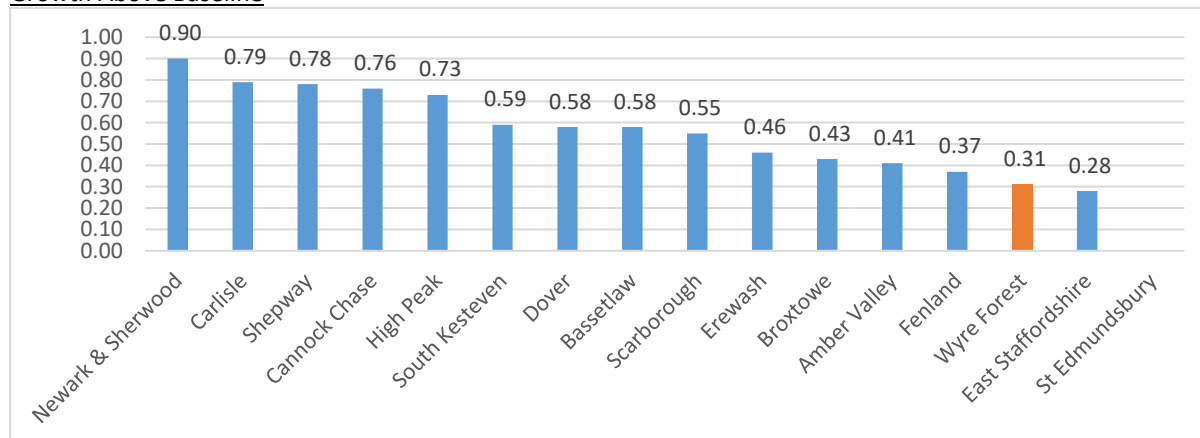
Revenue generated through fees and charges make up roughly 18% of the council's total service expenditure. This revenue is of greater risk of being lost than income received through council tax as it is dependent upon customers choosing to spend their money with WFDC. We need to ensure that WFDC pricing remains competitive while also providing a quality service so that revenue is not lost to competitors.

Council Tax Requirement/Net Revenue Expenditure Ratio



Ratio of council tax as a proportion of net expenditure.

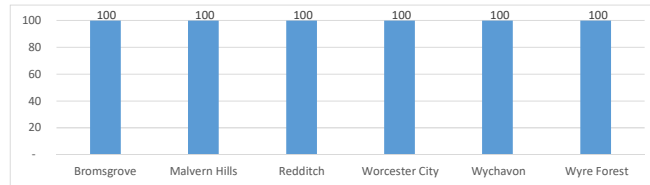
Growth Above Baseline



Difference between baseline funding level and retained rates income, over the baseline funding level.

Reserves Sustainability Measure

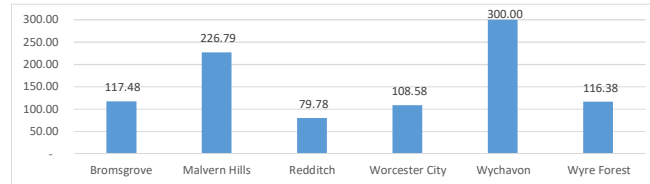
| Authority | Value |
|----------------|-------|
| Bromsgrove | 100 |
| Malvern Hills | 100 |
| Redditch | 100 |
| Worcester City | 100 |
| Wychavon | 100 |
| Wyre Forest | 100 |



Indicator is ratio between current level of reserves and average change in reserves in each of past three years. A negative value implies reserves have increased.

Level of Reserves

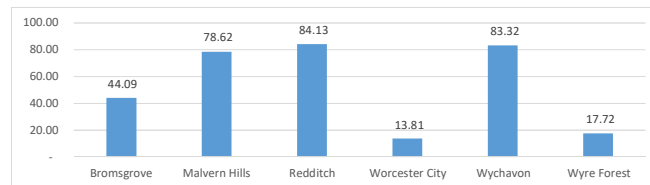
| Authority | Value |
|----------------|--------|
| Bromsgrove | 117.48 |
| Malvern Hills | 226.79 |
| Redditch | 79.78 |
| Worcester City | 108.58 |
| Wychavon | 300.00 |
| Wyre Forest | 116.38 |



Ratio of current level of reserves (usable) to net revenue expenditure.

Change in Reserves

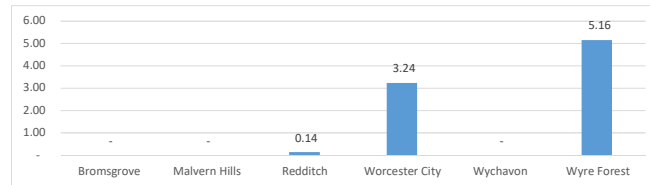
| Authority | Value |
|----------------|-------|
| Bromsgrove | 44.09 |
| Malvern Hills | 78.62 |
| Redditch | 84.13 |
| Worcester City | 13.81 |
| Wychavon | 83.32 |
| Wyre Forest | 17.72 |



Avg. percentage change in reserves (usable) over past three years.

Interest Payable /Net Revenue Expenditure

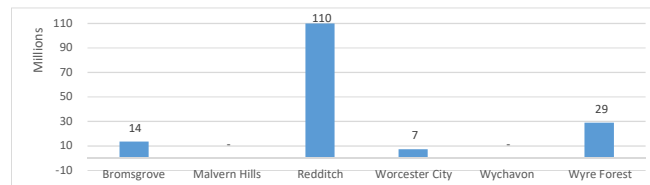
| Authority | Value |
|----------------|-------|
| Bromsgrove | - |
| Malvern Hills | - |
| Redditch | 0.14 |
| Worcester City | 3.24 |
| Wychavon | - |
| Wyre Forest | 5.16 |



This indicator is the ratio of Interest Payable and Net Revenue Expenditure

Gross External Debt

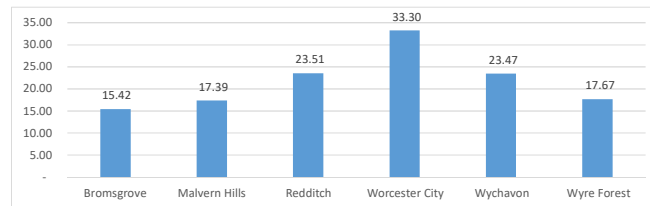
| Authority | Value |
|----------------|-------------|
| Bromsgrove | 13,522,000 |
| Malvern Hills | - |
| Redditch | 109,929,000 |
| Worcester City | 7,293,000 |
| Wychavon | - |
| Wyre Forest | 29,000,000 |



Gross external debt held by Council.

Fees & Charges to Service Expenditure Ratio

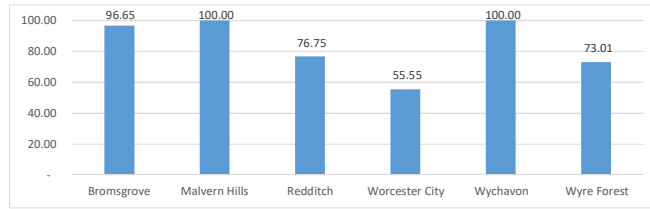
| Authority | Value |
|----------------|-------|
| Bromsgrove | 15.42 |
| Malvern Hills | 17.39 |
| Redditch | 23.51 |
| Worcester City | 33.30 |
| Wychavon | 23.47 |
| Wyre Forest | 17.67 |



Indicator shows proportion of fees and charges against council's total service expenditure.

Council Tax Requirement/Net Revenue
Expenditure Ratio

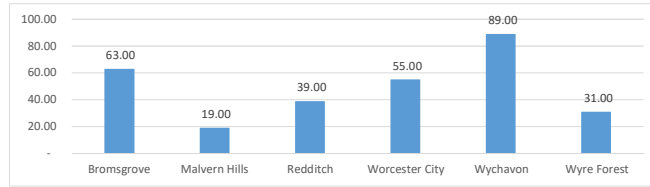
| Authority | Value |
|----------------|--------|
| Bromsgrove | 96.65 |
| Malvern Hills | 100.00 |
| Redditch | 76.75 |
| Worcester City | 55.55 |
| Wychavon | 100.00 |
| Wyre Forest | 73.01 |



Ratio of council tax as a proportion of net expenditure.

Growth Above Baseline

| Authority | Value |
|----------------|-------|
| Bromsgrove | 63.00 |
| Malvern Hills | 19.00 |
| Redditch | 39.00 |
| Worcester City | 55.00 |
| Wychavon | 89.00 |
| Wyre Forest | 31.00 |



Difference between baseline funding level and retained rates income, over the baseline funding level.

MTFS REPORT APPENDIX 4B/3 – CIPFA RESILIENCE INDEX RESULTS FOR WYRE FOREST DISTRICT COUNCIL RAG RATINGS FOR CIPFA COMPARATOR GROUP AND WORCESTERSHIRE COMPARATOR GROUP FOR 2018-19, SOURCE: <https://www.cipfa.org/services/financial-resilience-index>

| Worcestershire (within own comparator groups) | | | | | | |
|---|------------|---------------|----------|----------------|----------|-------------|
| | Bromsgrove | Malvern Hills | Redditch | Worcester City | Wychavon | Wyre Forest |
| Reserve Sustainability | 100 | 100 | 100 | 100 | 100 | 100 |
| Level of Reserves | 117 | 227 | 80 | 109 | 300 | 116 |
| Change in Reserves | 44 | 79 | 84 | 14 | 83 | 18 |
| Interest Payable/Net Revenue Expenditure | - | - | 0 | 3 | - | 5 |
| Gross External Debt | 13.5m | - | 109.9m | 7.3m | - | 29.0m |
| Fees & Charges to Service Expenditure | 15 | 17 | 24 | 33 | 23 | 18 |
| Council Tax Requirement/Net Revenue Expenditure | 97 | 100 | 77 | 56 | 100 | 73 |
| Growth Above Baseline | 63 | 19 | 39 | 55 | 89 | 31 |

CIPFA COMPARATOR GROUP

| Comparator Group | | | | | | | | |
|---|--------------|-----------|----------|---------------|----------|--------|--------------------|---------|
| | Amber Valley | Bassetlaw | Broxtowe | Cannock Chase | Carlisle | Dover | East Staffordshire | Erewash |
| Reserve Sustainability | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 13 |
| Level of Reserves | 102 | 193 | 62 | 129 | 66 | 297 | 135 | 65 |
| Change in Reserves | 35 | 229 | 15 | 3 | 32 | 24 | 19 | (19) |
| Interest Payable/Net Revenue Expenditure | 1 | 6 | 28 | 30 | 9 | 1 | 6 | - |
| Gross External Debt | 19.9m | 102.8m | 97.3m | 81.6m | 15.0m | 103.8m | 12.0m | - |
| Fees & Charges to Service Expenditure | 20 | 22 | 10 | 13 | 17 | 28 | 32 | 23 |
| Council Tax Requirement/Net Revenue Expenditure | 76 | 69 | 60 | 63 | 50 | 82 | 70 | 49 |
| Growth Above Baseline | 41 | 58 | 43 | 76 | 79 | 58 | 28 | 46 |

| | Fenland | High Peak | Newark & Sherwood | Scarborough | Shepway | South Kesteven | St Edmundsbury | Wyre Forest |
|---|---------|-----------|-------------------|-------------|---------|----------------|----------------|-------------|
| Reserve Sustainability | 100 | 15 | 100 | 100 | 100 | 100 | 100 | 100 |
| Level of Reserves | 72 | 59 | 196 | 262 | 142 | 153 | 181 | 116 |
| Change in Reserves | 32 | (17) | (2) | 49 | 37 | 6 | 38 | 18 |
| Interest Payable/Net Revenue Expenditure | 4 | 8 | 28 | 4 | 6 | 17 | - | 5 |
| Gross External Debt | 8.2m | 66.8m | 95.3m | 26.3m | 56.4m | 107.1m | - | 29.0m |
| Fees & Charges to Service Expenditure | 23 | 40 | 16 | 35 | 29 | 19 | 31 | 18 |
| Council Tax Requirement/Net Revenue Expenditure | 63 | 64 | 69 | 71 | 75 | 53 | 62 | 73 |
| Growth Above Baseline | 37 | 73 | 90 | 55 | 78 | 59 | NA | 31 |

NOTES/INTERPRETATION OF RESULTS

1. The RAG Rating is assessed compared to specific results for other Local Authorities in the CIPFA Comparator Group used in the web tool so it is relative to the performance of the other Group members. The Web tool does not allow you to create your own Group so RAG Ratings from the CIPFA Model are used in the table above
2. Even where results are recoded to 100 for the Reserve Sustainability Index result the CIPFA Web tool assigns different ratings and these are used in the tables.
3. The CIPFA comparator Group for 2018-19 this Council only has one red flag for the Fees and Charges to Service Expenditure Ratio. For this indicator the higher the ratio the less risk is attributed. This Council has made significant improvements in income generation and this is continuing to be a key theme in the MTFS. Rental income from property has increased since 2018-19 and this should improve this index result (although source data is being verified for consistent completion) so this marginally Red result is not considered to represent a significant risk.

WYRE FOREST DISTRICT COUNCIL**CONSERVATIVE PARTY PROPOSALS 2020-21 ONWARDS**

| Cost Centre | ACTIVITY AND DESCRIPTION OF PROPOSAL | KEY | 2020-21 £ | 2021-22 £ | 2022-23 £ | After 2022-23 £ |
|-------------|--|---------------------------|---|---|---|---|
| | | | £ | £ | £ | £ |
| R335 | Localism Fund To top up the single Localism Fund by a further £30k to continue the good work done so far with Parish and Town Councils and other local organisations. | C R S | - 30,000 - | - - - | - - - | - - - |
| | Localism To approve a programme of phased savings from Localism partnership working with our Town and Parish Council colleagues of £100k in 2020-21, £150k in 2021-22, £200k in 2022-23, and beyond | C R S | - 100,000 CR 1.40 CR | - 150,000 CR 1.40 CR minimum | - 200,000 CR 1.40 CR minimum | - 200,000 CR 1.40 CR minimum |
| R727 | Income Generation To prepare business cases to test the financial viability of proposals for a solar farm within the district, leisure lodges within the former golf course now in council ownership and starter units at the refurbished Green Street Depot Site. Assumed net revenue saving is 50% of total current electricity bill across the Council from solar energy proposal only. Capital costs are estimated at this time based on a 6 hectare site within council ownership suitable for this use. | C R R S | 2,250,000 | 267,000 CR 187,000 | 267,000 CR 187,000 | 267,000 CR 187,000 |
| R726 | Wyre Forest Forward To approve a proposal for a further tranche of work towards the achievement of Wyre Forest Forward generic savings to include consideration of options for organisational reform. | C R R S | 100,000 CR 100,000 2.00 CR | 200,000 CR 200,000 4.00 CR | 300,000 CR 300,000 6.00 CR | 300,000 CR 300,000 6.00 CR |
| R205 | Stourport Riverside To approve a schedule of improvements to Stourport Riverside in line with the Master plan prepared by Community First Partnership identifying development opportunities. Works will include access and car park improvements, construction of a circular route around the park and also street furniture improvements. Funding to be from designated S106, existing parks budgets with the balance to be funded from prudential borrowing. The ongoing running costs of these proposals are included together with financing costs. | C C R R S | 150,000 103,580 CR 47,660 23,150 CR - | - - - 23,010 - | - - - 23,010 - | - - - 23,010 - |
| R430 | ICT Strategy To approve additional capital resource for the ICT Strategy of a total of £653k phased over the MTFS in line with the programme of works, proposed to be funded by prudential borrowing. To recommence web casting of Cabinet Meetings as part of this proposal | C R S R | 250,000 4,000 - 1,200 | 278,000 63,000 - 1,200 | 125,000 126,000 - 1,200 | - 193,000 - 1,200 |
| R720 | Community Leadership Fund To retain this funding stream of £1,000 per Member for 2020-21. | C R S | - 33,000 - | - - - | - - - | - - - |
| R726 | Town Centre Funding To remove funding for Kidderminster Town Centre from 2020-21 onwards following successful establishment of the BID. Bewdley Development Trust and Stourport Forward funding to be used to form a generic funding source for each town. | C R S | - 10,520 CR - | - 10,520 CR - | - 10,520 CR - | - 10,520 CR - |
| | Brinton Park HLF Approval of the HLF Brinton Park Project gross capital expenditure subject to HLF approval of the substantive funding and the final business case. This includes approval of a commitment to meet a maximum shortfall of £100,000 in capital partnership funding for the Brinton Park project to be funded from prudential borrowing. Proposed additional Council Capital Funding HLF plus partner external funding Progression of this project is subject to funding confirmation Additional full-time equivalent posts funded within overall project, including an apprentice from 2021-22 | C C C R S | 2,400,000 100,000 2,400,000 CR 1,750 0.70 | - - - 8,500 2.00 | - - - 8,500 2.00 | - - - 8,500 2.00 |
| | Depot Works To prepare a business case for Block E for the refurbishment of the whole block to generate an income as well as meeting the operational needs of the Council. Capital Funding to be met from the balance of the Capital Portfolio Fund allocation subject to sufficient headroom. Business case approval to be subject to financial viability included as part of agreed due diligence process. Officers to provide cost estimates in due course | C R S | TBC TBC | TBC | TBC | TBC |
| | Income Generation Generic target To introduce an additional generic income generation target across all areas of activity including the Capital Portfolio Fund | C R S | - 75,000 CR - | - 125,000 CR - | - 150,000 CR - | - 175,000 CR - |
| | Capital Portfolio Fund Approval of an additional capital allocation of £1.5m for Capital Portfolio Fund property acquisitions funded by prudential borrowing. This is to provide headroom to cover a potential shortfall for further purchases within the district, that are currently in the early stages of consideration for which early viability indications are favourable. This proposal is assumed to be revenue neutral at this early stage, progression will be dependent on the ongoing due diligence and reports to Overview and Scrutiny and Cabinet Sub Committees in accordance with normal protocols when the financial business case which will confirmed. | C R S | 1,500,000 - - | - - - | - - - | - - - |
| | TOTALS | C R S | 4,146,420 91,060 CR 2.70 CR | 278,000 269,810 CR 3.40 CR | 125,000 281,810 CR 5.40 CR | - 239,810 CR 5.40 CR |
| | | | Minimum | Minimum | Minimum | Minimum |

WYRE FOREST DISTRICT COUNCIL

CABINET
11 FEBRUARY 2020

BRINTON PARK NATIONAL LOTTERY HERITAGE FUND (NLHF) PROJECT

| OPEN | |
|-----------------------------|---|
| CABINET MEMBER: | Councillor Helen Dyke, Cabinet Member for Culture, Leisure and Community Protection |
| RESPONSIBLE OFFICER: | Linda Draycott, Corporate Director Community Well Being and Environment |
| CONTACT OFFICER: | Lesley Fox, Community Development Manager |
| APPENDICES: | Appendix 1 Procurement Strategy EXEMPT Appendix 2 Business Plan – electronic |

1. PURPOSE OF REPORT

To approve the Procurement Strategy and current Business Plan in preparation for Round 2 of the National Lottery Heritage Fund (NLHF) for the Brinton Park project, for the procurement of professional and building services contracts and to put in place an appropriate delegation to award the contracts subject to a successful award in July 2020.

2. RECOMMENDATION

The Cabinet is asked to **DECIDE** that:

- 2.1 The Procurement Strategy and the current Business Plan are approved in order to submit them in Round 2 National Lottery Heritage Fund (NLHF) in February 2020.**
- 2.2 Subject to a successful award of funding to Brinton Park National Lottery Heritage Fund (NLHF) project in July 2020, delegate authority to the Chief Executive - in consultation with the Corporate Director Resources, Solicitor to the Council and the Cabinet Member for Culture, Leisure and Community Protection - to award the contract for professional and building services in accordance with the procurement strategy.**
- 2.3 To delegate authority to the Chief Executive - in consultation with the Corporate Director Resources, Solicitor to the Council and the Cabinet Member for Culture, Leisure and Community Protection - to make any amendments as may be necessary to the procurement strategy and decide the detailed evaluation criteria as a result of the final business case.**

3. BACKGROUND

- 3.1 During the Development stage the WFDC project team has worked very closely with the Community First Partnership (CFP) as the Project Managers and the design team Brownhill Hayward Brown.
- 3.2 Almost every aspect of the project has been questioned. Assumptions made at Round 1 have been fully tested; key design elements such as the Sons of Rest and Café have had to be integrated with the activity and business plans; the initial ideas for the Emily Jordan Foundation/Twigs nursery area have been revised to meet the needs of their participants; new elements have been brought in and elements that can be delivered in other ways have been removed. We have commissioned specialist surveys to inform designs and reduce risks and we have done detailed planning for the Delivery stage of the project.
- 3.3 The end result is not only a deliverable and affordable project that will meet the NLHF outcomes but that it is also the result of a collaborative process between the council, its partners, consultants teams and the local community.
- 3.4 If a successful grant award is received in July 2020 procurement of services must start with the appointment of the design team. This will be followed by procurement of contracts for building services etc. The appointment of a Community Engagement Officer and horticultural apprentice will also be a priority.

4. KEY ISSUES

4.1 Procurement Strategy

- 4.1.1 The project must meet the NHLF criteria with regard to procurement as well as WFDC Procurement Rules. The Procurement Strategy is included in appendix 1.
- 4.1.2 The procurement criteria and tender documents must be approved by the project's external mentor who is engaged by NHLF. This person also approves the outcome of the process before WFDC can award the contracts.
- 4.1.3 If a successful grant award is received in July 2020 the Delivery stage starts for 5 years (ends August 2025) and the clock starts ticking. The timeline is submitted as part of the Round 2 application and must be closely adhered to in order to meet the project outcomes (around heritage, people, and community).
- 4.1.4 The Project Manager contract was awarded for the whole project (unless there was to be a significant failure). The design team contract will be tendered in August 2020 with the appointment of Community Engagement Officers in September – December 2020. The building contracts will be tendered in June - August 2021.
- 4.1.5 CFP will prepare the Delivery stage tender for the design team contract for approval by WFDC. This will be a modification and update of the tender in the Development stage.

- 4.1.6 The evaluation criteria has not been finalised for the procurement of services in Delivery stage. It is too early to produce this detail although the quality & price has been agreed at 70:30 which is the same as the R1 criteria.

4.2 Business Plan

- 4.2.1 The business plan is a requirement of NHLF when a cafe and similar revenue generating facilities are part of the project. The business plan is included in appendix 2.
- 4.2.2 CFP Ltd has the contract to develop and write the business plan in conjunction with the WFDC project team.
- 4.2.3 Detailed financial projections, covering both income and expenditure, in the form of a trading profile for a 10 year period linked to the management and maintenance plan, have been developed for the business plan.
- 4.2.4 The business plan will evolve during the Delivery stage and as elements of the project come on stream. For example, when the lease for the cafe operator is agreed the financial position for rent/profit share will be fed into the model.

5. FINANCIAL IMPLICATIONS

- 5.1 Cabinet considered the following draft recommendation at its meeting in December 2019 as part of the MTFS to be recommended to Council in February 2020:

The sum of £2.4m is added to the Council's approved Capital Programme for the delivery of the Brinton Park project over the period 2020/21 – 2024/25, including a further £100k funded by prudential borrowing should the proposed external partnership funding not be secured.

- 5.2 The business case will be updated and must be submitted to HF for approval as part of the application process. The net revenue effect of the scheme (at the very least) will be cost neutral. The detailed business case will include predicted revenue income from new income streams such as the cafe lease, more events and outside hirers in the park.

6. LEGAL AND POLICY IMPLICATION

- 6.1 Procurement implications will need to comply with legislative and Council Corporate Governance requirements.

7. EQUALITY IMPACT NEEDS ASSESSMENT

- 7.1 Design of the capital improvements and new facilities will take into account equality characteristics. The works will meet DDA requirements as well as improving existing infrastructure to enhance access. For example where a desire line temporary footpath from the car park to the play area has been established for many years this will be

replaced with a footpath of the correct gradient to facilitate wheelchairs and pushchairs etc.

Where there are access issues to heritage buildings (Sons of Rest Pavilion) consideration of what is permitted whilst maintaining the conservation value.

8. RISK MANAGEMENT

- 8.1 The project has a risk management plan which is required by NLHF. This is maintained by the Project Manager and regularly reviewed at project team and Steering Group meetings.
- 8.2 Keys risk and mitigations include:
- Risk assessments and management will be built into all aspects of the project.
 - Feasibility works and surveys have been carried out in all areas relating to the capital works.
 - Inflation and contingencies have been built into the forward plan.
 - The procurement process will ensure that highly qualified and suitable contractors will be appointed.
 - Unsecured match has been underwritten by the council in the proposed MTFR. This mitigates risk and secures NLHF criteria at the application stage. Council officers will be working with partners to complete funding applications.

9. CONCLUSION

- 9.1 Brinton Park is a key open space in Kidderminster which supports leisure, health and wellbeing, and tourism across the district, drawing visitors from wider afield. The NLHF project will bring an unparalleled level of investment into the park whilst also reconnecting local people to its heritage. This project is a significant regeneration project for Kidderminster and works alongside other Directorates regeneration schemes for the town.
- 9.2 The procurement strategy has been developed to meet the timeline for the project subject to a successful R2 application. The council will be prepared to procure services without delay in summer 2020.

10. CONSULTEES

- 10.1 Brinton Park Steering Group
10.2 Ward members
10.3 CLT
10.4 Overview & Scrutiny

11. BACKGROUND PAPERS

Appendix 1 Procurement Strategy - EXEMPT
Appendix 2 Business Plan

BRINTON PARK

Agenda Item No. 9.1 Appendix 2

The People's Park – A project to restore Brinton Park for future generations

PP-17-03016

February 2020

BUSINESS PLAN

Managed by:
Wyre Forest District Council

Compiled by the Brinton Park Project Team
Authored by CFP



people spaces places



ASHMEAD·PRICE
LANDSCAPE PLANNING AND DESIGN CONSULTANTS





Brinton Park

Business Plan

Issue number: 10.0

Status: FINAL

Date: 29.01.2020

Prepared by: Cherie Lumby

Authorised by: Ian Baggott

Brinton Park - Business Plan

Contents

1 Executive Summary 1

2 Introduction 3

3 About the Organisation..... 6

4 Strategic Context..... 10

5 Project Details 15

6 Market Appraisal..... 24

7 Financial Appraisal 56

8 Governance, Management & Staffing..... 79

9 Assessing Risk..... 85

10 Monitoring and Evaluation..... 92

11 Organisational Impact..... 94

Appendix A - Brinton Park 10 Year Trading Profile

Appendix B - Sensitivity Analysis

Appendix C - Cafe Case Studies

1 Executive Summary

This Business Plan has been developed to support The National Lottery Heritage Fund (NLHF) Round 2 submission for Brinton Park under the Parks for People grant programme. It has been developed following the guidance developed by NLHF and is structured using the headings contained in the document.

This plan considers the opportunities for generating income at Brinton Park as an integral part of the development and delivery of the project. The Plan looks at options for income generation including existing partner leases, catering, use of the Community Pavilion for room hire and activities, external concessions, public events, outdoor education provision and fundraising and sponsorship opportunities.

The aim of the project and business plan is to enhance the Brinton Park offer, so as to attract more people to the site, increase dwell time and secondary spend and to generate income from a range of commercial activities that sustain the restored assets and a strong partner and volunteer base in order to secure their long term future.

Visitor counts as part of a Visitor Observation Study carried out during the development stage and the data suggests that Brinton Park currently receives around 344,324 annual person visits.

Public consultation at Round 1 and during the development stage has shown that there is significant public support for the restoration of the park, refreshment provision, refurbishment of the community pavilion, recreation of the ornamental pool, improved access and egress and car parking, improved footpaths, signage and interpretation and for establishing a volunteer base and feedback on the proposals during the development phase has been positive.

The financial viability of the project and the income generation forecasts are based on growing the visitor numbers to c. 400,000 annual person visits at the end of the project period.

The capital proposals and planned events and activities for Brinton Park will significantly increase the visitor offer and the attractiveness of the space. In the future, visitors will have a better quality

experience, stay longer, learn about the heritage of the park and hopefully further promote the site through word of mouth to friends and family.

The annual income, including inflation, that will be generated at Brinton Park (excluding NLHF grant funding income and maintenance uplift) increases from £3,301 in year 0 to a peak of £48,423 in year 10. Staff and maintenance costs are forecast to increase from £99,093 in year 0 to £120,507 in year 10. Similarly, operational costs increase from £53,325 in year 0 to £66,259 in Year 10.

Overall, the 10 Year Trading Profile shows an improved position over the net operating balance in Year 0 of -£149,117, as the balance in year 10 is forecast at -£138,342 therefore the site will not require additional support from the Council than it already receives despite increasing maintenance costs.

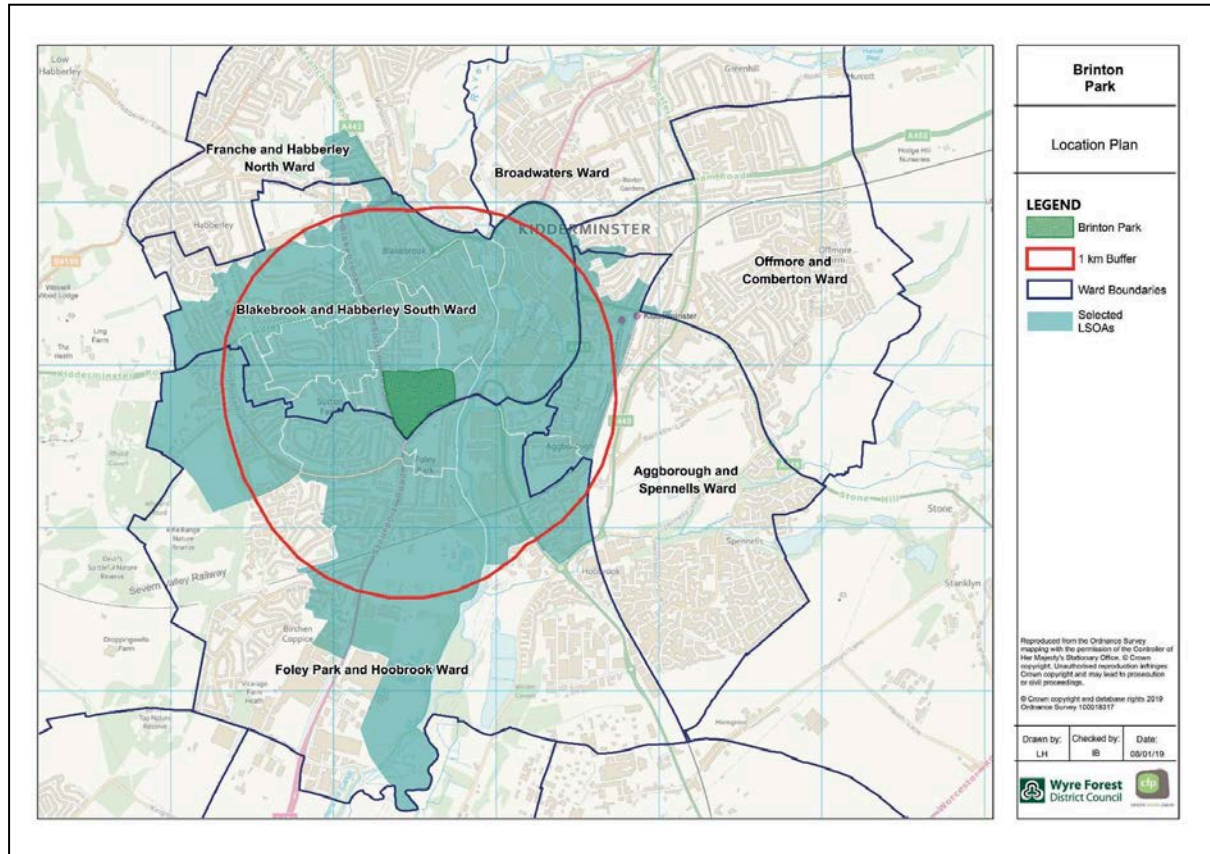
The cumulative balance across the 10 year period shows a modest positive variation from the baseline operating balance of £10,775 in year 10 (including inflation), this will help to ensure that the park is effectively managed and appropriately resourced securing its long-term future.

The main risks associated with the delivery of the project and the impact on the Business Plan are set out in Section 9 of this Plan. The risks are included in the wider project risk log along with appropriate mitigation measures.

The business plan will be reviewed on an annual basis to see how it is achieving against forecasts and will be updated following practical completion.

2 Introduction

Brinton Park is the largest urban park within Kidderminster at 12.9 hectares and is approximately 1.2 miles from Kidderminster Town Centre. The park is located within the Blakebrook and Habberley South Ward in the Wyre Forest District however the Park also draws footfall from Foley Park and Hoobrook ward.



Brinton Park is owned and managed by Wyre Forest District Council (WFDC) and is a District Strategic Park with Green Flag status. It was formerly part of Sutton Common prior to 1882 and is now a public park which was laid out in 1886 and was given to the people of Kidderminster in 1887. Its western and southern boundaries are formed by main A-roads whereas its eastern and northern boundaries are less busy minor roads. The types of adjoining land that surround the Park are late Victorian and modern residential properties, small industrial units and the Cemetery (northern boundary). The main entrance to the park is from Sutton Road with other entrances at Park Lane and Stourport

Road/Park Lane. Many visitors walk in from the surrounding residential areas, but there is a car park on site, which is regularly used.

The Park and adjacent Cemetery (established at the same time) are of significant historic importance as they are largely unspoilt Victorian landscapes. The site as a whole offers a green heart in the town and a tranquil space, perfect for a range of activities and leisure pursuits. It provides a range of leisure facilities and attractions including a children's play area and splash park, two tennis courts, a multi sports area and skate park and a bowling green. It has a car park and hosts a number of buildings and structures including the Sons of Rest building (Community Pavilion), a plant nursery incorporating a bothy building, toilet facilities, a youth shelter, a bandstand and the Richard Eve Memorial. The landscape has large open grassy areas for games and picnics, a sensory garden, ornamental beds and gardens, wildflower displays and showcases a mature collection of deciduous and evergreen trees.

The Park has an annual programme of events put on by WFDC and independent hirers. The site currently has no refreshment provision other than that for ice cream as there is an annual concession for this. The Sons of Rest pavilion is leased to and used by the scouts (Wednesday - Friday evenings), there is an Old Pal's group who use the pavilion Monday's and Wednesday's between 2.00pm and 4.00pm. The pavilion also used to be hired out by a number of external agencies including a Slimming World group however the pavilion was deemed too small and is now seldom used other than by the scouts and Old Pal's. Both the Sons of Rest pavilion and one of the WC buildings on the site have a strong relationship with the surrounding landscape and both overlook the site of the former pool that was filled in and was once a paddling pool (now a grassed area).

Brinton Park receives an estimated 344,324 visitors per year however there is significant potential to develop the park, enhance the visitor experience and increase visitor numbers through a £2.9 million National Lottery Heritage Fund Parks for People grant funded restoration project which will cover three aspects; existing building restoration and improvement and new build, landscape and habitat improvements and an enhanced activity programme.

The current objectives for the park are as follows:

- Enhance and conserve the historic and nature value of the site.
- Improve the use and enjoyment of the park through the provision of new facilities including the horticultural nursery, creating a park cafe with toilet provision, enhancing car park and volunteer accommodation at the park and improved interpretation.
- Significantly improve the utilisation of the Sons of Rest through enhancement and increasing its footprint and creating a multi-purpose, flexible use Community Pavilion.
- Provide an exciting range of activities that will increase the range of audiences including walks, talks, heritage research, oral history, wildlife and nature focused events, photography, events and education.
- Recreation of the former ornamental pool, protecting and enhancing the acidic grasslands and improving biodiversity.
- Increase volunteering opportunities across the park and enhance skills through training.
- Increase income generation through business planning in order to future proof the park and ensure sustained enhanced maintenance regimes.

Improvement measures are intended to make the park safer, more attractive and more fun for local families and visitors from further afield.

The park does currently generate income however this is minimal at £3,301 per annum and is limited to ice cream, circus and fair concessions and partner leases. The site is therefore heavily reliant on core funding from WFDC to cover its running costs including maintenance. This Business Plan will inform the development of the project proposals and set out actions to increase income through catering leases and other leases, concessions, hire of the Community Pavilion, events and activities, education sessions and fundraising throughout the delivery phase of the project and beyond in order to reach a position where financial sustainability of the site is improved and enhanced maintenance costs associated with improvements are covered.

The options for the Business Plan as outlined in this report are linked into the consultation results, the project aims and the NLHF Parks for People grant outcomes. The main outcomes from the consultation show that there is a high demand for provision of a cafe and for indoor community space, a real appetite within the local community to see more events and activities at Brinton Park

with a focus on family fun, creative workshops, wildlife and history, educational visits for schools and local groups, more opportunities for volunteering and improved interpretation.

Throughout the business planning process we have undertaken a market appraisal, situational analysis including comparators and competitors and a market-oriented SWOT evaluation which can be seen in Sections 6.8 and 6.9. Additionally, we have also considered case studies and best practice examples to inform the proposals. Section 7 details the financial projections against each of the cited income generating opportunities proposed for the park.

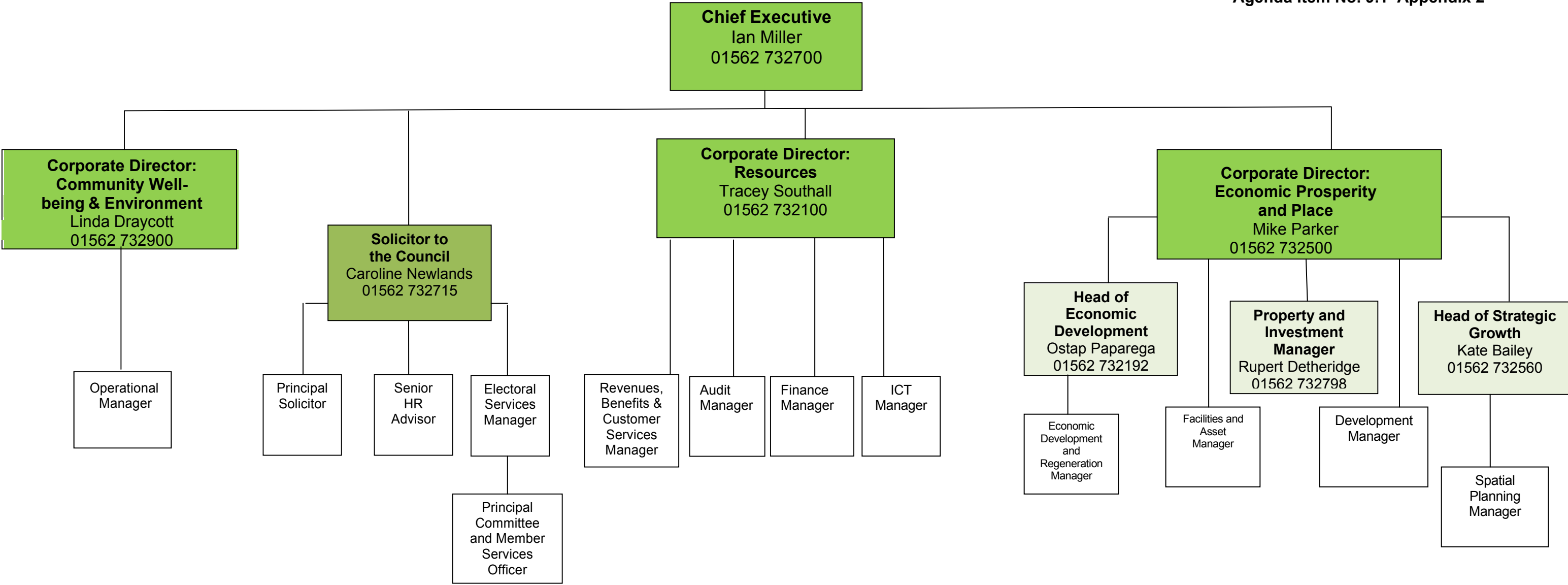
3 About the Organisation

Wyre Forest district is one of 6 districts that form the county of Worcestershire. Wyre Forest works with Parish and Town Council's as well as Worcestershire County Council to deliver services to the public. Wyre Forest District Council has 33 elected Councillors (Members) who form different decision making committees. The cabinet is comprised of 5 members. The cabinet member for Operational Services holds the portfolio for Parks and Open Spaces. Operational Services is responsible for the management and maintenance of Parks and Open Spaces. Front-line staff are managed by senior staff in three departments called directorates; these directorates provide a wide variety of services to the public.

3.1 Structure and Operation

Wyre Forest District Council is organised in 3 directorates whom report to the Chief Executive (see Figure 1). The Wyre Forest District Council Project Management structure overlaps two Cabinet Members' portfolios for Parks Development and Operational Services including Community Wellbeing and Environment Directorate (CWE) and Cultural Services.

The Directorate with overall responsibility for the project is Community Wellbeing and Environment which is led by Linda Draycott. This directorate includes community safety, cultural services, operations including waste/civil enforcement/fleet/garage, parks and open spaces, communications, partnerships and emergency planning. The Head of Operational Services is Steve Brant, Steve has overall responsibility for Parks and Countryside and Community Safety and Partnerships.



Responsibilities

| Corporate Director: Community Well-Being and Environment | Chief Executive Other Corporate Leadership Team members: <ul style="list-style-type: none">Solicitor to the Council | Corporate Director: Resources | Corporate Director: Economic Prosperity and Place |
|---|---|--|---|
| Community safety Cultural services Operations inc waste/civil enforcement/fleet/garage Parks and open spaces Communications Partnerships Emergency planning | <ul style="list-style-type: none">Legal servicesHuman resourcesElectionsCommittee administrationPolicy and performance Wyre Forest Forward programme management | Accountancy Internal audit Procurement Payroll ICT services Customer services Revenues, benefits and welfare | Planning policy Economic Development and Regeneration Development Control Land Charges Building Control Strategic Housing Environmental Health Licensing Asset management |

3.2 Frontline Staffing

The Parks and Open Spaces team is comprised of a Countryside and Parks Manager, Landscape Officer, 2 Team Leaders and 17 Operatives and the tree gang - Arboricultural Technician and 6 Arborists and all managed by the Head of Operational Services. The Operational Services Officer manages the Waste Team Leader, the Senior Civil and Environmental Protection Officer and the Waste Minimisation Officer.

The Parks and Open Spaces team has developed a ten-year rolling programme which started in 2019 (refer to Management and Maintenance Plan for further details specific to Brinton Park). The programme sets targeted improvements for all of the main open spaces within the district, informs the business plan and assists with delivering broader corporate objectives.

3.3 Key Stakeholders (Project Partners)

WFDC works closely with 3 key stakeholder organisations that currently use the park and its facilities to deliver training, learning and volunteering opportunities as well as hosting events. The stakeholders are committed under a Joint Working Agreement to meeting annually to share planning and ideas, and working together on specific projects as the opportunity arises.

The **Emily Jordan Foundation (EJF)** is a charity that supports people with moderate learning disabilities, physical disabilities and enduring mental health needs to learn work place rules and the basic skills to assist them to secure paid work. These individuals are in receipt of Employment Support Allowance but do not meet the criteria for social care funded personal budgets, therefore, they have little or no income available to them to access opportunities for them to enhance existing or learn new skills.

The **21st Wyre Forest (Brinton Park) Scouts (21st WF)** helps young people achieve their full physical, intellectual, social and spiritual potential as individuals, as responsible citizens and as members of their local, national and international communities. They do this by taking part in a variety of activities and new experiences exploring the outdoors participating in teams and taking responsibility. Brinton Park provides the space for these activities to take place in a safe and challenging environment.

They meet at Sons of Rest Pavilion, which lies on the edge of Brinton Park in Sutton Road. Each section of the group meets one evening per week. The Pavilion gives an indoor space to carry out desk and floor based indoor activities in poor weather, and sleepovers on some weekends. Sleepovers are an introduction to Nights Away activities. More importantly, as the Pavilion opens directly onto the park at the rear, this gives great opportunities for outside activities. The Scouts also use the Pavilion for social and fundraising activities such as quizzes and bingo when they bring together young people and their families to have fun and build relationships.

21st WF has up to 70 young people in the 3 sections at any one time aged between 6 and 15 years. In addition, they have around 30 adult leaders and helpers. Deprivation figures for the catchment wards of Foley Park and Hoobrook show that many more children could benefit from scouting, but the group does not currently have space to increase capacity.

The Pickup Artists are a Kidderminster based group of volunteers that were created in January 2018 when the founder Michelle Medler decided to collect litter while walking her dogs. Following a meeting on 23 February 2019 the Pickup Artists agreed to be part of the Heritage Fund project. Their volunteers regularly litter pick Brinton Park and organise both small scale and large scale events in the park helping the council to keep the park clean and tidy.

The Council have also developed relationships with Kidderminster Camera Club, Foley Park and Sutton Park Primary Schools and a number of local volunteers.

4 Strategic Context

Brinton Park is managed by WFDC. The framework within which the project and business plan will be delivered is defined by the **Wyre Forest District Council Corporate Plan 2019-2023** (overleaf).

The Plan is designed to produce a clear, succinct and coordinated vision for the Council whilst identifying corporate priorities and strategic actions which are underpinned by the Council's values.

The vision is that "Wyre Forest is a network of thriving and confident communities, which minimise their impact on the environment, where people have a decent and affordable home, feel safe and enjoy a good quality of life". This vision directly links with the NLHF PfP priorities and outcomes.

The delivery of this project and business plan will assist in helping to achieve two of the Council's priorities namely;

- A safe, clean and green living environment
- Supporting a successful local economy

Strategic actions that will be delivered through this project include; working with partners to protect the environment and to secure external funding and investment to support the economy. Restoration of Brinton Park will also link to the regeneration of Central Kidderminster.

Wyre Forest District Council

Corporate Plan 2019-2023



Our vision:

Wyre Forest is a network of thriving and confident communities, which minimise their impact on the environment, where people have a decent and affordable home, feel safe and enjoy a good quality of life.



Our priorities:

**A safe,
clean and
green living
environment**

**Supporting
a successful
local
economy**

**Good
quality and
affordable
homes
for all**



Our strategic actions:

Adopt the
new Local
Plan

Implement
measures to
increase
affordable
housing

Work with
partners to protect
our environment,
to address air
quality issues and
to help to tackle
climate change

Work with
partners to secure
external funding
and investment
to support the
economy

Oversee
regeneration
of central
Kidderminster

Support the
visitor economy
in Stourport-
on-Severn and
Bewdley

Work with
partners to
tackle abuse
of vulnerable
people and
environmental
crimes

Work with
town and parish
councils so
that they have
local control
over assets and
services

Establish
Bewdley
Museum as
a self-standing
charity



Within the council, everything staff and councillors do is underpinned by **our values:**

| Be honest | Invest in our workforce | Be supportive |
|---|---|--|
| <ul style="list-style-type: none"> We are honest, say what we mean and are always courteous We challenge others' ideas constructively and respect decisions once made | <ul style="list-style-type: none"> We identify what skills are needed and develop our employees We understand our development is a shared responsibility and give ourselves time to learn | <ul style="list-style-type: none"> We work together and openly help each other We encourage a supportive environment |

Other plans, policies and strategies that relate to the project and the business plan for Brinton Park include:

Wyre Forest Adopted Core Strategy (December 2010) - This is the key strategic level document for the District and sets out the broad strategy and vision for development within the District up until 2026.

Wyre Forest District Local Plan - The local plan sets out how much development is required in the District up until 2034 and indicates where and how much land is required to meet these development requirements through the allocation of land for these purposes. It provides protection to Brinton Park from inappropriate development through its policies on parks and gardens, historic landscapes and landscape character.

The Local Plan provides the strategic framework for the future prosperity and evolution of the District's economy. It acknowledges that the District's economy is vital to the prosperity and quality of life of its residents and that economic growth can increase employment opportunities, improve income and regenerate communities. It also highlights that tourism seen as important for the District's economy. The **Local Plan Review (2016 - 2034)** refers to Brinton Park under the **Sustainable Tourism** heading demonstrating that the park is one of the key natural tourist / visitor attractions in the District and that it is a formal park that hosts events. It also refers to the park and the adjacent Kidderminster cemetery under the heading **A Unique Place**, referring to the spaces as designed landscapes and a historic places that contain monuments and memorials.

Worcester County Structure Plan 2011 - The county structure plan policy relates to the development of cycle routes and the local plan cycling strategy. The policy seeks to promote local cycling and Brinton Park was identified as part of the cycle route passing through it in 2006.

Wyre Forest District Council's Open Space, Sport & Recreation Strategy (April 2017) - The Strategy provides an overview of open audit of all open space, sports and recreational facilities, recommendations for setting local open space standards in terms of quantity, quality and accessibility and is the overall strategy for the provision and maintenance of open spaces, sports and recreational facilities across the district.

Worcestershire Biodiversity Action Plan - The BAP and county community strategy's aspirations relating to protecting and enhancing biodiversity – Brinton Park has a role to play in the urban context.

Wyre Forest District Council's Sustainability Strategy - The sustainability strategy's priority areas of "Protecting and enhancing the natural and built environment" and "Promoting effective and minimal use of natural resources" are both relevant to the management and development of Brinton Park.

Wyre Forest District Council Commercial Strategy 2018-2023 – Wyre Forest District Council's goal is to promote and expand commercial activity that will generate revenues and lead to sustainable growth. The overarching aim of this strategy is to deliver a financial return which contributes to the Council's efficiencies and additional income targets, helping to safeguard frontline services that the Council currently provides. The Commercial Strategy will be delivered through a new Commercial Activity Programme Board, chaired by the Corporate Director – Community Well Being and Environment.

The plan looks to formalise the Council's commercial activity through two main work streams to help to realise the ambition of commercialisation set out in this strategy:

- Income Generation – Making money by providing a service which can be charged for, generating revenue that can be reinvested in Council services.
- Creating a Commercial Culture – Behaving in a more business-like way and ensuring staff are equipped with the right skills to enable us to adopt some of the positive culture and behaviours that are associated with commercial organisations.

The Council's income generation priorities are as follows:

- Trade Waste
- Garden Waste
- Wyre Forest Heritage Weddings
- Venues (Bewdley Museum, WF House)
- Advertising

- Property Investment
- Tree Gang
- Grounds Maintenance

Thus, this strategy directly links to the Brinton park restoration project and this Business Plan which aims to increase the income generated at Brinton Park across a 10 year period.

Other Strategies and Plans that support commercialism include:

- WFDC Medium Term Financial Strategy
- Capital Portfolio Investment Strategy
- Depot Operational Services Business Plan
- Heritage Weddings Business Plan
- Corporate Plan

5 Project Details

5.1 History

In 1883, John Brinton, a Member of Parliament for Kidderminster who made his fortune from his family's mills and carpet works in the town, bought 26 acres of Sutton Common and commissioned J.T. Meredith to devise plans for its layout as a "pleasure ground for the enjoyment of the town's residents". The park was officially opened on 1st August 1887 as a "Beacon Park" to celebrate Queen Victoria's Diamond Jubilee and the crests on the original park gates refer to this status. In 1906 the Town Corporation extended the Park by 6 acres. It was adopted by WFDC when it was formed in 1974. Over the last 133 years Brinton Park has been the venue for many celebrations including Coronations, Centenaries, Jubilees and major public anniversaries.

The original layout of Brinton Park displayed all the attributes of a late Victorian Park. The park was subsequently enhanced in the early years of the 20th Century with recreational facilities such as a bandstand, pavilion, and bowling green. Over the years, some of these early features have become unused or been lost, and while other visitor amenities have been added.

5.2 Project Vision

WFDC prepared a successful Round 1 bid to the National Lottery Heritage Fund (NLHF) under the Parks for People programme, for funding to invest in the fabric and future of Brinton Park. The following extract from the Round 2 application sets out what the project aims to achieve:

"This exciting project aims to restore and conserve Brinton Park's built and natural heritage and develop leisure, volunteering and training opportunities for a growing and diverse local audience.

The park will see revitalised indoor community space, improved welfare facilities and infrastructure, new refreshment facilities and the recreation of an ornamental pool, enhanced horticulture, and an increased perception of safety to increase footfall and dwell time.

The project brings together staff, partners and volunteers to deliver a comprehensive programme of activity and will encourage more people to enjoy, learn about and become involved in the park. It will make a difference to communities across Kidderminster which are most in need, creating opportunities to improve health, wellbeing and skills.

The park will be in a better condition and more people will be involved in its management. The project will protect and enhance biodiversity and the heritage of the park will be more accessible through enhanced interpretation and activity”.

5.3 Project Proposals

Following the successful Round 1 grant funding award from the National Lottery Heritage Fund (NLHF) the ambition is to secure funding for implementation of a large scale capital and revenue restoration project.

This exciting £2.9 million investment aims to restore and conserve the park’s historic and natural heritage, fund new and improved facilities in the park as well as develop training, leisure, learning and volunteering opportunities for a growing and diverse local audience.

During the development phase the project has been worked up in detail and the Round 2 application will be altered and based upon the following elements:

Capital components

- Refurbishment of all entrances
- Reinstatement of the former ornamental pool
- Repair of paths, retaining walls, historic boundary wall
- Creation of new horticultural displays (extension of the Senses Garden)
- Restoration of the Victorian gardeners’ bothy and development of the EIJ growing area to include heating, improved welfare facilities and access
- Establishment of a dedicated base for volunteers
- Building a new a café and public toilets
- An extension to the existing Sons of Rest building to enable multi-functional community use including for school visits, community hire and events and activities
- Improving access and egress and car parking

Community components

- Community consultation and engagement
- Establish a Project User Group; 'Brinton Park Volunteers' group and increase numbers and the range of volunteers and the range of opportunities

- Develop stakeholder involvement in the park
- Develop a programme of activities
- Interpretation
- Engaging with both users and outreach work to include non-users

5.4 Project Programme

Brinton Park Restoration Project – Delivery Timescales

- Round 2 Grant Submission: February 2020
- Round 2 Award: July 2020
- Permission to Start: August 2020
- Recruitment of 2 x CEO's: September – December 2020
- CEO's contract commences: January 2021
- Horticultural Apprentice appointment: April 2021 – April 2023
- Design Team Procurement: August – October 2020
- Detailed designs: October 2020 – May 2021
- Capital works procurement: June – August 2021
- Works on site: September 2021 – September 2022
- Café / SOR Open: October 2022
- GED / End of CEO Contracts: July 2025

5.5 Project Outcomes

Throughout its delivery the project will address the National Lottery Heritage Fund Parks for People Grants programme 10 outcomes as follows:

Heritage will be:

- **better managed;**
- in better condition;
- better interpreted and explained;
- identified/recorded

People will have:

- **developed skills;**
- volunteered time;
- learnt about heritage.

Communities:

- **the local area/community will be a better place to work, live or visit;**
- environmental impacts will be reduced;
- more people and a wider range of people will have engaged with heritage.

5.6 Why this Project is Important

The project is important for a number of reasons, specifically as:

- This project has the ability to create and assist with the long term delivery of a far better offer for the local community, project partners and wider site visitors.
- The legacy of the park is at risk as many of the original features need to be reinstated, restored, replaced or modernised.
- There is a commitment of £451,745 match funding and the potential of £2.4m of NLHF funding through the Parks for People grant programme to deliver the aims and objectives of the project and sustain the future of the site.

- Kidderminster lacks a central square and Brinton Park provided a community focus and venue for major celebrations and events but as it has deteriorated over time, its use as a civic venue has decreased. Over the years the park has been well used and consultation has shown that people have fond memories of visits.
- The project has the ability to contribute to boosting the tourist economy and enhancing the local environment.
- There is a need to invest in the park and retain the Green Flag Award.
- Horticultural skills are at risk as there is underutilisation of the available growing space because the infrastructure is not suitable. There has been an associated loss of training and skilled WFDC staff to carry out the traditional planting schemes and maintenance.
- There is a need to boost volunteering across the site and tap into local interest with regard to this.
- There is demand for refreshment facilities in the park, indoor space and for an enhanced events and activities programme.
- There is currently a poor understanding of the Parks built and natural heritage.
- The local population is growing and diversifying rapidly and the project and park can provide economic, social and environmental benefits for the District.
- Further Council budget reductions reinforce the need to invest to save and generate income to sustain the future of the park and sustain staffing and maintenance levels.

5.7 Methods & Results of Consultation

A number of different surveys and consultation exercises took place during the development phase of the project across 2019 and 2020 that have informed the business plan for Brinton Park. The outcomes have informed the project proposals to include more activities, improved welfare facilities, better access and refreshments.

To ascertain future demand and guide refurbishment of the Sons of Rest pavilion, a Community Group and Business Survey was conducted between 20 February and 20 March 2019. In total, 30 participants, representing 27 local organisations took part, including political groups, printing and crafting businesses, charities and parenting and educational groups. Currently, 55.6% of the groups currently hire a community room or meeting space, with two (National Citizen Service and Kidderminster Horticultural Society) using the Sons of Rest Pavilion at present.

Visitor Observation Studies were conducted to help establish a user profile and identify popular activities and the most commonly visited areas of the park. The studies were carried out by teams of trained volunteers between 1 – 31 March 2019 and 3 – 29 July 2019. A total of 4,325 visitors were recorded using the park, with 795 cars recorded in the car park, giving an overall annual visitor figure of 344,324.

To assess current audiences, visitor use, satisfaction, heritage awareness and perception of Brinton Park, a Visitor Survey was carried out between 18 January and 15 February 2019. The survey was available online and as a paper copy. In total, 508 respondents completed the survey (80.5% completed it online) identifying current key issues and barriers, sharing memories and aspirations for the future of the park. It also showed that there is interest in future volunteering opportunities as 87 people signed up to volunteer and to a mailing list to receive regular updates.

A volunteer survey was run 4 – 23 September 2019 to gather views about current volunteering in Brinton Park and what opportunities and training volunteers would like to see offered in future. The survey was available online and was completed by nine current volunteers and one potential volunteer.

Focus group consultation has taken place with project partners and the steering group, with WFDC staff, local schools, history groups and local museums and with a local elderly residential centre to establish thoughts from some of the target audiences. In addition to this there has been extensive face to face consultation with individuals and organisations. These meetings have shaped the proposals and use of space within the park, have helped develop project plans including future events and activities, volunteering and training programmes and have ensured the design of facilities are tailored to requirements and the proposed fees and charges are realistic.

Communication with WFDC elected Members has been through briefings, presentations and newsletters. Kidderminster Town Council are committed to the economic regeneration of Kidderminster and have pledged their support to this project as a priority as they have the heritage of the town as a key focus. WFDC Cultural Services have been consulted and will provide expertise in Arts, Sports, Events, Countryside, and Museum Services for the education and sustainability of the project. North Worcestershire Community Safety Partnership has been involved throughout in particular ensuring any developments within the park contribute to safety. WFDC Countryside and

Conservation Officer has been consulted with regard to biodiversity and potential development of habitats to meet the Worcestershire Local BAP (bats and acid grassland). WFDC Legal and Finance teams have been involved to ensure all aspects of legal and financial matters are covered.

Completion of draft designs for the park saw the launch of a final consensus check consultation process in which the designs were displayed during large scale events in the park and at the Council House and were published on the website for people to comment on prior final tweaks being made to the project documents.

The key issues arising from each of the streams of consultation are presented in the table below.

| Key Issues Arising |
|---|
| <p>Community Group and Business Survey</p> <ul style="list-style-type: none"> • Future designs for the Sons of Rest Pavilion need to support demand for improved car parking and access, enhanced disabled access and WIFI • 66.7% said that £10-£20 would be an appropriate room hire rate (per hour) indicating room hire charges should only be raised minimally from the current £15 to £20 to be as inclusive as possible and to ensure the building is regularly utilised by the local community and local businesses • Potential future use of the new Community Pavilion appears high, with over two thirds (66.7%) of respondents considering booking the new community pavilion on completion and 76.9% saying they would also make use of the wider parkland • The majority (59.3%) would prefer to book the space on an ad hoc basis. 7 of the remaining organisations would book the room for an average of 7 hours per month, with others saying they would could provide a full programme or use it weekly • To ensure the success of the community pavilion there is a need to enhance promotion of the building, its facilities and booking opportunities. |
| <p>Visitor Observation Studies</p> <ul style="list-style-type: none"> • Brinton Park receives an estimated 344,324 annual person visits • The site is typically quieter around lunchtime with visitor numbers peaking around 11am-12pm and 5pm-6pm on both weekends and weekdays • The splash pad and play area were the most popular areas of the park, with visitors also commonly observed cutting across the main field between the play area and Richard Eve Memorial, as well as the main pathway (passed the Richard Eve Memorial and old bowling |

| |
|---|
| <p>green) and at the top of the hill, in the MUGA and skatepark</p> <ul style="list-style-type: none"> • The car park was busiest at the weekend, peaking at around 3pm-4pm; on weekdays car numbers peaked much earlier, at around 11am-12pm. |
| <p>Visitor Survey</p> <ul style="list-style-type: none"> • The majority of visitors (59.9%) live within 1km of the park and travel by foot (58.7%), with three quarters (74.5%) taking less than ten minutes to travel there • 38.0% of visitors travel by car • Two fifths (42.9%) of visitors reported using the main entrance on Sutton Road, making it the most used entrance • There was fairly even demand for a café or a tea room with a total of nearly 9 out of 10 visitors wanting one of these options (87%) • Respondents showed a preference for an indoor area selling a variety of food and drinks, such as a café serving light lunches (46.0%) or a tea room with hot drinks and basic food (41.0%) • Brinton Park is used frequently, with 36.3% of respondents visiting on a weekly basis and over three quarters either visit daily, weekly or monthly (77.9%). 1 in 10 respondents (11.2%) visit on a daily basis. • Results indicated that visitors would use the café facilities on a weekly basis, with 18.8% of respondents stating they would buy snacks or a hot drink a few times a week • Facilities would be most frequently used for snack and hot drinks, followed by lunches (with 31.4% of respondents using the facilities less than once per month for lunch) and finally breakfast, which nearly half of respondents would very rarely or never use the facilities for (48.5%) • There was high demand for future events, with music (80.2%) the most popular reflecting the popularity of the summer bands programme. Other events of interest included events for children and young people (60.5%), nature and wildlife activities (59.7%), community events (58.9%), arts and craft events (48.3%), history and heritage days (48.1%) and health and fitness activities (41.9%) • There was considerable interest in the redevelopment of the Sons of Rest Pavilion, with the most popular suggestion to use the space for a range of arts and craft activities, as well as fitness and exercise classes including yoga, keep fit and dance, children's activities, play schemes, nature-based activities, fairs, history talks, parties and book clubs. |

| |
|---|
| Volunteer Survey |
| <ul style="list-style-type: none"> • The most popular suggestions for future volunteering opportunities were access, guided tour leads and horticulture & nature conservation • There was a desire for a greater range of volunteering opportunities, the most popular suggestions were access, guided tour leads and horticulture • Current volunteers seem to possess a myriad of skills, however, skills in marketing conservation and building caretaking / management were lacking • There was interest in future training, particularly nature conservation & horticulture, photography, leading walks and talks and landscape maintenance. |
| Consensus Check Consultation |
| <ul style="list-style-type: none"> • 79 responses were received • The majority of respondents identified as female (73.1%), aged between 30 and 49 and 98.7% identifying as White British. 9.2% of respondents considered themselves to have a limiting long-term illness or disability which affected their use of Brinton Park • 74 respondents gave their postcodes and, 40 respondents (54.1%) came from within the 1km Catchment. The majority of respondents were from within Kidderminster, with some from nearby towns including Bewdley and Stourport-on-Severn. • The majority of respondents agreed that the proposals would enhance the park, with half (51.9%) giving a rating of 10/10. The average rating was 8.9. • Overall, the responses were very positive, many said it would be great to have a café and liked the idea of reintroducing the ornamental pool, commenting that the additional facilities would encourage more people to visit the park, as well as stay longer. Other elements which respondents appreciated included the increased accessibility, car park and pathway improvements. • Respondents added that there was currently a lack of facilities and that it had “...been neglected over the years” but it was great to see it being looked after and restored. Others added that many groups would benefit from the new development, including the additional space for community groups. • Respondents were asked to rate how strongly they supported the restoration proposals on a scale of 0 to 10. With an average rating of 9.3, the most popular proposal was the café, followed by improved access / parking, the pool and the community pavilion. The least popular proposal was the signage and interpretation, however, this still scored fairly highly with 7.9. |

- The responses were overall very positive, including comments that “...the park will be an even better destination for all ages” or adding that the “designs look fantastic” or “excellent”.

6 Market Appraisal

We have carried out a market appraisal to establish the potential market for the project offer and will assess the degree of market penetration that may realistically be achieved.

In carrying out a market appraisal for Brinton Park we have allowed for consideration of good practice from similar local, regional and national provision and have included reference to other HLF funded park projects across the Country. We have listed competitors and have listed precedent and exemplar projects which may be of reference during the development and delivery of this project.

6.1 Park Usage – National Trends

The State of UK Parks 2016 research showed that parks are used frequently with more than half of the UK population, 57%, visiting their local parks at least once a month or more often.

The research also showed that some of the most regular park users are those between 25 and 34 years of age; with 70% of them using their local park at least once a month. It also stated that parks are clearly important for families and households with children under the age of five as over half, 54%, of them use their local parks at least once a week and 90% about once a month or more. Those living in urban areas, 61% use their parks at least once a month and this is 10% higher than residents in rural areas. Black and minority ethnic residents are also frequent park users with 71% of them using their local park monthly or more compared to 56% of white residents.

It reports that it appears that the condition of parks may influence the level of use; as 76% of those who consider their local park to be improving use it at least once a month, compared to 57% of those who consider it to be declining.

The frequency of use of parks nationally appears to be on the rise as visitor numbers are generally increasing. Research from Natural England also supports this view as their five-year MENE1 study on

how people use the natural environment shows that visits to urban parks have been increasing and parks in towns are the most frequently visited location.

Natural England's MENE report from the 2015-16 survey estimated 3.1 billion visits to the natural environment between March 2015 and February 2016, 879 million (28%) of these were to parks in towns and cities. Interestingly this research also captures reasons for visiting and 1.51 billion accounted for those walking with a dog, 869 million visits were walking without a dog and 312 million were to children's play areas.

6.2 District Trends

Tourism is an important element within the overall economy of the Wyre Forest area and the park is one of the key natural tourist / visitor attractions in the District and that it is a formal park that hosts events.

Each year more than 119 million visits are made to the region, generating over £121 million to the local economy and offers employment to more than 2100. During 2014 2.5 million trips were undertaken to Wyre Forest District comprising 2.3 million day trips and 0.2 million overnight visitors. £64 million was spent by day visitors and £23 million by overnight visitors. The local visitor economy supports 2,138 jobs within the area. The majority of visitors to Wyre Forest District visit on day trips and do not stay overnight. Day trips are important but the short break market needs to be supported and encouraged to expand which would help to secure greater economic benefits for the area as a whole (source: WFDC Local Plan Review (2016-2014)).

6.3 Use of the Park

6.3.1 Current Visitor Numbers

Two separate visitor observation studies were undertaken in Brinton Park in March 2019 and July 2019. In total, 24 hours of observations were carried out, including 12 weekend and 12 weekday observations. The datasets were combined to give an overall idea of visitor profile and numbers, as well as tracking changes over the year.

Overall, there were 4,325 people observed using the site over the 48 hours of observations. This equates to around 100.4 visitors per hour on a weekday and 79.8 visitors per hour on a weekend. Based on the data from the visitor observation study, we can estimate that there are approximately

344,324 annual visits to Brinton Park. Throughout the visitor observation study, the number of cars in the car park were also recorded, with a total of 795 cars recorded.

Results of the studies have shown that the site is used slightly more by visitors on weekdays, however, more cars were observed in the car park on weekends. On both weekends and weekdays Brinton Park is most busy around 11am and 12pm, with visitor and car numbers consistently dropping at 12pm. Following this, visitor numbers typically peaked at 3pm and 5pm on both weekends and weekdays. Afternoon car park usage varied more between weekend and weekday use, with a weekday peak occurring around 2-3pm and weekend peak typically occurring an hour later at around 3-4pm. Both car and visitor numbers decreased after 6pm.

An infographic summarising the results of the visitor observation studies at Brinton Park can be seen overleaf.

Brinton Park Visitor Observations

Agenda Item No. 9.1 Appendix 2

March & July 2019

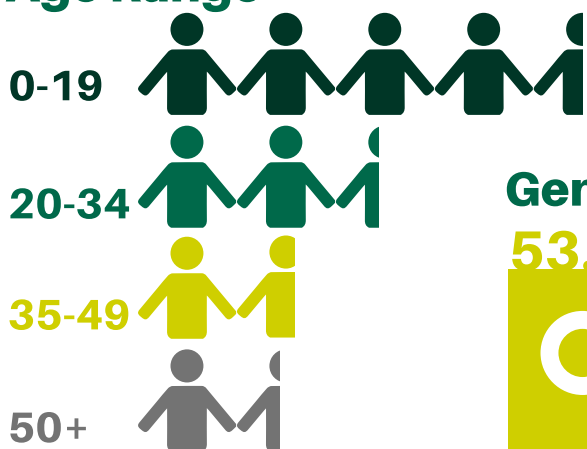
344,324
annual person
visits



54.0% on a weekday



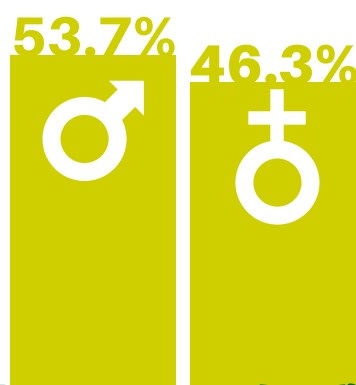
Age Range



Ethnicity



Gender Ratio



BAME
2.1%

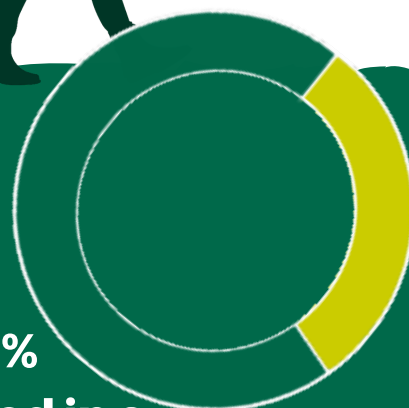
Only **1.2%**
observed with a
visible disability



Top activities

1. Walking
2. Walking dog
3. Playground

**Play Area
and
Splashpad**
most used areas



29.5%
visited
alone

70.5%
visited in a
group

25.3% of
visitors
had a **dog**



6.3.2 Current Audiences

We are aware that the park is heavily used by dog walkers, local residents, people using it as a cut through walking into the town, by families to use the play area and water play, by youths using the stake park and MUGA and by our partners customer base namely, people with learning difficulties at EIJ and scouts, beavers and cubs at 21st Wyre Forest (Brinton Park) Scout Group. The water play is a large draw in the summer and is a popular facility across Kidderminster and neighbouring towns.

A full appraisal of park usage has been carried out during the development phase through the delivery of a visitor observation study in March and July 2019 therefore covering both in and out of peak seasons. As well as helping determine annual visitor numbers, the studies also helped establish visitor profile and patterns of use. Both the March and July Visitor Observations demonstrated that the play area and water play are a major draw for families with younger children, however, older users were generally excluded. Other underrepresented groups included women and those with long-term limiting illnesses or disabilities. The study also shows that the most popular current uses of Brinton Park include dog walking (with 25.3% of visitors observed with a dog), walking and using the playground.

A visitor survey was carried out between 18 January and 15 February 2019 which saw 508 respondents. The results show that over a third of respondents visit Brinton Park on a weekly basis (36.3%) and over three quarters either visit daily, weekly or monthly (77.9%). 1 in 10 respondents (11.2%) visit on a daily basis. Respondents were also asked to provide their postcodes, which were mapped and spatially analysed. The majority of visitors live within close proximity to the park (within 1km), with 58.7% of visitors travel by foot and 30% travel by car. Only 9.3% travelled further than 3km, roughly corresponding to the boundaries of Kidderminster.

6.4 Local Residential Market – Demographic Analysis

Brinton Park is located in Blakebrook and Habberley South Ward, within Wyre Forest District. The Ward covers 281.49 Ha and has 9,135 residents. Kidderminster, the town in which Brinton Park is situated, covers 1,624.8 Ha and has 57,697 registered residents (according to the 2017 mid-year estimates).

There is also an expanding population to the South of Brinton Park with residential and business developments currently being undertaken on the former British Sugar site known as the 'Silverwood's development'. Phase 1 saw an additional 200 residential dwellings being built on the site along with retail developments. In the local plan review (2016-2034) there are patches of land marked as core housing and employment sites across this area – this will form Phase 2. This will mean that there will be new audiences using Brinton Park following the restoration.

Brinton Park draws visitors from across the Kidderminster and other neighbouring towns such as Stourport, Bewdley and Stourbridge therefore the potential audience is much wider and higher than that shown above for Kidderminster Town. This is shown by the boundary of the 15 minute drive time as shown in **Figure 2** overleaf.

Brinton Park

Figure 2
Brinton Park with
15 minute Drivetime

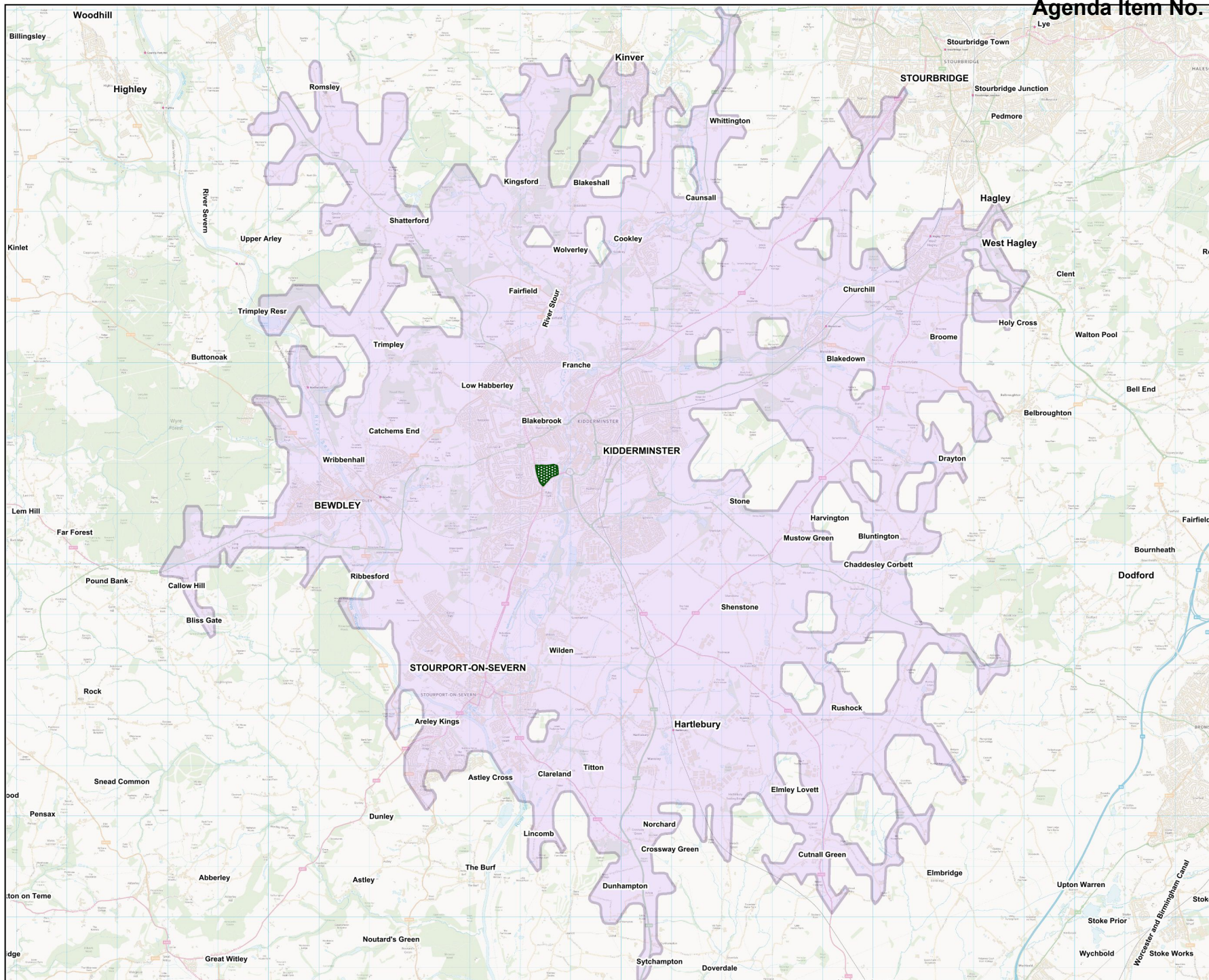
LEGEND



Reproduced from the Ordnance Survey mapping with the permission of the Controller of Her Majesty's Stationary Office. © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings.

© Crown copyright and database rights 2019
Ordnance Survey 100018317

| | | |
|-----------------|-------------------|-------------------|
| Drawn by: LH | Checked by: CL | Date: 07/02/19 |
|-----------------|-------------------|-------------------|



6.4.1 Demographics

Gender – there is a more or less even gender split within the 1km Catchment, with 50.2% of residents identifying as female.

Age – the largest proportion of age ranges within the 1km Catchment, Kidderminster and Wyre Forest District were 35 – 49 at an average of 21.3% of across the three areas. This was closely followed by children under 16, with an average of 18.5%. These statistics indicate that families are a target audience. While there is generally little variation between the three areas with regard to age, the proportion of residents aged 70 – 79 within the 1km Catchment (12.9%) is significantly higher than Kidderminster (7.7%), Wyre Forest District (8.8%) and England & Wales (7.1%). This data suggests that further key target audiences are people over the age of 70 within the 1km Catchment.

Ethnicity – The statistics also show that residents within the 1km Catchment is majority White British (92.9%); this is significantly higher than England & Wales (80.5%) but similar to that of Kidderminster (93.8%) and Wyre Forest District (94.7%).

Disability & Health – with regard to Limiting Long Term Illness 19.0% of the population within the 1km Catchment have their day-to-day activities limited a little or a lot, this corresponds with the dataset for England and Wales (17.9%).

Deprivation – Levels of deprivation around Brinton Park are fairly high (as indicated by the red in **Figure 3** overleaf). Areas to the north and south of the site are within the top 80- 100% most deprived in England, while the Park itself is situated in an area of the 40 – 60% most deprived.

An infographic summarising the demographic data for Brinton Park can be seen overleaf.


Brinton Park

Figure 3
Indices of Multiple Deprivation Overall
(2015)

LEGEND

 Brinton Park

Level of Deprivation
Most deprived

 80 - 100

 60 - 80

 40 - 60

 20 - 40

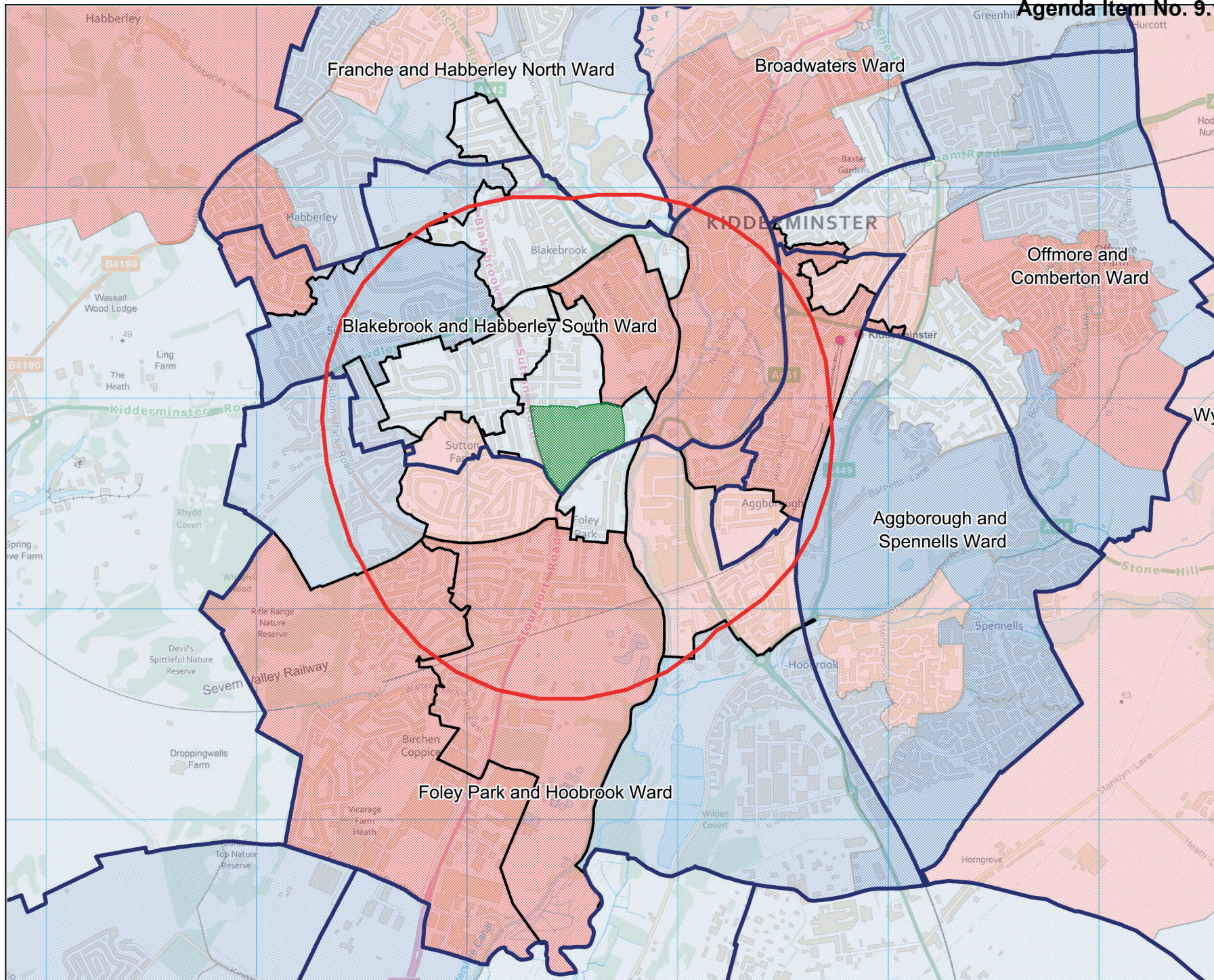
 0 - 20

Least deprived

 1 km Buffer

 Ward Boundaries

 Selected LSOAs



Contains OS data © Crown copyright
and database right 2018

| | | |
|-----------------|-------------------|-------------------|
| Drawn by: LH | Checked by: IB | Date: 18/12/18 |
|-----------------|-------------------|-------------------|

Brinton Park Demographics

Agenda Item No. 9.1 Appendix 2

LSOAs in
1 km catchment

Brinton Park

Brinton Park is located in Blakebrook and Habberley South Ward in Kidderminster, Wyre Forest District.

Data has been derived from data available at Lower Super Output Areas (LSOAs) and aggregated to cover the 1 km catchment, which covers 591 ha and contains 16,995 registered residents.



Gender Ratio



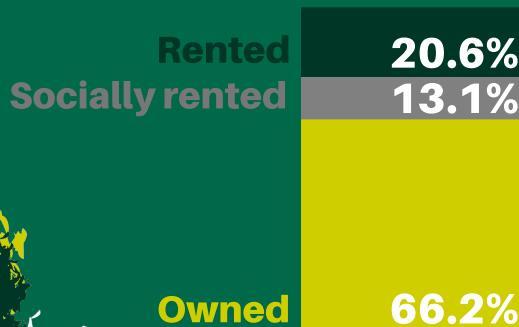
Age Range



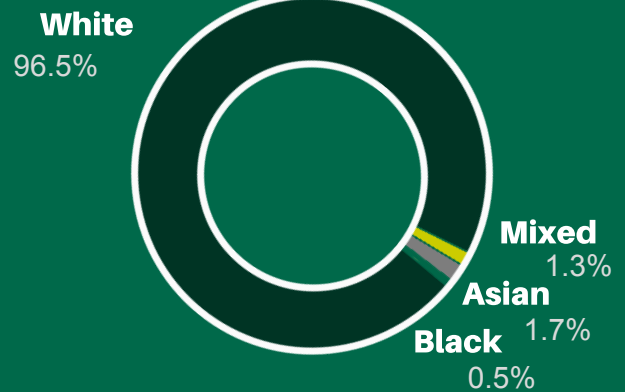
Health: Impact on Day-to-Day Activities



Housing Tenure



Ethnicity



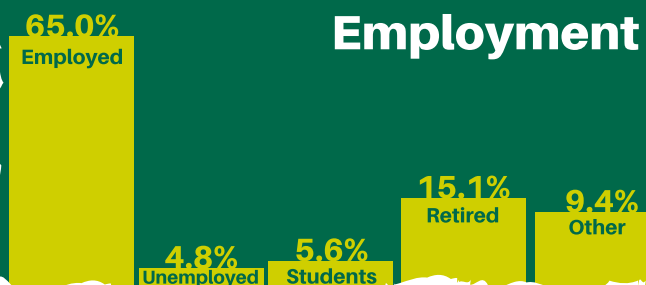
Car Ownership

23.3%

of residents do not have access to a car or van.



Employment



people spaces places



Wyre Forest
District Council



LOTTERY FUNDED

6.4.2 Audience Segmentation

Audience Spectrum is the segmentation tool developed by The Audience Agency on behalf of the Arts Council. Based on their cultural values, Audience Spectrum has segmented the UK population based on a combination of shared characteristics relating to behaviour; demographic details; geography; and attitudinal. The audience segments criteria also include preferences for art forms; frequency of heritage visits to both built and landscape attractions; non-cultural interests; creative pursuits; and volunteer activity (by sector).

The geographical distribution and frequency of each segment has been mapped through the Audience Segmentation tool and data is available at postcode sector level. There are two postcode sectors within the 1 km catchment (DY10 1 and DY11 6 containing 9,332 residents). These have been analysed, giving the proportions of the population in each segment. These can be seen in **Table 1** below and the chart overleaf, compared to the proportion of the West Midlands population in each segment.

| Audience | Brinton Park | | West Midlands | |
|---------------------------|--------------|--------------|------------------|---------------|
| | Area Total | % | Area Total | % |
| Trips and Treats | 2,006 | 21.5 | 958,954 | 20.8 |
| Up Our Street | 1,867 | 20.0 | 448,880 | 9.7 |
| Facebook Families | 1,316 | 14.1 | 720,275 | 15.6 |
| Home and Heritage | 1,072 | 11.5 | 478,350 | 10.4 |
| Dormitory Dependables | 1,025 | 11.0 | 632,477 | 13.7 |
| Heydays | 845 | 9.1 | 267,282 | 5.8 |
| Commuterland Culturebuffs | 692 | 7.4 | 494,353 | 10.7 |
| Kaleidoscope Creativity | 253 | 2.7 | 393,026 | 8.5 |
| Experience Seekers | 241 | 2.6 | 212,097 | 4.6 |
| Unclassified | 15 | 0.2 | 132,319 | - |
| Metroculturals | 0 | 0.0 | 11,843 | 0.3 |
| Total | 9,332 | 100.0 | 7,195,248 | 100.0% |

Table 1 Audience segmentation proportions

As **Chart 1** below shows, the three main audience segments around Brinton Park are Trips and Treats (21.5%), Up Our Street (20.0%) and Facebook Families (14.1%).

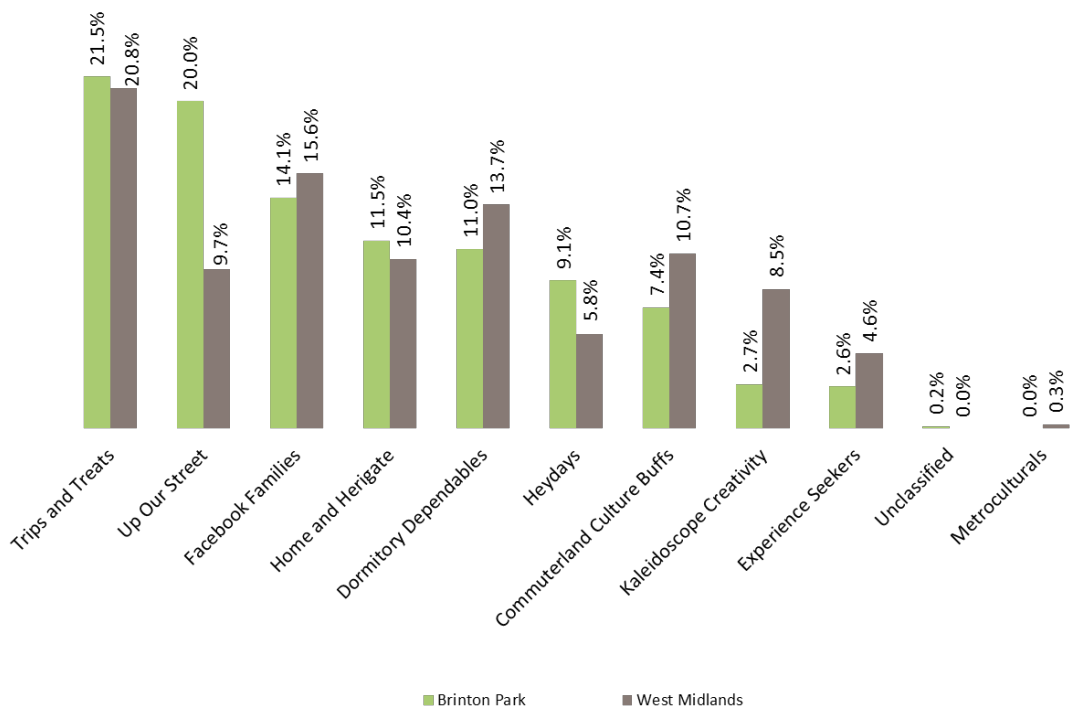


Chart 1 Audience Finder: Brinton Park and the West Midlands

A summary of the characteristics of the top three audience segments is represented in the table below:

| | |
|--------------------------|---|
| Trips and Treats | Influenced by children, family and friends Average spend levels Family based leisure pursuits Above average number of heritage visits Prefer mainstream forms of art and culture High use of social media |
| Up Our Street | Older individuals and families, living reasonably comfortable but modest lives Average spend levels Low levels of engagement Rely on recommendations - word of mouth & print Occasional engagement in popular arts, entertainment and museums Like to learn about history and wildlife |
| Facebook Families | Younger families living suburban and semi-urban areas living in areas of high unemployment Low spend levels Low levels of engagement Very high use of social media Enjoy live music, eating out and popular entertainment such as pantomimes, musicals and plays |

In summary, the residential market engages with music, arts, heritage and culture and enjoy a variety of family orientated events. They have average to low spending levels and use social media, print and word of mouth as their main communication tools.

6.5 The Wyre Forest Area

Wyre Forest, incorporates the towns of Kidderminster, Bewdley and Stourport-on-Severn and many rural villages, and is located in the Heart of England and is therefore readily accessible from most parts of the country. It is just 18 miles south west of Birmingham, 15 miles to the north of Worcester and less than an hour from Stratford-upon-Avon. It is served by a good motorway network and has excellent links to the M5, M6, M40 and M42. There is a main line train station in Kidderminster and there are regular services to and from Worcester, Birmingham and London. There are also several bus operators that serve the local area. Additionally, there are a wealth of cycling and walking routes across towns and in green spaces and along canals and waterways.

6.6 Potential Audiences

Demographic, audience and market segmentation analysis, visitor observation studies and consultation throughout the development phase of this project has provided us with evidence to suggest that the key under-represented groups and therefore the proposed target audiences for Brinton Park are:

- Local families and children including those from deprived wards
- People with or at risk of developing poor physical or mental health
- Young people / those seeking development opportunities
- People with heritage interest
- People with learning disabilities
- Older people
- New residents on the Silverwoods estate
- Those living within the Brinton Park catchment who fall into the Trips and Treats, Up Our Street and Facebook Families audience segments.

In addition to the above there are a large number of schools and businesses in close proximity to the park and in essence they will form a large part of the primary target market, plus the potential Wyre Forest tourism market, particularly day visitors and the short break market.

6.7 Visitor Projections

The footfall of visitors to the park per annum is currently forecast at 344,324 and a key target for the project is to increase this to 400,000 by project completion (July 2025). It is therefore recognised that the footfall will be built up over time.

6.8 Competitor & Comparator Analysis

Competitors and comparators have been assessed based on options for development which draw on the park's key strengths. A desktop analysis has been carried out online in order to establish potential comparators with information on their offer, pricing and, where available, Trip Advisor customer reviews.

With exception to the main Kidderminster Town Centre and the local shops and coffee shops along the Stourport Road there is little competing provision with regard to community and refreshment facilities.

Brinton Park is Kidderminster's Town Park and generally sees very little competition from other parks and green spaces within the area as can be seen in section 6.8.1.

Successful development of the park will rely on capitalising on the key strengths of the site which are its multi-functional offer, location near Kidderminster Town Centre, its proximity to a very busy highway junction and the A451 - a main road between Kidderminster and Stourport, and the tranquillity of a green space in an urban area. The development of the park should also focus on meeting the needs of its users and those of the surrounding residential population.

Regardless of the restoration that takes place at the park, the following will be required to maximise the chances of success:

- Improved signage from the Town Centre and adjacent highways
- Enhanced online presence via a park website (that allows room bookings) and social media
- Linking up with Town Centre events and local businesses
- Strengthening existing partnerships and developing new partnerships to deliver events and activities.

6.8.1 Other Parks and Green Spaces

The key parks and gardens in Kidderminster, Stourbridge, Bewdley and Stourport have been identified and are presented in the table below. The closest major green space is Habberley Valley at 3.0 miles away.

| Name | Type of Space | Managing Organisation | Location (Distance from Brinton Park) | Facilities | Trip Advisor Rating (* out of 5) | Admission Charges |
|-------------------------------------|----------------|----------------------------------|---------------------------------------|---|----------------------------------|--------------------------|
| Mary Stevens Park | Park | Dudley Council | Stourbridge (7.3 miles) | Café, Bandstand, Play area, Waterplay, Outdoor gym, Tennis courts, Lake | 4.5 | N/A |
| Severn Valley Country Park | Country Park | Shropshire Council | Alveley (8.0 miles) | Café, Visitors centre, Play area, Children's trail | 4.5 | N/A |
| Hartlebury Common | Common | Worcestershire County Council | Stourport-on - Severn (3.5 miles) | | 4.5 | N/A |
| Riverside Gardens | Park | WFDC Wye Forest District Council | Stourport-on - Severn (3.4 miles) | Play area, Skate park, Boat Hire, Crazy golf, Go-karts, Fairground, Putting green, kiosk style catering | 4.5 | N/A |
| War Memorial Park | Park | Stourport town council | Stourport (3.1 miles) | Play area, Outdoor gym | N/A | N/A |
| Wyre Forest National Nature Reserve | Forest | Wyre Forest District Council | Bewdley (6.3 miles) | Children's trail, Go Ape, Play Area, Bike Hire, Café, Visitor Centre | 4.5 | N/A (£30 discovery pass) |
| Habberley Valley LNR | Nature Reserve | Wyre Forest District Council | Kidderminster (3.0 miles) | | 4 | N/A |

Brinton Park is currently ranked 4.5/5 on Trip Advisor and scores 14 of 46 things to do in Kidderminster. The Severn Valley Railway is regarded as the number one attraction in Kidderminster on Trip Advisor, closely followed by the West Midland Safari Park. It should be the aim of the management team to ensure that once restored Brinton Park is in the top five attractions in Kidderminster.

Not strictly direct competitors of Brinton Park but good comparators and examples of best practice include the Mary Stevens Park in Stourbridge and Lightwoods Park in Sandwell, both have good offerings and have been awarded HLF funding, Waseley Hills Country Park and Worcester Woods Country Parks are further examples. All of these are destination sites and attract large visitor numbers each year. These sites generate income through car parking, catering and gift shops, hosting of regular events such as forest schools, Christmas events, music festivals, arts and crafts and fitness classes. They have waymarked trails, with stops at points of interest and have their own park/cafe websites with downloadable park guides and or apps.

6.8.2 Local Heritage / Other Attractions

Local attractions in and around Kidderminster have been identified and are presented in the table below. These attractions generally attract the tourism market which Brinton Park can help to grow.

| Name & Location | Attraction Description | Managing Organisation | Facilities | Pricing | Visitor Numbers |
|--------------------------|------------------------|--|---|---|---------------------|
| West Midland Safari Park | Safari Park | Looping Group | Food outlets, Theme park, Play area, Animal attractions, Gift Shop, | Adult: £20 Child (3-15): £15 Concession £18 | 750,000 + per annum |
| Museum of Carpet | Museum | The Carpet Museum Trust | Venue Hire, Library, Gift Shop, | Adults: £4.50 Concessions: £3.50 Children (5-18): £2 Family (2 adults & up to 4 children): £11 | |
| Harvington Hall | Heritage site – Manor | The Roman Catholic Archdiocese of Birmingham | Tea Room, Gift shop, Gardens, Venue Hire | Inclusive for hall, malt house and gardens: Adult: £9 Children (5-16): £5 Senior Citiz: £8 Family (2 adults, 3 children): £25 | 17202 in 2017 |

| Name & Location | Attraction Description | Managing Organisation | Facilities | Pricing | Visitor Numbers |
|--|-------------------------------|---|---|---|--|
| Bewdley Museum | Museum | Wyre Forest District Council | Gardens, Café, Craft Stalls, Venue Hire, Brass Foundry, | N/A | 200,000 |
| Hartlebury Castle and Worcestershire County Museum | Castle and County Museum | Hartlebury Castle Preservation Trust, Worcestershire County Council, Worcester City Council | Café, Gift Shop, Venue Hire, Gardens | Full admission (grounds only) Adult: £9 (£2.50) Concessions £8 (£2.50) Children £5 (£1) Family ticket £25 | 2,600 + attended events in August 2017 |
| Little Owl Farm Park | Farm park | Family Run | Play area, Animal attractions, Go karts, Indoor play, Café, | Adult 8.20 Child (1-15) £7.20 Senior Citizen £7.45 Family (2 adults, 2 children or 1 adult, 3 children) £27.60 | |
| Severn Valley Railway | Steam Railway | Severn Valley Railway Society | Engine House, Buffet Car | Full day pass (on the day) Adult £19.50 (£21) Child £13 (£14) Family (2 adults, 2 children) £55 (£59) | 211,000 in 2013 |

6.8.3 Café Provision

Brinton Park does not currently offer catering with exception to the ice cream concession in the summer months.

Consultation confirms that visitors would like to see catering provision in the park and the level of catering they would most like to see is that of hot drinks and snacks (94.5%) and lunch (79%) in a café/tearoom setting (90%), this would include indoor seating and an external seating area. An expanded catering offer will better serve the local community and will increase dwell time and spend. Good examples of cafes in parks include Mary Stevens Park (the inside floor space of the café, including the kitchen area, is around 79.5m²) and Boultham Park, both are of a similar size with between 30 and 40 internal covers. Mary Stevens however, is now at capacity and the café leasee is currently looking to enhance external seating to allow for 80 external covers. Key to the success of a park café in terms of design is its proximity to popular visitor features, that it offers views of the surrounding landscape, has enough space to allow for pushchairs / wheelchairs etc and good acoustics allowing a peaceful rest and that there is an external servery.

In order to inform and support the project proposals to create of a café on the park, the development phase saw a pop-up café created. The café was run by Wyre Forest House chef Lynn Horton and supported by volunteers. The café was planned to open during the advertised 11 dates and times (on the flyer) but needed to remain responsive to weather conditions.

Four of the dates were cancelled due to poor weather however the café was open on May 6 and 18, June 23 and 29, July 14 and 27 and August 25 2019.



BRINTON PARK
The People's Park

Come along to our Pop-Up Cafe

11am until 3pm on the following days

- Monday 6 May
- Saturday 18 May
- Saturday 25 May
- Saturday 8 June
- Sunday 16 June
- Wednesday 22 June
- Wednesday 29 June
- Sunday 14 July
- Saturday 27 July

Cakes
Treats
Hot and cold drinks

We hope to see you there!

Wyre Forest District Council
HERITAGE FUND

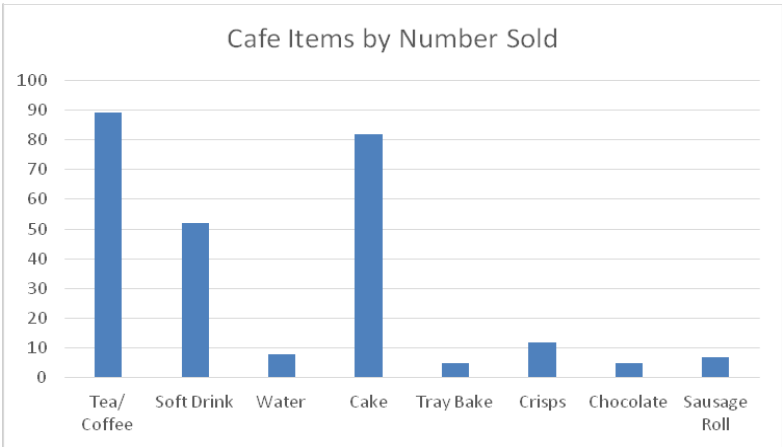
Over 10 volunteers helped during the summer to set up the cafe each week. Nova Training, a college for vocational training of students 16 and over, partnered with the café to provide students with opportunity to work in the community which is part of their course requirements. The café was registered with Worcestershire Regulatory Services.

As a direct result of the outcomes of consultation, the café had an offer of tea and coffee, cakes and tray bakes, soft drinks, crisps, chocolate, sausage rolls and bacon slices.

At four of the seven café sessions the sales of goods and the demographic profile of users was recorded. Over these days the items sold totalled 260 items worth £335.35, with sales per customer averaging £2.08 and sales per hour £20.96 (it should be noted prices were kept modest due to the pop-up nature of the offer).

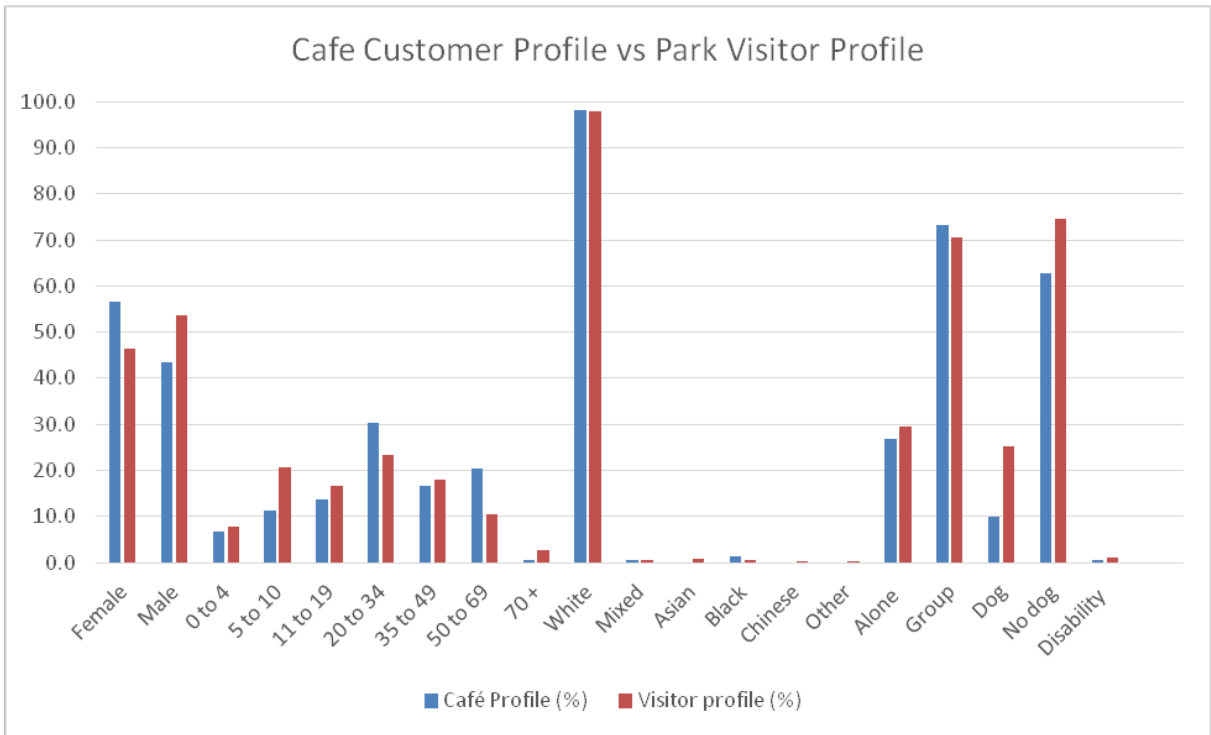
| | Drinks | | | Food | | | | |
|------------------|-------------|------------|-------|---------|-----------|--------|-----------|--------------|
| | Tea/ Coffee | Soft Drink | Water | Cake | Tray Bake | Crisps | Chocolate | Sausage Roll |
| Number Sold | 89 | 52 | 8 | 82 | 5 | 12 | 5 | 7 |
| Price per item | £1.20 | £0.95 | £0.85 | £1.80 | £1.50 | £0.50 | £0.50 | £1.25 |
| Total | £106.80 | £49.40 | £6.80 | £147.60 | £7.50 | £6.00 | £2.50 | £8.75 |
| % sales by item | 34.2 | 20.0 | 3.1 | 31.5 | 1.9 | 4.6 | 1.9 | 2.7 |
| % sales by price | 31.8 | 14.7 | 2.0 | 44.0 | 2.2 | 1.8 | 0.7 | 2.6 |

The most popular items were hot drinks and cake.



Using the data from the Visitor Observation study we would expect visitors in the park at the times the café was open to total 1664. Of these visitors 161 stopped at the café making a conversation rate of approximately 9.68%.

Comparing the profile of the visitors who stopped at the café compared to the visitor profile for the park showed that the female visitors and those in the 35 to 49 and 50 to 69 age group were more likely to stop at the café than other users. People using the park alone, and those visiting with a dog were also under-represented at the café perhaps reflecting these groups are making a routine visit into which a time allowance for a visit to a café is not included currently.



Comments were gathered about the pop-up café and the idea to create a permanent offer in the park and these have been overwhelmingly positive;

Great idea for a cafe. Means a trip to the park can be for longer. More time for children to have a healthy outside play and less screen time.

Great idea – much needed. Hope it becomes permanent. Warm welcome, lovely fresh cakes.

Lovely pop up cafe. Make a permanent one happen!

I love the idea of a cafe here, as a regular dog walker it is great to be able to stop for a coffee and encourage companionship amongst other walkers and dogs. Good for the town.

The pilot activity has demonstrated the success of a potential cafe in the park and the need and desire of local communities to see such provision in the park.

The market for a new catering offer has been researched and analysed and competitive local provision can be seen in the table overleaf (note, we have excluded those in the Town Centre as we feel this is a different offer). Additionally, the project team visited a number of cafes across the UK during the development phase so as to scope out the future catering offer and size of cafe at Brinton Park and to inform the designs. These case studies can be found in Appendix C.

| Name | Website | Trip Advisor price guide and review scores | Description | No of covers | Price range | | | Distance |
|---------------------------------|---|--|--|--------------------------|----------------|---------------|---------------|-----------|
| | | | | | Main meals | Sandwiches | Tea/Coffee | |
| Watermill | www.watermillpub.co.uk | ££-£££ / 3.5 | Waterside pub, outdoor seating, serves pub meals, play area | | £9.95 - £18.95 | £5.50 | £1.55 - £2.35 | 0 miles |
| Dave's snack bar | N/A | N/A | Snack Van | N/A | £2.40 - £3.70 | £1.80 - £3.40 | 80p | 0.4 miles |
| Starbucks | www.Starbucks.co.uk | £/ 3 | Starbucks coffee shop, drive through, serves sandwiches, cakes and drinks. | | N/A | £2.49 - £4.79 | £1.80 - £3.90 | 0.6 miles |
| Greggs | www.greggs.co.uk | 4 | Bakery, coffee shop, serves sandwiches, cakes and drinks. | | N/A | £1.75 - £2.60 | £1.00 - £2.00 | 1.2 miles |
| Silverwoods Leisure Centre Cafe | https://placesforpeopleleisure.org | | Free Wi-Fi, take away and eat in, Cafeology Collector card, buy six and get your seventh cup FREE! Fairtrade - range of sandwiches and paninis with a good vegetarian range. Drinks include hot and cold drinks and vegetable smoothies. | 40 covers (area of 6m2). | N/A | £1.75 - £2.60 | £1.55 - £2.35 | 1.1 miles |

Although Kidderminster Town Centre and the Stourport Road have good numbers of cafes and coffee shops, not all have outdoor seating and views across parkland, overlooking an ornamental pool and provision of this type would capitalise on income.

6.8.4 Meeting Room Providers

Competitor and comparator research and analysis has been carried out with regard to the community use of the Sons of Rest Pavilion in the park. We have assessed local room hire within a mile from the park and reviewed hire rates.

Desktop analysis of similar centres offering a wide array of community uses in the area has been carried out online to establish potential comparators and competitors, including information on facilities, charging structure and customer reviews. The findings are shown in table below:

| Name | Description | Room Capacity | Prices | Current Uses | Provision | Google Rating | Distance |
|-------------------------------|---|------------------------------|---|--|--|---------------|-----------|
| Holy Innocents Community Hall | Community Hall | Medium 1 - 150 | | Pilates Coffee morning for people with depression Monthly talks (Kidderminster Horticultural Society) £3 entry for non-members - Christmas, colour through the seasons Floral art classes (Kidderminster Horticultural Society) Puppy training class Coffee mornings Book sales, bric a brac etc Afternoon tea events Dance & workout classes Craft fairs Easter events Skittle nights Yoga Weight watchers | Meeting room Fully fitted kitchen Car Parking (30 spaces) Wheelchair access Public Entertainment Licence 120 chairs 14 tables Cutlery / crockery Projector & screen PA system | 4.1 / 5 | 0 miles |
| Gainsborough House Hotel | Hotel available for weddings, functions and conferences | Rooms ranging from 18 to 250 | Day Delegate rate - £35pp £150-£600 per half/day | | Refreshments and Catering Accommodation High speed internet Stationary Bar and stage | | 0.5 miles |
| Kidderminster Town Hall | Hall has range of rooms including music room, corn exchange and council chamber | Up to 700 | £19 - £37 p/h | | Stage Seating Lighting and sound system | | 0.7 miles |

| Name | Description | Room Capacity | Prices | Current Uses | Provision | Google Rating | Distance |
|----------------------------|----------------|---------------|--------|--|--|---------------|-----------|
| | | | | | Catering Wi-fi Bar and kitchens | | |
| Cue and Brew Sports Bar | Sports bar | | | | Catering Games tables Bar TV | | 0.7 miles |
| St Cecilia's Church | Church Hall | | | Many different groups meet throughout the week in the church which can be hired for special occasions and has a well equipped kitchen and meeting rooms. Slimming World | Space for meetings Car parking Toilets | 4.5 / 5 | 1 mile |
| Wyre Forest Leisure Centre | Leisure Centre | | | Use of dance studios for children's parties and food areas, however during the week the space is used for exercise classes etc. Deliver first aid training courses. | A wide variety of classes for all ages, particularly for older adults plus a café. | | 1.1 miles |

The Wyre Forest Leisure Centre doesn't have meeting rooms and holds children's parties in their dance studio so there is little competition there. Research shows that the main competitor in terms of a community building is the nearby Holy Innocents Community Hall. Current activities taking place there include: Pilates, coffee mornings, monthly talks and floral art classes (Kidderminster Horticultural Society), puppy training class, book sales, afternoon tea events, dance and workout classes, craft fairs Easter events, skittle nights, Yoga and Weight watchers. The church hall secretary has however stated that the Hall is almost full to capacity so any extra expansion in the area would be great for the community.

The Sons of Rest used to be booked by a range of local businesses such as slimming world and a moms and tots group however the room has been deemed too small and is rarely booked out. Use of the space is currently generally solely by the Scouts group and Old Pals group, with the Kidderminster Horticultural Society renting the space once a month for talks.

Consultation has shown that there is demand for an indoor community space. Suggestions for uses of the space from interested members of the local community has included Slimming World, parent and toddler groups, events for school holidays, meditation and relaxation, keep-fit classes, yoga, social events for the elderly, events for SEND children, exhibitions about the park and its history, craft activities and fairs, storytelling sessions, reading and art classes, knitting groups, table sales and plant sales, use by youth groups, children's parties and drama and dance. Round 1 proposals planned for 30% extension in the amount of floor space meaning that the size of the hall would be 108.31m².

Good examples of community buildings in parks that offer a wide range of provision include the Hub building Grosvenor and Hilbert in Tunbridge Wells (available for hire for £19.80 per hour, £61.20 for four hours and £122.40 all day - 8 hours), Lightwoods House in Smethwick (the long hall is rented out at £31.50 per hour with smaller rooms being hired out at £21 per hour) and the Whiteinch Centre in Glasgow (has a 200-seat multi-purpose hall, a conference room, art studio, IT suite and 3 general purpose rooms (their main hall size is 209m² and this is rented out at between £22.50 and £35.00 per hour dependent upon the size of the company hiring the space and children's parties and special events are charged £22.50 per hour).

6.8.5 Events Market Place

The town and surrounding area have a growing programme of annual events and research demonstrates that many of these events are open air events. The location and nature of these is show in the table below.

| Name & Location | Event Description | Facilities | Pricing |
|--|---|--|---|
| Christmas at the Castle, Worcestershire County Museum | Stalls, Children's activities, performances by local music groups, | Shops, Café | Same as general admission Adult: £9 (£2.50) Concessions £8 (£2.50) Children £5 (£1) Family ticket £25 |
| Autumn Magic, Worcestershire County Museum | Autumn themed crafts, | | Additional £2 per child and further charge for pumpkin. |
| Music in the Garden, Bewdley | Sunday afternoon concerts in Jubilee Gardens, including Irish, Choir, Brass and Jazz. (August) | No formal seating | Free |
| Down by the Riverside, Stourport | Sunday afternoon concerts, Brass, Folk, | No formal seating | Free |
| Bewdley Harvest Fair, Bewdley Museum | Free live music over October weekend, Pie baking competition, Craft activities, Apple hunt, Craft stalls, Tour of brewery with beer tasting | | £4 per person crafts £2 per person hunt £4.50 tour |
| WMSP Firework Festival Weekend | Firework display, bonfire, late theme park and music | Food outlets, Theme park, Animal attractions | Admission £15 (age 3+) Adult wristband £14 Child wristband £11 |

There are very few events taking place within a 1 mile vicinity of Brinton Park therefore the park has real potential to become an open air venue for larger scale events. Current events that are held in Brinton Park include annual summer bands in the park (Sundays), an outdoor cinema, an annual Easter Egg Hunt event all of which are organised by Wyre Forest District Council. Other events that take place include Pickup Artists and Scouts events, EJF open days and plant sales as well as circuses and fairs. October 2019 hosted the Kidderminster Arts Festival launched in Brinton Park, the event celebrated the 50th anniversary of the moon landing and included stargazing, music and a Guinness World Record attempt to gather the most number of people dressed as astronauts in one place! This had multi media exposure including the BBC.

The park could host additional events such as small acoustic gigs on the bandstand on Sunday afternoons, theatre and comedy and an outdoor cinema. A further variant on events space could be the development of a specific open air or green theatre such as at Queen Elizabeth II Jubilee Gardens, Bewdley, Coronation Gardens, Dudley (developed in collaboration with the Performing Arts department at Dudley College), Regents Park open air theatre or Penlee Park Open Air Theatre, Penzance.

Consultation shows that there is a real appetite within the local community to see more events and activities at Brinton Park with a focus on family fun and creative workshops. An improved setting for the bandstand and open grassy areas will allow for such (the Council must however be cautious not to permit damage to the patches of acidic grassland across the park). Wildlife and heritage events have the potential to be popular in the park and the staff are knowledgeable to run such events including bat walks, wildflower walks and bird and tree identification walks. Fitness events could also work in the park and could attract people of all ages and from a range of backgrounds. Other smaller events could include family fun days encompassing Punch and Judy, outdoor workshops, magic shows and falconry display.

As part of the development phase of the project some pilot activities have taken place in the park including:

- Pickup Artists weekly litter picks every Thursday evening between 6pm and 7pm. Additionally, on April 30 2019 the group held a larger scale event in the park to celebrate the efforts of local people and organisations working together to improve the local environment. There was a variety of stalls, music, a mass litter pick and a talk from conservationist and park volunteer Jen Lloyd-Pain.
- Community gardening activities including creation of a pollinator garden.

- Ecology activities including a land mammal survey delivered by a local volunteer.
- A history walk and talk led by local volunteers.
- Historical research carried out by volunteers and production of interpretation materials.

Under this project there will be an expanded events programme which will build on the existing events programme to extend the site offer. New events will include both outdoor and indoor events making use of the Sons of Rest Pavilion by the project Community Engagement Officers, project partners, WFDC and local event organisers and groups. It is anticipated that there will be significant demand for a combination of events and activities and room hire for meetings and parties driven by local businesses and the local community therefore indoor events will need to be scheduled annually to allow for private hire.

6.8.6 The Schools Market

At WFDC the Countryside Ranger Team deliver environmental education across the districts Local Nature Reserves and Countryside sites.

There is currently no education offer at Brinton Park. It is believed that two schools currently use Brinton Park for outdoor education however this is unofficial and self-led with no charge.

There are around 12 schools within 3km from Brinton Park therefore there is a potential schools market that could tap into new educational offers at Brinton Park. The team have been working with Sutton Park Community Primary, Foley Park Primary School, Birchen Coppice Academy and St John's Primary School during the development phase of the project seeking potential future demand for an outdoor education offer. These schools are the closest to Brinton Park and two (Foley Park Primary School and Sutton Park Primary School) are within walking distance.

The project team has been working closely with Bewdley Museum who are currently running a successful education programme aimed at primary school children and bespoke groups needing an Educational input. The education sessions have been designed by the Education Development Officer based at the Museum and delivered by qualified teachers dressed in period costume, Volunteers and the Museum Assistants. Altogether the team has 3 permanent staff and 3 more which they work with on a casual basis. The museum currently engages 60 schools a year through educational visits. Charges for educational visits are £12.25 with the Severn Valley Railway £7.00/£7.50 for a full day and £4.50 for a half day with a class of minimum 30.

The museum has offered to extend their education programme to run sessions from Brinton Park and has developed a draft education programme for the park in conjunction with a local volunteer who is a Wildlife Conservation Educator and the programme has been shared with the schools cited above. The programme will focus on local history, heritage and environmental elements. The local history programme will be led by the Education Officer at Bewdley Museum and the environmental programme will be delivered by an external provider who will be recruited through a competitive tender process during the early delivery phase of the project. The sessions offered during the project would be 1/2 day sessions charged at £5.00 per child.

The museum staff highlighted that there is a need for facilities on site including storage, drop off coach parking and classroom facilities. A whiteboard, laptop and Wi-Fi would also give more scope to possible sessions. The museum felt it would be excellent for the project to cater for the schools local to the project namely Foley Road and Sutton Park Primary which are within walking distance of the park.

As well as education there are other elements that the project could work with or learn from the museum on including the success of their café concession and potential for summer and weekend activities to be run across both sites (£4.00 per child). They also offer Scout visits (Heritage Badge), guided walks, Fit Steps, two types of Yoga beginners and improvers, Crochet and Dance over 50s.

6.9 Summary SWOT Analysis

An outline market orientated SWOT analysis can be seen in the table below and overleaf.

| Strengths | Weaknesses |
|--|---|
| <ul style="list-style-type: none">• Attractive green environment in an urban area• Large residential population with 57,697 registered residents living within Kidderminster Town• Current visitor numbers to park are 344,324• Good heritage and ecological value• Civic and local community pride in the park• A free facility• On site staff presence (EJF and WFDC staff in the summer monitoring the waterplay) | <ul style="list-style-type: none">• Current lack of heritage features and identity• Minimal signage and too much highway signage at key entrances• Low wider awareness of the park• Current events and activities offer is limited• Location and access - poor pedestrian links and lack of highways signage directing visitors to car park• No current catering provision |

| | |
|---|---|
| <ul style="list-style-type: none"> • Strong partnerships with key stakeholders • Currently holds a Green Flag Award • Park and buildings are generally in a good condition • Recent boosted marketing activity • High local awareness of the park • Good and quality amenities / activities for children | <ul style="list-style-type: none"> • Limited resources means a lack of staff capacity to animate the site • Currently poor car parking • No formal volunteer group |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Investment and new facilities • Enhanced visitor offer will increase dwell time • Refreshment facility will increase income and the offer • Improvements to access and car parking will make getting to the park safer and will allow for charging for car parking, increasing income • Promote the site as part of a wider network of green spaces and linked to the Heritage Town Trail • Development of a comprehensive programme of events and activities to engage new audiences • Opportunities for sponsorship and corporate volunteering with local businesses • Consultation has identified a number of interested potential volunteers - new park user group to be developed plus training • Community Engagement Officers will enhance offer and support partners and volunteers • Improved signage to the park will increase awareness of the park • Improved interpretation and learning offer | <p>Threats</p> <ul style="list-style-type: none"> • Future WFDC budget cuts • The restoration project must achieve a significant impact to raise quality and provide a range of attractive visitor facilities • The quality of catering must be sufficient to increase dwell time and encourage spend • Relatively high levels of deprivation across the town may impact the opportunities for income generation • Limited staff resources • Vandalism and anti-social behaviour • Perception of poor location for potential businesses |

6.10 Marketing & Promotion

Brinton Park is currently listed on the Wyre Forest District Council's website under the heading 'Things to see Do and Visit', 'Parks and Green Spaces'. The content is basic, citing the size of the park, location and the facilities, plus a gallery of images. The park also has its own website <http://www.brintonpark.com/> The page currently has the following pages; mission, history, gallery, map, partners and contact. WFDC has both Facebook and Twitter corporate accounts.

Communication thus far has therefore been via the websites, press articles, a range of WFDC newsletters ("Things to do, see and visit", "Wyre Forest News", "Wyred In" and "NWedR"), Facebook and Twitter and posters and flyers on site and in local venues.

Brinton Park is listed on Tripadvisor and is ranked 14 of 46 things to do in Kidderminster and a 4.5/5 star attraction. Brinton Park currently has a number of reviews on Tripadvisor rating the park between excellent and average. Attractions listed above Brinton Park include: Severn Valley Railway, Museum of Carpet, Hartlebury Castle, Hartlebury Castle, Kidderminster Railway Museum and Stone House Cottage Gardens.

There is the opportunity to greater promote the project, create enhanced awareness of the aims of the project and to encourage greater participation. A Communications Plan has been developed for the Brinton Park Parks for People project that defines future methods of communication covering site based communication, print, press, newsletters, websites and social media. The plan also details planned outcomes against each of the proposed methods. A coordinated programme of awareness raising activities and consultation, which makes effective use of the Council's communication media (and that of partner or associated organisations) is now being implemented.

It is essential that this Communications Plan is continued to be followed and further developed throughout the project to ensure continued development of the dedicated Brinton Park website and improved marketing.

Additionally, the Brinton Park website should allow for back end systems for room and event bookings and customer communication.

7 Financial Appraisal

Detailed financial projections, covering both income and expenditure, in the form of a trading profile for a 10 year period linked to the management and maintenance plan, have been developed for this business plan.

The plan sets out the main direct income generating opportunities for Brinton Park which will be derived from:

- Existing partner leases (EJF and Scouts)
- Catering (café lease)
- Community Pavilion - room hire for meetings, parties, exhibitions and related activities
- Ice cream concession/kiosk
- External concessions in landscape e.g. circus, fairground, fitness instructors
- Public events - both outdoor and indoor making use of the SOR pavilion
- Outdoor education provision
- Fundraising and sponsorship opportunities

All suggested fees and charges have been baselined and cross referenced against local competition.

In addition, a range of community and other initiatives within the Activity Plan will drive visitors to the site which will strengthen opportunities for secondary spend.

The level of income generation will be based on the partnership approach. This model establishes baseline rental arrangements or other performance related structures. This has a number of advantages, not least that it guarantees the annual income and means that the partners absorb a significant proportion of operational costs. It also means that operators with specialist knowledge, experience and potentially activities across multiple sites are able to bring efficiencies and economies of scale to their respective areas of operation.

We propose the trading model shown in Appendix A which represents a 'snapshot' of an established year (Year 7). This shows an income of £39,337 in Year 7 (established year post-NLHF funding) and a

net operating balance of -£106,696, an improved net cost position of £42,421 when compared with the baseline costs in Year 0 of -£149,117. A full ten year profile is also shown in Appendix A.

This model relates to the operational period for the enhanced offer at Brinton Park and sets out realistic opportunities to help sustain and develop facilities, activities and events and the enhanced maintenance requirements. It is also important that the project partners continue to identify and explore all external public funding possibilities notwithstanding the current pressures on the public purse.

The financial appraisal will demonstrate that this project is financially viable through; capital income and expenditure analysis, revenue income and expenditure analysis, inflation and sensitivity analysis.

7.1 Income

The current visitor offer is good however, currently with the exception to the existing leases (peppercorn rents) and ice cream, circus and fun fair concessions the site does not generate any further income. There are a number of commercial opportunities that Brinton Park presents and this section conveys new ideas that will improve the offer for visitors and enhance income generation.

The trading profile shows that the difference in income generated will be increased through the implementation of the Business Plan as the figures show that with inflation in year 0 WFDC is generating £3,301 and post NLHF project delivery the Council could be generating £42,175 in year 7 and £48,423 in year 10.

7.1.1 Existing partner leases

WFDC hold a Statement of Joint Working with EJJ (Spokes CIC), The 21st Wyre Forest (Brinton Park) Scouts and the Pickup Artists.

The statement of joint working states that the Council has permitted the Partners to occupy areas within Brinton Park for reasons connected to the enhancement of the Park and to the additional community value and education purposes offered by the Partners. The aim of the statement is to ensure that the shared aims and objectives of the Partners will be aided and enhanced through cooperation. In summary the shared aims and objectives are for the Park to be used as an education, training and recreational venue; and for the presentation of the Park to benefit from the input of the

Partners in providing experiences to their participants. The statement does not create a legal relationship between the Partners but is a statement of intentions and will help maintain a positive working relationship between the Partners. It is reviewed on an annual basis.

Under the statement The Council consents to each Partner carrying out the following works in the park under the supervision and / or approval of its Parks Landscape Officer:

- Litter picking
- Weeding
- Tidying
- Consultation
- Painting
- Edging
- Raking Leaves
- Removal of Graffiti
- Maintenance of information boards
- Sweeping
- Pruning, digging and planting in agreed areas

Additionally, the partners are committed to promoting projects within the park, attend meetings and ensure the health and safety of their users.

Current lease agreements are as follows:

EJF (Spokes CIC) lease the premises known as the old greenhouse site at Brinton Park for £1.00 per annum. They have use of the premises for the purposes of horticulture and woodwork projects in association with the work of The Emily Jordan Foundation. The lease covers a 5 year term and is dated 31 March 2017. Under the lease EJF are responsible for costs and outgoings associated with the area.

The 21st Wyre Forest (Brinton Park) Scouts (21st WF) currently lease the Sons of Rest pavilion and a revised 15 year lease to 2035 is currently being drafted by WFDC's legal team. New Heads of Terms and the lease state that the rent will commence at £300 per annum and shall not exceed £600 on the first review date (5th anniversary) and not exceed £800 on the second review date (10th anniversary

2030). The lease is a full repairing lease. The lease agreement states that the Group has use of the property as a Scout Hut, for the Old Pals and for community uses.

Additionally, the 21st WF Scout Group also lease a garage in the depot area (set to be demolished under the project proposals and replaced by a storage container). This lease is dated 20 March 2014 and under the lease the group keep the interior in good condition. Rent is £100 per annum plus VAT.

The details of these lease agreements are being reviewed to reflect the project improvements and business planning proposals and the need to ensure that the Community Pavilion is used for community purposes and that the key outputs of the project which include delivering a range of activities with people and communities focused on heritage and learning will be held both in the park and in the Sons of Rest building (Community Pavilion).

It is anticipated that there will be minimal change to the EJF (Spokes CIC) lease but that the lease for the Community Pavilion (Sons of Rest building) will be altered and a revised lease issued as presented in section 7.1.3.

7.1.2 Catering – café

Previous consultations carried out prior to the development phase consultation undertaken in 2019 with the local community, partners and management showed that some form of refreshment service is highly desirable (refer to the Consultation Plan for further details). The results of the 2019 visitor survey which had 508 respondents also showed that there are high levels of interest in having refreshments at Brinton Park as 96% of respondents stated they would like some form of refreshment provision with most of them stating they would visit this type of facility on a weekly basis.

A new cafe is to be provided in the park and the preferred location is on the location of the current toilet block adjacent to the senses garden that overlooks the new ornamental pool. The current café designs show that the number of internal covers will be 27 and will accommodate 46 external covers. The café will also have an external servery hatch that will offer catering in the peak summer months for waterplay users, families and dog walkers.

A cafe will represent one of the main income streams for the Park as it will become one of the main focal points for the park and a base for the new toilet provision.

During the development phase of the project an Options Appraisal for the Cafe was produced. it explored potential locations for the cafe (linked to the Conservation Management Plan, Design Team and outcomes of consultation and research), the type and size of catering offer / building, the potential management structure (presented below) and the design options.

Management Structure - Delivery Options that were considered:

1. Tender the service out to a commercial operator

Contract let to a private operator for the refreshment facility following a robust tendering procedure. The rental fee could be in the form of a flat rent or a profit share based upon turnover. This will reduce the risk to the Council whilst providing a high quality service. This option will be investigated early during the early delivery phase.

2. The Council partners one of their existing commercial partners

Potential partners include; Places For People (Registered Social Landlord and our current leisure centre provider), Midshires Catering or Stourport Sports Club, all of whom have a capacity to branch out. This option will be investigated early during the early delivery phase.

3. The Council operates the cafe

As the Council does not operate any refreshment facilities or even our in house cafe at the Council HQ this is an unlikely option.

The agreed option for management of the café and that is included in this plan is for it to be managed externally through a catering tenancy. This will be achieved through a competitive tender process with commercial operators conducted at an early stage in the project so that the caterer can influence the kitchen design and equipment and so that the highest quality operator can be attracted to the site.

Catering tenancies are becoming more popular but rental levels will be dependent on the terms of any agreement and the confidence in the likely levels of footfall across the site. Most cafes, catering facilities and mobile units are now let out on a concession basis and providing the caterer is judged reputable and honest, the concession is usually a percentage of sales. Subject to what recharges are

incurred by the caterer, the term of the contract and the amount of the caterer's capital contribution, a turnover of £200,000 might attract a concession of 10% of sales to the Council. A sales-based concession contract links and rewards the success of the venture to both landlord and caterer.

A lease is also a good option as it ensures guaranteed levels of annual income. Consideration should be given to a 3 year lease, and an annual review is advised, as catering is a fast-changing industry and it is rare for consistently high standards to be obtained unless a caterer funds the build in which case they will look for a minimum 10 year lease. In the event of poor performance, breach of any terms of the licence or by mutual agreement the licence should not be renewed.

Forms of Agreement

A rental fee will need to be agreed prior to tendering and as outlined above this could be in the form of a flat rent or a profit share based upon turnover. The rent should be reviewed at the end of the third year.

On selection of a successful tenderer a formal contract will need to be set up with the commercial business provider setting out key performance indicators and open book keeping. A lease setting out terms and conditions and granting permission to operate from a council facility such as a café would also need to be drawn up. The form of a non-repairing fixed contract should be considered as it provides a level of income certainty, but it is important to highlight that the option of a lower fixed fee contract with a proportionate share of profits should also be considered as this could be of benefit to both parties.

Minimum Requirements

Whilst it is important to ensure flexibility around the catering offer at Brinton Park, the minimum requirements that should be set are as follows:

- Offer minimum specified opening and closing times for customers (it is assumed that the cafe will be open year round with reduced hours during off peak periods i.e. winter);
- Provide excellent customer service and serve high quality, affordable food;
- Ensure compliance with health and safety and hygiene rules and regulations;

- Ensure staff are well trained and presentable;
- Keep internal and external areas clear of litter and well maintained.

The café would need to be appropriately managed and staffed in order to ensure the customer the best level of service in order to sustain repeat business as it is likely that the majority of customers would be repeat visitors.

Letting of a contract to a private operator with a proven track record in the catering business should ensure a high quality offer is provided whilst also generating the maximum income that can contribute to the long term sustainability of the park. There is no doubt that the best cafes are operated by caterers with real passion, focused on quality and a strong management presence.

| Catering Income Forecasts | | | | |
|---|--|------------------|---|--|
| Annual Visitors | | 250,000 | 344,324 (figure extracted from the March& July 2019 Visitor Observation Study) | 400,000 (annual visitor numbers forecast by July 2025) |
| Number of internal covers (proposed) | | 27 | 27 | 27 |
| Number of external covers (proposed) | | 46 | 46 | 46 |
| Café - conversion rate of 12% & average £2.75 spend per head (ex VAT) | | 30,000 customers | 41,318 customers | 48,000 customers |
| Sales | | £82,500 | £113,625 | £132,000 |
| Rent based on 10% of sales | | £8,250 | £11,363 | £13,200 |

It has been agreed that the cafe will be outsourced and leased to a third party and suggested rent and therefore indicative income is presented in the table above, starting at £11,363 and increasing to £13,200 at the end of the 5 year project period when visitor figures reach a target of 400,000.

It is assumed that the operator does not have to pay for fit out and pays full rent once opened across years 4 to 10. Management should allow for an annual review of the lease with an additional open

book percentage of turnover deal to allow for room for growth when the park attracts more visitors and increased income through event catering.

It should be noted that the public toilets within the café area will be accessible from the park therefore it is intended that the Council will manage these facilities as they do currently, not the café leasee.

For financial forecasting and based on local competing provision of café operations the following assumptions could be made:

- Average spend of £2.75 per customer (ex VAT)
- The café is located near the attractions to maximise footfall projecting maximum sales
- 12% take up of visitors use the facility
- The park is well sign posted and marketed from the Town Centre
- The café is appealing and has indoor and outdoor seating with heating and shelter
- The café accepts contactless payments
- The café has an external serving hatch to cater for those using the water play facility.

7.1.3 Sons of Rest External Bookings (Room hire)

The main and current users of the Sons of Rest pavilion (SOR) are the 21st Wyre Forest (Brinton Park) Scout Group who meet on Monday's 5.30-7.45pm, Tuesday's 6.30-8.00pm and Wednesday's 5.30-8.30pm. The Old Pals group (around 9 members) also have use of the SOR Monday's and Wednesday's between 2-4pm.

Kidderminster Horticultural Society book the room once per month and the room is hired at £15 per hour. Previous bookings included Slimming World and a Mom's and Tot's group.

The existing main hall space is 54 sqm and the proposed main hall space on completion of the project will be 105.8 sqm with new stores in order to enhance the functionality of what will be the new

Community Pavilion. Use of 'the conference people' room capacity convertor shows that the new space will accommodate:

- Banquet style (60" round tables): max 87 people
- Conference style: max 37 people
- Classroom style: 30" wide desks: max 66 people
- Theatre style: max 126 people
- Reception style (mainly standing): max 126 people

The expansion of the Sons of Rest pavilion will cater for improved use of the facility by the Scouts and the Old Pals and will provide an indoor space that will be suitable for the following community uses:

- Meetings / conferences
- School / education groups
- Film showing / small performances
- Exhibitions
- Children's parties
- Adult/family parties
- Wakes
- Fitness classes e.g. yoga / tai chi
- Indoor classes/group sessions e.g. arts and crafts, workshops, over 50s socials, moms and tots groups, social reading etc
- Lunch clubs
- Employability courses
- Training sessions

Consultation already suggests that there are a number of groups who are interested in using the pavilion and these include; the Women's Institute, the Salvation Army, 10:32 Children's Centre, Orchard St Day care Centre, The Reach Bewdley, Age Concern and NCT charity for Bumps, Babes and Beyond group plus the existing partners including EJJF.

If the meeting room was available between 10.00am and 8.00pm every day, minus the Scouts and Old Pals use the room (Monday's 2-9pm, Tuesday 6-9pm and Wednesday 2-9pm, a total of 17 hours). The SOR pavilion has the potential to be occupied for 53 hours per week (not including current occupancy).

If the room was occupied by the local community 30% of this time (given weekends are most likely to be popular and booked for a likely 12 hours across the two days) this would equate to 16 hours of bookings at a suggested hireable rate of £20 per hour weekly income would be £320. If the building was used 48 weeks per year the annual income would be £15,360.

In addition to room hire and private parties the Community Pavilion could be used for a range of indoor events that could be both free and chargeable. Examples of such events include; craft fairs, antique fairs, exhibitions, workshops e.g. photography, art, crafts, talks and lectures, Christmas wreath and table decoration workshops, Easter and Halloween events and board game / quiz evenings. Income that could be generated from a charged entrance fee or stall holders have not been included in the costs.

In order for room bookings to be a success and for the facility to achieve the most occupancy, a page will need to be set up on the Brinton Park website that enables online bookings of the room and this would need to be regularly monitored by both the Scouts (who will retain a revised lease for the pavilion) and the Community Engagement Officers in line with the revised Head of Terms for the pavilion lease, the SLA and the project's Monitoring and Evaluation Framework. A Paypal account linked to booking will also be set up by the Scouts so that no cash is exchanged at the park. It should be noted that school bookings and activity plan delivery by the two Community Engagement Officers will limit hire of the Community Pavilion as will indoor events in the multi-purpose hall therefore it will be essential that a booking system is set up for room hire. In addition, conference room equipment plus furniture and storage facilities will need to be provided.

It has been agreed that the scouts will lead on and manage bookings for the Community Pavilion and use income generated to pay for the operating costs.

The revised Heads of Terms state that subject to a successful NL Heritage Fund project:

- The scouts must actively market the property for community use for 53 hours a week (this is outside the scouts and Old pals allocated hours). This can be achieved by social media, website, posters and notices in the park.
- The scouts to use reasonable endeavours to obtain at least 16 hours a week of community bookings. The available hours will be weekday, evenings and weekends outside of the scout and Old Pals allocated hours.
- The scouts will set the letting fees to be competitive with other venues and in accordance with their operating costs to ensure all maintenance and repairs are funded as well as utilities and cleaning are affordable etc. The scouts have authority to negotiate the letting fee e.g. late bookings, commercial events and block bookings.
- The scouts will review the letting fee annually to ensure that it is in line with market rates. The scouts will operate a booking system which is available for the public to check availability of the pavilion and make payments online if required.
- Should the scouts have difficulties in letting out the pavilion for community use the council will work with the scouts to try to increase the number of bookings.
- The council will use the pavilion for the delivery of the Heritage Fund Activity Plan.
- A Service Level Agreement (SLA) will be agreed between the scouts and WFDC to detail how the pavilion will be managed on a day to day basis.

It also states that subject to a successful NL Heritage Fund project the scouts will agree to pay turnover rent. WFDC requires 50% of the net profit (open book basis) of the scouts lettings on top the base rent. This income to the council will be used by the Friends of Brinton Park to run events and activities.

The associated expenditure of cleaning, opening and locking the building and utility bills including wifi (WFDC are installing this prior to the delivery phase) has been considered during the business planning process in conjunction with the Scouts who are the current leasee.

In order for the Community Pavilion to be a success it will need to be marketed appropriately so that people are aware that they can hire the space and attend activities being run in it.

It has been agreed that a bookings calendar will be hosted on the Brinton Park website so that people can see when the Community Pavilion is in use. People interested in booking the space will call the Scouts Secretary to book the room. The Community Engagement Officers will insert bookings on the Brinton Park website following notification from the Scouts and could help with open/close if required. Volunteers could also assist with this process. Conditions will include that all hirers clean the room following use and take litter with them.

It is proposed that 50% of the end of year profit from bookings from the Community Pavilion will be reinvested into park wide events and activities and volunteering support and this income has been included in the trading profile of the Business Plan.

- Forecast Income (based on 20% occupancy): £15,360
- Forecast Scout Expenditure on Community Pavilion as presented in Section 7.2: £9,250
- Annual Rent: £300
- Profit: £5,810
- 50% Annual contribution to the park (based on 30% occupancy): £2,905

7.1.4 Ice Cream Concession / Kiosk

There is currently an ice cream concession for the park who has a contract for attending events in the Park, being present on busy summer days as they see fit and depending on the weather. The licence will run between 6 April 2019 and 29 September 2019 and then from 4 April 2020 until 27 September 2020.

Until the opportunity has been tendered it is currently unknown what the income will be for these periods.

Baselining ice cream concession income against that known for other local authorities for parks of a similar size and visitor offering shows that ice cream alone can bring in between £5,000 and £15,000

per annum depending on levels of exclusivity with regard to the sale of ice cream. There is also the opportunity of converting one of the former toilet blocks into a seasonal ice cream kiosk. Provisional income that could potentially be generated for such are shown in the table below.

| Catering Concession (Ice Cream Vendor) Income Forecasts | | | | |
|---|--|------------------|------------------|------------------|
| Annual Visitors | | 250,000 | 344,324 | 400,000 |
| Concession (seasonal) - conversion rate of 20% based on 60% of visitors as seasonal & average £1.50 spend per head (ex VAT) | | 30,000 customers | 41,318 customers | 48,000 customers |
| Sales | | £45,000 | £61,977 | £72,000 |
| Rent based on 10% of sales | | £4,500 | £6,198 | £7,200 |

Income forecast on the trading profile shows growth from the current very low rent of £1,600 to £6,800 over the 10 year period only as a precautionary measure as the cafe will also be selling such refreshments, however income could be as high as shown in the table above.

7.1.5 Park Wide Concessions (Circus, fair, inflatable's, fitness instructors)

There is capacity for the Council to tender for a variety of park wide concessions enabling activities during the peak periods (Easter - October) which will ultimately generate income.

Examples of concessions that could work in Brinton Park include:

- An annual inflatable (income of £100 per week operating for 3 months, generating £1,200 annually)
- An annual circus (income of £300 per day operating for 5 days, generating £1,500 annually)
- An annual summer fair for small children (income of £600 per week operating for 1 month, generating £2,400 annually)
- Weekly bootcamps / fitness instructors (income of £20 per session – 4 x 12 week programme will generate an annual income of £960). It has been suggested there is the potential to link with the Silverwood's Leisure Centre to deliver outdoor fitness classes at Brinton Park.

The above proposed charges have been benchmarked against other local authority charges in the West Midlands region. If all of the concessions were run on an annual basis the total potential income equates to £6,060 per annum in year 4 (first full year of operation post-restoration).

7.1.6 Events (Indoor and Outdoor)

The Park has a history of events and currently an annual programme of events are hosted by WFDC and independent hirers.

The current events programme at Brinton Park sees an annual Easter egg hunt, an outdoor cinema event and the summer bands programme. Events at the park are popular and attract relatively large audiences to the park.

Recent results of the interim visitor survey analysis show that the types of events that local people would like to see more of include:

| | |
|-------------------------|-----|
| Music | 78% |
| History | 43% |
| Community events | 60% |
| Health & Fitness | 38% |
| Children & Young People | 64% |
| Arts & Crafts | 46% |
| Community Gardening | 21% |
| Nature | 57% |

Following restoration, the park has potential to host both outdoor events and indoor events (in the Community Pavilion). Whilst the activity plan will explore the community events that will be managed by the Community Engagement Officers, the business plan will explore the commercial opportunities of events.

Outdoor events could either be hosted by the Council or the park leased to a third party operator through an events booking process. External events could include a summer fayre, a horticultural show and fair, woodland craft days/country fair, wildlife walks / events, dog training / agility, orienteering, outdoor cinema, forest schools, fitness / leisure events, music events and outdoor theatre.

There are a range of small indoor events that could be hosted in the Sons of Rest pavilion such as exercise classes e.g. Yoga, family friendly and adult workshops, art exhibitions, talks and lectures, Christmas wreath and table decoration workshops, Easter and Halloween events and board game / quiz evenings.

WFDC Booking Process and Fees and Charges

An outline of the current WFDC fees and charges and booking processes for events is outlined below. Fees are dependent on a variety of factors and are reviewed on an event by event basis.

When an initial enquiry is received, event organisers are sent an application form, conditions of hire, flyposting policy and event and health safety templates to complete. It is at this point that hirers are advised that the fees and charges will be assessed individually when application is received and the breakdown of fees will then be provided and a provisional booking made.

The booking is placed in the parks booking calendar marked provisional until paperwork and fees have been received and the event approved. The minimum requirement for each event is an application form, signed conditions of hire, proof of public liability insurance and a detailed risk assessment as well as the fee.

Friends groups are the only applications where a booking fee and deposit is not required but all bookings MUST pay an event safety fee (£45+ VAT).

Once fee is received, a PO is raised for Dragon Leisure and this is sent across along with application form, public liability insurance and risk assessment for the event safety check to take place (must have 3 days notice).

General fees are as follows:

- Charity (must be registered) fees range from £50 -£250 with the deposits being the same range depending on size of event, attractions and venue.
- Commercial fees range from £250 - £650 with refundable deposits between £500 - £2000 depending on size of event, attractions and venue.

Depending on information received on application, other information might be required i.e. registration documents for bouncy castles and fair rides, a temporary events notice or a premises licence for alcohol and music.

Once everything has been received and payments made, parks booking can then be confirmed and added to the weekend rota for any action required.

Benchmarking with other local authorities across the West Midlands show suggested scaled event charges for use of the park as follows:

| Size of Event | WFDC Charges | Recommended charge per day |
|----------------------------------|--------------|----------------------------|
| Small community / charity event | £50 - £250 | £200 |
| Medium community / charity event | £50 - £250 | £500 |
| Small commercial event | £250 - £650 | £500 |
| Medium commercial event | £250 - £650 | £1,000 |

The provision of both community and commercial events across the landscape will increase visitor numbers, attract a wider range of audiences and will increase awareness of the site.

If we assume that there will be 8 externally events over a 12 month period a varying sizes then we can forecast annual income at £6,400 (based on the recommended charges), broken down as follows:

- Small community / charity event – 2 events: £400
- Medium community / charity event – 2 events: £1,000
- Small commercial event - 2 events: £1,000
- Medium commercial event - 2 events spanning 2 days: £4,000

7.1.7 School bookings and forest schools

School bookings

As described in section 6.8.6 the Bewdley Museum team and a local conservation volunteer have worked with the project management team to develop a suitable outdoor education programme for Brinton Park and have consulted with schools on the draft programme. The programme will be further developed and finalised in the early delivery phase and Bewdley Museum and an external environmental educator will be appointed, the latter will be tendered. There is also potential to link with the Carpet Museum in Kidderminster to offer a further varied programme of activity.

The education pack will need to include details of how to get to site and relevant health and safety information as well as the topics for activity. It is proposed that the education pack will be promoted by the Museum Team and Community Engagement Officers with details available on both the Brinton Park and Museum's website.

It is proposed that in order to further engage with schools and develop interest in the park, that a number of free taster sessions will be run in the park up to October 2022.

Outdoor education sessions delivered by the Museum Team and Community Engagement Officers will then be charged at £5.00 per pupil for a half day session from October 2022 (on completion of the capital works then we will have 2 years and 10 months of charging for sessions), assuming a Grant Expiry Date of July 2025. Sessions would run from 10am–12pm and / or 12.30pm–2.30pm and it is forecast that 15 sessions will be delivered in the park per annum.

Based on the above assumptions, income would therefore be £5.00 x 30 pupils x 42 sessions across 2 years 10 months = £6,300 total income as shown in the trading profile.

In order to ensure long term sustainability of education provision at Brinton Park, it is proposed that the delivery of such sessions will continue beyond the 5 year activity plan delivery, and that the income will be retained by the Bewdley Museum (covering their staff costs) therefore the income is not shown in the trading profile beyond August 2025.

Forest Schools / Summer & Weekend Activities

There is potential for the appointed Community Engagement Officers to host forest school sessions at the park on evenings and / or at weekends similar to those run at Mary Stevens Park and the Bewdley Museum. At Mary Stevens Park forest schools run on Saturday mornings throughout July with each session lasting 1.5 hours. The charges are £3 per child and around 20 children with their parents / carers attend. Charges are £4 at the Bewdley Museum.

Such sessions could also be delivered by external providers as is the case at Forty Hall (Twiggles Explorers). At Forty Hall charges are £37.50 for 5 sessions which equates to £7.50 per session.

At Brinton Park charges of £4 per child could be introduced and 2 sessions per month for 9 months could be run. It has been assumed that these would run with 14 children per session generating an annual income of £1,008.

7.1.8 Sponsorship Opportunities & Fundraising

This project poses an ideal opportunity to generate income through taking advantage of sponsorship opportunities as a consequence a Fundraising Strategy has been developed.

The production of a masterplan for the park presents an opportunity to embrace new ways of raising income through crowd funding and corporate sponsorship. With regard to corporate sponsorship there is potential to form partnerships with local businesses to support corporate volunteering, events and advertise services on site.

During the development phase of the project an article was published in North Worcestershire Economic Development and Regeneration (NWEDR) newsletter, which is emailed to more than 850 business leaders across North Worcestershire every month. A request was made for local businesses to consider sponsorship for the project.

<https://content.govdelivery.com/accounts/UKWYREFORESTDC/bulletins/262d537>

Additionally, contact has been made with Julian Brinton and his mother Angela Brinton (a trustee on the Worcestershire Community Foundation and on the Queens Voluntary Award panel. She is also Deputy Lord Lieutenant) to explore opportunities to host business breakfast meetings and explore other external funding opportunities to further support the project.

There are other potential sources of funding from community fundraising, memorial tree/shrub and bench donations, fundraising events e.g. bric a brac sales / auctions, coffee and cake mornings, plant and book sales and sponsored walks / fun runs.

The initial plan is to raise £16,000 during the delivery phase of the project through public donations for 10 memorial benches (half the allocation across the park) and therefore this figure has been included in the trading profile. Over and above this figure, a nominal sum of £2,000 per year has also been inputted which the volunteer group and partners could also help to fund.

Further details of the above plus external funding opportunities are explored in the Fundraising Strategy. A plan will be developed by the WFDC Communications Team and implemented following the submission of the Round 2 application and will continue throughout the delivery phase of the project.

7.1.9 Horticultural / Garden Centre

It is proposed that the area adjacent to the senses garden within the horticultural centre that is managed by EJJ will be opened up for public access from the park. From this point plants will be sold to park visitors acting as a low key garden centre. No income projections have been carried out for this income stream as it has been assumed that all income generated from plant sales will be retained by EJJ.

7.1.10 Possible Future Sources of Income

A range of other possible future sources of income were explored during the development phase of the project that if implanted in the future (beyond the 5 year project period or beyond the 10 year business plan period) could further help to sustain and maintain the park in the future.

7.2 Expenditure

Direct Costs

Expenditure as shown in the 10 year trading profile allows for current staffing provision to remain the same as present levels (site maintained by a mobile team). Salaries have been increased in line with inflation as advised by WFDC HR.

Annual staffing, grounds and tree maintenance costs increase from a baseline of £99,093 in year 1 (excluding new NLHF funded posts) to £120,507 (inc inflation) in year 10.

During the project, new staff will be recruited as follows (these costs are greyed out across the five year project funding period as they are covered in the activity plan):

1. Community Engagement Officers – 2 posts, 1 x 21 hours and 1 x 16 hours at a total cost of £124,531, appointed between January 2021 and July 2025.

Costs have been worked through with WFDC HR and the assumptions are listed below:

1. That the 21 hour post will be at Band F (supervisor) and the 16 hour one at Band E.
2. That both members of staff join the pension scheme.
3. A pay inflation increase of 3% beyond 2020/21 and this is what WFDC HR have been told to include in the pay estimates (but the pay estimates only go as far as 2023/2024).
4. Used current National Insurance thresholds and the current 13.8% employers' rate.

2. A horticultural apprenticeship (from April 2021 for 2 years during the project at £14,000 per annum) will be provided and these will be partly funded through apprenticeship levy. Costs have been included in activity plan budget therefore do not appear as a separate line in the trading profile but are incorporated into the new staff costs line in the activities cost. Whilst at Brinton Park the apprentice will be managed by Adrian at TWIGs and line managed by Alan Breen and if on other sites then they will be supervised by the Parks Maintenance Team.

Operational Costs

Operational costs for the site cover premises costs, utility and running costs, transport costs and supplies and services costs.

Premises costs have remained the same as with the exception to the volunteer base the remainder of the buildings will be managed via lease agreements and these costs will be met by the leaseholders. The former toilet block will be replaced by a new toilet block retaining current levels of provision. Supplies and services also remain as current with exception of inflation.

Utility costs have been increased taking the volunteer base into account. Cleansing and waste disposal costs have been increased as there will be increased visitors on site and cleansing costs have been increased as there will be more hard surfaces across the park and more park infrastructure.

Annual costs therefore increase from a baseline of £61,547 in year 1 to £78,288 (inc inflation) in year 10.

Cafe and the Community Pavilion

Although not included in the trading profile as they will be managed externally from WFDC the M&E running costs for the Cafe and the Community Pavilion have been forecast and are presented below:

Assumed allowances/parameters

- Café opening hours – 7-days per week, 6-hours per day average (2100 hours per annum)
- Community Pavilion operational hours – 33 hours per week across 48 weeks (1584 hours per annum occupied)
- Electricity rates (£0.12/kWh and £0.25/day standing charge)
- Gas rates - £0.055/kWh and £0.25/day standing charge)
- Water – Based on an allowance for a similar sized café where we obtained a water bill for.
- Telecoms – General allowance of £45/month
- All costs exclude VAT
- Excludes inflation, PAT testing and breakdowns after defects period)

Café

- Electricity (based on sketches, with heat pump for heating) - £4,800/year
- Water - £1,080/year
- Electrical periodic (inspection every 5 years – equivalent annual) - £100/year
- Heat pump (annual inspection and filters) - £450/year
- Fire Alarm (6 monthly inspection) - £650/year
- Intruder Alarm annual inspection - £90/year
- Telecoms (based on £45/month general allowance) - £540/year

Total - £7710/annum

Community Pavilion

Current expenditure is £3,630 per annum (figures supplied by the Scout Group).

Future expenditure is forecast as follows:

- Electricity (based on sketches, heating is gas) - £900/year
- Water - £770/year
- Gas - £1,160/year
- Electrical periodic (inspection every 5 years – equivalent annual) - £100/year
- Gas / boiler inspection (annual) - £400/year
- Fire Safety Check / Alarm (6 monthly inspection) - £650/year
- Intruder Alarm annual inspection - £90/year
- Telecoms & Wifi (based on £45/month incl line rental of £9.75 + VAT) - £540/year
- Cleaning products - £1000/year
- Shutters - £250/year
- Gutters & Windows - £200/year
- Legionella Checks - £240/year
- Insurance - £1500/year
- Council Tax - £450/year

Total - £8250/annum

Note: the above for the Community Pavilion does not include for opening / locking as it is assumed that this will be done in kind by the Scouts, Community Engagement Officers and volunteers and that

regular bookings are made and access arrangements are made. A nominal fee of £1000 has therefore been assigned to this as a contingency. The total running costs for the Community Pavilion would therefore be £9,250 per annum. In addition to the above, as part of the current lease / SLA agreement the Scouts are set to pay an annual rent of £300.

7.3 Core Assumptions & Rationale

Core assumptions include:

- Where applicable all figures in the financial model are net of VAT (currently at 20%).
- The restoration works to buildings and the landscape will be completed in September 2022 and be operational by October 2022.
- The Communications Plan for the park is followed and is further developed with partners input during the delivery phase of the project to ensure appropriate levels of marketing in order to attract more visitors, enhance community and business bookings in the Community Pavilion and generate income.
- The above marketing and promotional strategy will be adopted and early trading periods to ensure a high degree of local awareness.
- The opportunities for booking the Community Pavilion will be widely advertised and the Brinton Park website has online booking procedures that enable ease of use and increased access.
- The Scouts lease and SLA are monitored ensuring appropriate levels of use of the Community Pavilion and that % community use targets are being met by 21st WF Scouts.
- Volunteers and project partners will help with park maintenance, the delivery of activities and helping to staff the Community Pavilion.
- Visitor numbers increase to 400,000 beyond the project.
- Spend per head for the cafe and room hire for the community pavilion is as forecast in the income sections above.
- Café layout enables 27 internal covers and 46 external covers.
- The relationship between the car park, playground, cafe and Community Pavilion is improved.
- All income remains within a Brinton Park budget.

8 Governance, Management & Staffing

8.1 Governance

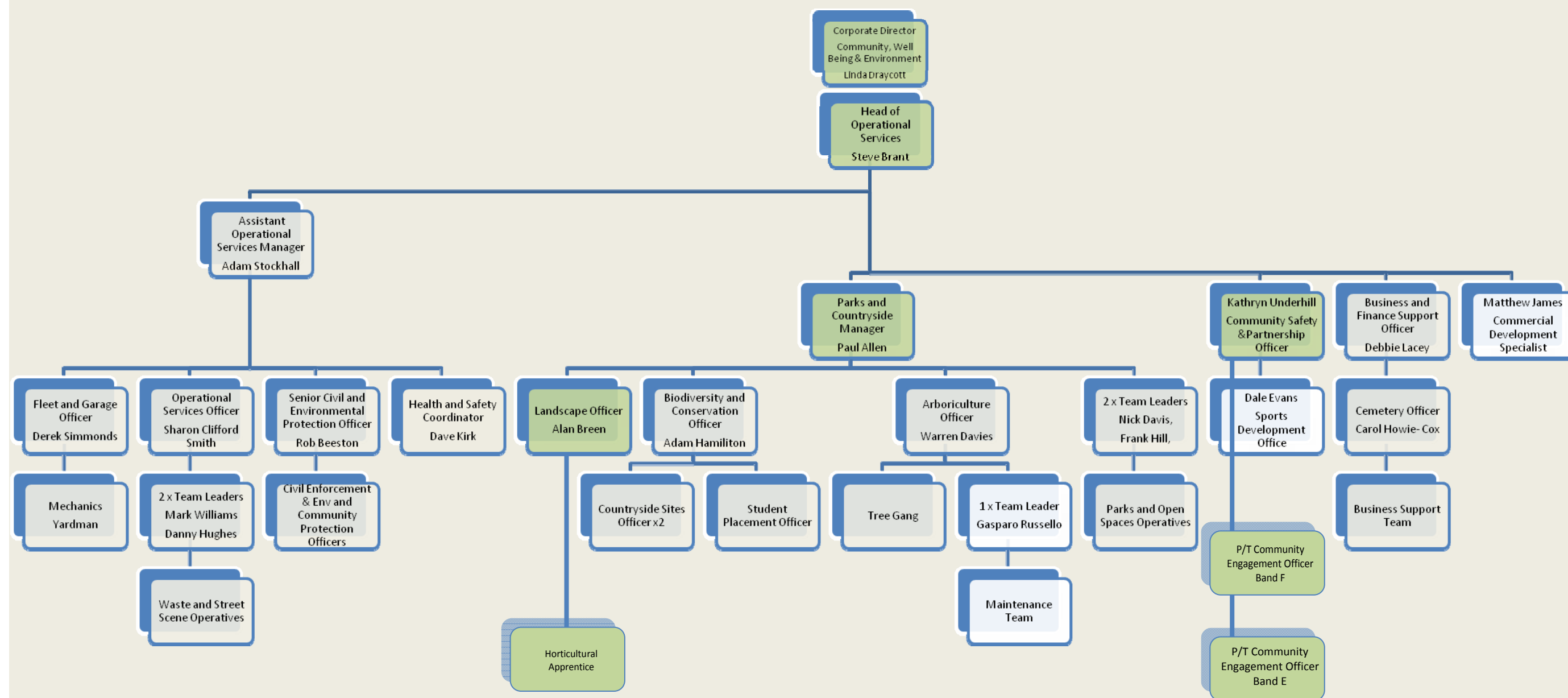
Governance options have been reviewed and a business model for the Park and its facilities has been developed in line with the forecast income streams.

The Council has committed a maintenance allocation of £50,000 over the life of the project as detailed in the Council's high level delivery cost plan. Beyond the 5 year period this figure will be intrinsically linked to additional income generated through the Business Plan. Enhanced maintenance will be managed by a dedicated management team supported by existing staff, partners and existing and new Brinton Park Volunteers, all of whom will be given relevant training during the delivery phase of the project to ensure high quality standard and that the Green Flag Award is retained.

8.2 Project Management

The project is being led by the Community Safety and Partnerships Officer (Kathryn Underhill) who is working with the Parks and Countryside Manager (Paul Allen) and the Parks Landscape Officer (Alan Breen) and as shown in **Figure 4**. These officers will be supported by the wider Operational Services team as well as the WFDC Communications Team, Procurement, Legal, Finance, Property Services and Planning and the appointed external project managers at CFP.

Figure 4 - Operational Services Structure



Kathryn Underhill will be the overall lead on the project and is therefore responsible for:

- Managing consultants and contractors
- Briefing senior officers and directors as required
- Briefing elected Members of WFDC
- Ensuring that the project management team and steering group are well supported and that relevant people attend as required
- Briefing finance, procurement and legal teams as required
- Taking project decisions in close liaison with the Cultural Services Manager and the Cabinet where necessary
- Signing off NLHF progress reports and grant payment requests
- Managing the Community Engagement Officers
- Supporting the development of the Friends / Volunteers of Brinton Park
- Overseeing partnership working and the communications/marketing aspects of the project.

Paul Allen will oversee the development of the project, focuses on designs, maintenance regimes and costs beyond the project lifecycle. Alan Breen will provide support with project management, contractor management and will focus on the park management and maintenance aspects of the project. Alan will line manage the horticultural apprentice at the park with support from Adrian Leonard (Head Gardener TWIGS) .

Project Governance

The Council's decision-making structure and reporting processes will follow lines of communication shown within the organograms (**Figure 1 and Figure 4**).

Two levels of project governance have been set up namely a 'Client Team' (Project Management Team) whom will make the day to day decisions on the project and a wider 'Project Steering Team'.

The project steering group maintain a strategic view of the project and make key decisions, such as any major changes of scope in the project. The group consists of the Director, Cabinet Members, representatives from Kidderminster Town Council, WFDC's Conservation Officer, the client and consultant team and the project partners. The Project Steering Team meet on a quarterly basis.

8.3 Future Management

As part of a successful application the Council will employ two additional members of staff to work in the park from January 2021 to July 2025; part time Community Engagement Officers (CEO's). Their roles will be pivotal in the community development aspects of the delivery phase. They will therefore be responsible the delivery of the Activity Plan, community engagement, developing and training volunteers, promoting events and strengthening partnership working.

The two officers will be managed by the WFDC Community Safety and Partnerships Officer and will be based in the Park's volunteer station, Community Pavilion, and will have office support from the WFDC Depot office only 5 minutes walk from the park.

The two officers will cover shifts across a 37 hour week and will be able to assist with the Community Pavilion bookings when on shift but there will be a requirement for caretaking and room bookings outside of their core hours which the Scout Group will manage.

In addition to the two Community Engagement Officers a Horticultural Apprentice will be appointed for two years, starting in April 2021. The apprentice will be managed by the Landscape Officer. This role will add capacity and sustainability to EJF/Twigs where they currently rely on one qualified horticulture professional, benefit WFDC Parks which has lost horticultural expertise over the years and support the CEO's in their work with volunteers within the park.

Beyond the life of the project it is proposed that staff levels are retained as current and that the site is maintained by mobile staff overseen by the Landscape Officer with an enhanced maintenance budget and increased levels of income generated. Additionally, the park and its events programme will continue to be supported by the WFDC Community Safety and Partnerships Officer, partners and the Brinton Park Volunteers group.

8.4 Partners

As described in Section 7.1.1 WFDC hold a Statement of Joint Working with EJJ (Spokes CIC), The 21st Wyre Forest (Brinton Park) Scouts and the Pickup Artists. The statement of joint working states that the Council has permitted the partners to occupy areas within Brinton Park for reasons connected to the enhancement of the Park and to the additional community value and education purposes offered by the Partners.

The role of partners and volunteers with regard to the delivery of the Activity Plan, Business Plan and Management and Maintenance Plan and will be presented in the next iteration of the Statement of Joint Working. This Statement of Joint Working will subsequently be reviewed annually by WFDC Project Manager and partners and will continue during the delivery phase and beyond.

It is anticipated that during the delivery phase the existing partnerships will be further strengthened and that new partnerships will be formed with local organisations and groups.

With regard to future governance of the two partners who hold leases with WFDC, it is anticipated that there will be minimal change to the EJJ (Spokes CIC) lease but that the lease currently held with the 21st Wyre Forest (Brinton Park) Scout Group for the Community Pavilion (Sons of Rest building) will be reviewed and updated in light of the restoration proposals and any future operational requirements.

Under the project the Community Pavilion will be refurbished and its footprint increased so as to increase public, community and business use of the building and events and activities throughout this business planning process therefore governance, management and staffing options have been reviewed with WFDC and the Scouts with regard to its future operation and a revised lease and SLA agreed..

The revised SLA/lease specifies an annual rent of £300, which will increase to £600 from 2024 and £800 in 2029. Additionally, it states that WFDC requires 50% of the net profit (open book basis) of the scouts lettings of the Community Pavilion on top the base rent and that this income to the Council will be used by the Brinton Park Volunteers to run events and activities. This will also help to sustain the volunteer base at the park for the long term future.

The revised lease with the Scouts also specifies that the scouts must actively market the property for community use for 53 hours a week (a minimum community use of 30% outside the scouts and Old pals allocated hours) ensuring use of the building by the wider community.

Future governance of the building will be that the Scouts will lead on and manage bookings for the Community Pavilion and use income generated to pay for the operating costs. There is an expectation that the building is regularly cleaned for use, opened and closed in line with the bookings and high quality levels of administration are provided in response to enquiries and online bookings (through the Brinton Park website and Scout personnel, supported by the Community Engagement Officers and WFDC staff).

8.5 Volunteers

In 1887 a Parks Committee was formed and more recently there was formerly a Friends group from 2005 but this disbanded in 2012, there is a Friends of Brinton Park Facebook page but it is largely inactive.

The project staff have been recruiting volunteers for the project since the Round 1 grant award and a range of volunteering opportunities in the park are now offered and these are promoted on the Brinton Park website. There are now a number of very skilled and knowledgeable volunteers working on the project and the results of the 2019 volunteer survey demonstrate that a number of them are interested in helping to set up a formal 'Brinton Park Volunteers' group.

One of the things the Council would like to happen is that a Brinton Park Volunteer group is started once again and an early task for the Community Engagement Officers will be to fully constitute the group.

Volunteers will be key to the project delivery and in helping to ensuring the future sustainability of the park assisting staff and partners with maintenance, conservation, ongoing consultation and monitoring and running of events and activities.

The established volunteer programme developed and implemented during the project will continue beyond the project. The intention is to expand opportunities for volunteering into new areas providing further opportunities for people to get involved. Information regarding future opportunities and potential training requirements are described in the Activity Plan.

The partnerships formed with the Pickup Artists, EJP and the Scouts beyond the life of the project as set out in this business plan and the support of dedicated WFDC staff will ensure ongoing support and training for volunteers and the continued delivery of structured volunteering sessions across the park.

9 Assessing Risk

In order to generate the levels of income forecast in the Business Plan, the restoration project must achieve a significant impact to raise quality and provide a range of attractive visitor facilities that will lead to the forecast increase in visitor numbers. The quality of the catering offer must be high and the offer tailored to the park users. Similarly, the use of the Community Pavilion must be enhanced and marketed to attract a wider range of audiences and visits from the target audiences.

Improved standards of maintenance will be required to help address visitor concerns over quality and anti-social behaviour and to enhance and protect the sites biodiversity. Continuing financial cuts to operational budgets may compromise the ability of WFDC to maintain the site and relatively high levels of deprivation close to the site may impact the opportunities for income generation.

Delays to capital works, cost increases to capital works budget and to the activity plan budget will impact upon project delivery if not managed correctly.

A lack of demand and uptake from the local community, groups and businesses for hire of the Community Pavilion will lead to reduced income, along with a lack of demand for events and activities as this will deter external operators running events on site and will not make it profitable for staff to run events.

Similarly, a lack of volunteer input, lack of demand for education programme and a lack of participation by project partners / delivery organisations will have detrimental impacts on the project and the long-term sustainability of the site.

The risks listed in the table overleaf register are live and should be reviewed on a regular basis.

| Description of Risk | Likelihood | Impact | Potential Effect | Mitigation |
|---|------------|--------|--|--|
| Market | | | | |
| Inadequate development of events and activities programme | LOW | MEDIUM | Unable to attract target audiences | Project staff will be responsible for developing events and activities and will work closely with the Project Manager and project partners. |
| Growth in visitor numbers not achieved | LOW | HIGH | Reduced output relating to people and communities. Lower income levels | Estimates of visitor numbers have been carried out at the development stage. Projections assume that numbers will rise conservatively from 344,324 to 400,000 attracted by new visitor facilities, improved parking and a varied programme of events and activities. The programme delivery will need to be monitored closely and corrective action taken as required. |
| Low level of marketing | LOW | HIGH | Low level of park usage and awareness | A Communications Plan has been developed as part of the project, this is to be refreshed during the delivery phase of the project and the new Brinton Park website further enhanced to allow for online bookings. |
| Delays to the project | MEDIUM | MEDIUM | Unable to meet funding deadlines | Ensure building contractors are aware of funding deadlines and maintain close control of project programme. Income projections assume minimal income until year 4. |

| Description of Risk | Likelihood | Impact | Potential Effect | Mitigation |
|--|------------|--------|--|---|
| Lack of demand for events and activities | MEDIUM | HIGH | Reduced visitor numbers and levels of income | The activity programme includes a broad range of activities. Should demand be low for some activities there is flexibility to deliver alternative projects. |
| Visitor experience does not meet expectation | LOW | HIGH | Reduced repeat visitor and levels of income | Project restoration will be of a high quality and a dedicated team will ensure high standards and maintenance and visitor experience |
| Financial | | | | |
| Failure of Round 2 application to NLHF | LOW | HIGH | Project unable to proceed | Closely following NLHF guidelines and advice. |
| Match funding not received | LOW | HIGH | Project unable to proceed to current plan. | Work closely with WFDC Finance and project partners and continue fundraising as per the Fundraising Strategy. |
| Unforeseen costs | MEDIUM | MEDIUM | Increase in costs to the project, some elements may need to be cut | Contingency allowances have been made for all elements of the building work. Contingencies and inflation allowed for, which take account of nature of events and activities flexibility in delivery of activity programme has been factored in. |
| Delays to delivery of capital works | LOW | MEDIUM | Reduced levels of income in year 4 and unable to meet funders | There is flexibility in the delivery of the events and activities but delays to construction works would push back the income generated through the café, ice cream concession, |

| Description of Risk | Likelihood | Impact | Potential Effect | Mitigation |
|---|------------|--------|---|--|
| | | | timescales | the Community Pavilion and through events. |
| Income targets not achieved | MEDIUM | MEDIUM | Shortfall in income to maintain high quality standards in the park | <p>Estimates of income are considered to be conservative. Income is derived from a number of sources and proposals allow flexible use of the space. Enhanced promotion.</p> <p>Review/adapt commercial offerings.</p> <p>Regular reporting to Project Steering Group. Community Safety and Partnership Officer role to have a greater focus on business development.</p> |
| Local authority funding cuts | LOW | HIGH | Inability to maintain high quality standards in the park | Income generation will help sustain the site. |
| Income generated from Community Pavilion is not as forecast | LOW | MEDIUM | Community Pavilion is no longer financially viable for Scouts to manage | <p>Estimates of income are considered to be conservative. Income is derived from a number of sources and proposals allow flexible use of the space. Enhanced promotion.</p> <p>Review/adapt commercial offerings and work closely with the Scouts ensuring marketing support.</p> <p>Regular monitoring of bookings and income by Scouts and Community Engagement Officers and Community Safety and Partnership Officer.</p> |

| Description of Risk | Likelihood | Impact | Potential Effect | Mitigation |
|--|------------|--------|---|---|
| Lack of interest in café lease from local operators | LOW | HIGH | Disused cafe, reduced levels of income and user dissatisfaction | WFDC to ensure early advertising for an operator and to investigate flexible layout potential that can accommodate an incoming operator's needs. Ensure partnership working with the Bewdley Museum with regard to cafe tendering. Rates used have been benchmarked against existing rental rates. Flexibility in the offer and scope of leases. |
| Lack of demand and uptake of concessions leading to reduced income | MEDIUM | MEDIUM | Reduced income levels | Market appraisal is considered to be realistic rather than optimistic. Rates used have been benchmarked against existing WFDC and nearby local authority rates. Flexibility in the offer and scope of concessions. |
| Vandalism to building and structures | LOW | MEDIUM | Increased expenditure levels reducing overall budgets | Ensure maintenance regimes are adequate to react to incidents. Security built into design proposals. Activity and volunteering programmes have been designed to increase community ownership and increase number of responsible 'guardians'. |
| Economic | | | | |
| Increase in inflation | MEDIUM | HIGH | Insufficient funds to cover costs of works | Construction works inflation included in the cost plan and inflation built into trading profile |

| Description of Risk | Likelihood | Impact | Potential Effect | Mitigation |
|--|------------|--------|---|---|
| Challenging economic climate | LOW | MEDIUM | Reduced number of visitors to the park and so reduced income from café, room hire and car parking | Income projections have been benchmarked and are conservative based on current prevailing conditions. |
| Management | | | | |
| Loss of key members of staff / staff turnover | LOW | LOW | Delay to activity elements of the project | Two Community Engagement Officers to be employed on a part time basis. WFDC could redeploy staff in the short term to cover loss of key staff. Partners could also assist. |
| Appropriate governance arrangements are not in place | MEDIUM | HIGH | Project lacks ownership and management | Multi-disciplinary project team is in place. Steering Group has a role in project governance. Governance discussed with partners during the development phase, to be finalised during the delivery phase. |
| Failure of partnership approach | LOW | HIGH | Inability to develop joint working. Lack of staff to manage pavilion. | Ensure regular monitoring of Statement of Joint Working and SLA's. Ensure evaluation of the partnership working as part of the approach to measuring success. |
| Lack of participation by project partners / delivery organisations | LOW | HIGH | Inability to deliver key elements of the Activity | The activity programme has been designed to facilitate participation by a range of partner organisations, which will |

| Description of Risk | Likelihood | Impact | Potential Effect | Mitigation |
|------------------------|------------|--------|---|--|
| | | | Plan | help mitigate the impact should any one partner withdraw. New partnerships will be developed throughout the project delivery and the forest will be promoted as a venue for third party events and activities. |
| Lack of new volunteers | LOW | HIGH | Reduced community involvement | Work carried out at development stage to explore potential interest in volunteering and response to volunteer opportunities would suggest the overall risk is low. Volunteer contributions will be reviewed on a quarterly basis and a 'Brinton Park Volunteers' group set up and formally constituted. |
| Legal | | | | |
| New legislation | LOW | LOW | May delay implementation of the project | Ensure aware of all current and proposed legislation covering building, planning, health and safety. Closely liaise with planners and building services and the Environment Agency regarding waste disposal licences. |

Existing and new staff and volunteers will require support and training to achieve the outputs and demands of delivery. Ensuring the best possible visitor experience will lead to increases in visitor numbers, enhance secondary spend and boost visits from the potential tourism market who will give Brinton Park the best ratings on tourism sites such as Trip Advisor.

10 Monitoring and Evaluation

During the development stage we have established baseline data and set targets against each of the Parks for People Grant outcomes and for the Round 2 application have produced an overall monitoring and evaluation framework, which sets out how the project will be monitored and evaluated throughout the delivery stage. In addition, a detailed toolkit has been developed to assist staff, partners and volunteers with data gathering.

We will also ensure that all consultants, partners and volunteers engaged in the project understand the context of our approach to monitoring and evaluation and their part in helping us monitor and achieve project targets.

The project manager will monitor progress on the project and will report on this on a quarterly basis, ensuring that the NLHF requirements are met and that delivery is in line with the project plans.

10.1 Monitoring

The Community Engagement Officers will play key roles in recording information on performance indicators and targets. The two officers will organise the necessary visitor surveys, with assistance from partners and have a key working relationship with an externally appointed evaluation consultant.

It is expected that data will be gathered on a regular, ongoing basis by project staff (Project Manager and the Community Engagement Officers), project partners and volunteers through use of the toolkit and collated annually for reporting to NLHF.

Current visitor numbers are estimated at 344,324 and one of the project aims in to increase this to 400,000. Visitor numbers will be monitored during the delivery phase of the project through the visitor observation study process that will be delivered by staff, partners and volunteers.

Visitor experiences of the site will be recorded through regular surveys to allow the offer to be adjusted in response to customer's comments. Volunteering, training and events and activities delivered will be captured using monitoring forms, feedback sheets and surveys.

In addition to this, marketing records and financial records will be kept, and the business plan and management plan reviewed on an annual basis to see how it is achieving against forecasts. The business plan and management plan should also be reviewed and updated following practical completion.

10.2 Evaluation

We will evaluate the project's success by:

- On-going measurement of annual visitors to the park with annual visitor numbers increasing to 400,000
- Regular user opinion surveys
- Post-completion project evaluation to NLHF specification
- Increasing dwell time and spend in the park
- Retention of Green Flag Award
- Annual review of Business, Activity and Management and Maintenance Plans
- 5-yearly review/update of Conservation Management Plan
- Ensuring a minimum of 30% community use of the pavilion over and above the current use of 16 hours per week
- Increasing volunteering on the park and establishing a 'Brinton Park Volunteers' group

- Increasing work based learning through the delivery of a horticultural apprenticeship and by offering work experience placements
- Demonstrate economic resilience
- Number of partnerships strengthened and new partnerships formed
- Providing new businesses opportunities (e.g. the Cafe Operator and external event operators)
- Amount of income generated by the community pavilion and successful marketing by the Scouts

11 Organisational Impact

The detailed income and expenditure projections for a ten year period are included in Appendix A. The Trading Profile shows income and expenditure for the five year NLHF funded period and a further four years to 2028 / 29.

We have assumed that the technical design and procurement will commence in October 2020 and be completed by August 2021 and that the construction phase will run from September 2021 to September 2022.

The park will remain open during the phased construction phase with localised closures of specific areas to create safe working zones, access routes and a compound area in liaison with project partners. As such the direct impact of the capital works can be managed and mitigated with respect to the current income generating activities.

The Sons of Rest Pavilion will require complete closure during the construction phase and this will have an impact on the activities of the Old Pals and Scouts. Additionally, areas of EJF will require closure that will affect their operation during the construction works. WFDC will need to mitigate the impact on operations of the three groups during the delivery phase of the project.

11.1 Sustaining the Project

The annual income, including inflation, that will be generated at Brinton Park (excluding NLHF grant funding income and maintenance uplift) significantly increases from £3,301 in year 0 to a peak of £48,423 in year 10. Staff and maintenance costs are forecast to increase from £99,093 in year 0 to £120,507 in year 10. Similarly, operational costs increase from £53,325 in year 0 to £66,259 in Year 10.

Overall, the 10 Year Trading Profile shows an improved position over the net operating balance in Year 0 of -£149,117, as the balance in year 10 is forecast at -£138,342 therefore the site will not require additional support from the Council than it already receives despite increasing maintenance costs.

The cumulative variation from the balance operating balance across the 10 year period shows a modest positive variation of £10,775 by year 10, this will help to ensure that the park is effectively managed and appropriately resourced securing its long-term future.

11.2 Sensitivity Analysis

Sensitivity analysis has been carried out to look at 4 scenarios with income and expenditure changing by 10% or 20%, which are compared against the baseline position described above. These are contained in Appendix B.

Scenario 1 considers a reduction in income of 10% with increased costs of sales of 10%. The impact of this is that income is reduced by £33,976 over the ten year period against the baseline position and this results in an overall variance from the baseline of -£99,545 over ten years.

Under Scenario 2, which considers a 20% reduction in income and a 20% increase in costs, resulting in an overall variance from the baseline of -£199,090 over the ten year period.

Scenario 3 considers a 10% increase in income alongside a 10% reduction in cost of sales and this results in a positive variance from the baseline position by £99,545.

Scenario 4 considers the impact of a 20% increase in income and a 20% reduction in costs. This results in a positive variance from the baseline position by £199,090.

The Sensitivity Analysis would suggest that significant adverse changes in income and costs of between 10% and 20% (Scenarios 1 and 2) results in a deficit over the 10 year period. The impact of this would be a reduction in the amount of funding available to sustain maintenance levels beyond project delivery.

It should be noted however that these figures are skewed by projected low levels of income for years 1 and 2 and half of year 3 during the construction phase of the project. The baseline position and mainstream funding for the continued maintenance of Brinton Park from WFDC should therefore be maintained throughout the 10 year period to give the site the best possible chance of success following project completion.

Appendix A

Brinton Park 10 Year Trading Profile

Agenda Item No. 9.1 Appendix 2

| Trading Profile Brinton Park (No Inflation) | | | | | | | | | | | | |
|--|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Income (Net of VAT) | | Year 0 | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
| | Assumptions | Apr 2019- Mar 2020 | Apr 2020- Mar 2021 | Apr 2021- Mar 2022 | Apr 2022- Mar 2023 | Apr 2023- Mar 2024 | Apr 2024- Mar 2025 | Apr 2025- Mar 2026 | Apr 2026- Mar 2027 | Apr 2027- Mar 2028 | Apr 2028- Mar 2029 | Apr 2028- Mar 2029 |
| Partner Leases - EJF & Scouts (SoR & Garage) | | £401 | £401 | £251 | £101 | £701 | £701 | £701 | £701 | £701 | £701 | £701 |
| Catering Leases - café lease | External Operator | £0 | £0 | £0 | £5,682 | £11,363 | £12,263 | £13,163 | £14,063 | £14,963 | £15,863 | £16,763 |
| Fees & Charges - Community Pavilion lease & rental agreement | | £0 | £0 | £0 | £1,453 | £2,905 | £2,905 | £2,905 | £2,905 | £2,905 | £2,905 | £2,905 |
| Mobile catering - ice cream vendor / pop up concession for peak summer months for café caterer | External Operator | £1,600 | £1,600 | £1,600 | £1,600 | £4,500 | £4,800 | £5,200 | £5,600 | £6,000 | £6,400 | £6,800 |
| Concessions - bouncy castle | External Operators | £0 | £0 | £0 | £0 | £1,200 | £1,200 | £1,200 | £1,200 | £1,200 | £1,200 | £1,200 |
| Concessions - circus and fairs | External Operators | £1,300 | £1,300 | £1,300 | £0 | £3,900 | £4,000 | £4,100 | £4,200 | £4,300 | £4,400 | £4,500 |
| Concessions - fitness instructors | | £0 | £0 | £0 | £480 | £960 | £1,060 | £1,160 | £1,260 | £1,360 | £1,460 | £1,560 |
| Events | | £0 | £0 | £0 | £1,000 | £6,400 | £6,400 | £6,400 | £6,400 | £6,400 | £6,400 | £6,400 |
| Education Sessions | | £0 | £0 | £0 | £1,050 | £2,250 | £2,250 | £750 | £0 | £0 | £0 | £0 |
| Forest Schools & Weekend Activities | | £0 | £0 | £0 | £504 | £1,008 | £1,008 | £1,008 | £1,008 | £1,008 | £1,008 | £1,008 |
| Fundraising & Sponsorship e.g. memorial benches / trees / memorial stones / wildflower seed | | £0 | £4,000 | £6,000 | £6,000 | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 |
| | Sub total income | £3,301 | £7,301 | £9,151 | £17,870 | £37,187 | £38,587 | £38,587 | £39,337 | £40,837 | £42,337 | £43,837 |
| HF income (over 5 years) | | | | | | | | | | | | |
| HF intervention rate 84% | New staff costs (including on costs) - 2 part time Community Engagement Officers from January 2021 & 2 year horticultural apprentice from April 2021 | - | £5,230 | £32,679 | £34,092 | £23,922 | £25,596 | £6,606 | - | - | - | - |
| Figures taken from AP Costs Sheet | Training for staff | - | £0 | £2,607 | £2,433 | £0 | £0 | £0 | - | - | - | - |
| | Training for volunteers | - | £1,260 | £6,031 | £4,620 | £5,682 | £5,682 | £4,842 | - | - | - | - |
| | Travel for Staff | - | £0 | £168 | £168 | £168 | £168 | £168 | - | - | - | - |
| | Travel and expenses for volunteers | - | £0 | £840 | £840 | £840 | £840 | £840 | - | - | - | - |
| | Equipment and materials | - | £0 | £4,389 | £1,680 | £2,331 | £0 | £0 | - | - | - | - |
| | Other | - | £0 | £12,558 | £14,490 | £15,346 | £14,926 | £9,626 | - | - | - | - |
| | Professional fees (activity plan) | - | £0 | £1,680 | £13,440 | £4,200 | £0 | £0 | - | - | - | - |
| | Recruitment | - | £840 | £0 | £0 | £0 | £0 | £0 | - | - | - | - |
| | Publicity and promotion | - | £168 | £336 | £336 | £336 | £336 | £168 | - | - | - | - |
| | Evaluation | - | £0 | £0 | £4,200 | £0 | £0 | £12,600 | - | - | - | - |
| | Sub total HF funding | £0 | £7,498 | £61,288 | £76,299 | £52,825 | £47,549 | £34,850 | £0 | £0 | £0 | £0 |
| Other income | | | | | | | | | | | | |
| Partnership funding rate 16% | Match funding contribution | - | £1,428 | £11,674 | £14,533 | £10,062 | £9,057 | £6,638 | - | - | - | - |
| Maintenance Uplift | Over 5 years from 2020 (Funding Commitment) | - | - | - | £5,000 | £10,000 | £10,000 | £10,000 | £10,000 | £5,000 | - | - |
| | Sub total other income | £0 | £1,428 | £11,674 | £19,533 | £20,062 | £19,057 | £16,638 | £10,000 | £5,000 | £0 | £0 |
| Potential Total Income (Nett of VAT) | | £3,301 | £16,227 | £82,113 | £113,702 | £110,074 | £105,193 | £90,075 | £49,337 | £45,837 | £42,337 | £43,837 |
| Direct Costs | | | | | | | | | | | | |
| Staffing & Maintenance | including site maintenance costs & tree works (and on costs) | £99,093 | £99,093 | £99,093 | £99,093 | £99,093 | £99,093 | £99,093 | £99,093 | £99,093 | £99,093 | £99,093 |
| Additional Maintenance Costs | Beyond the 5 year project period | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £5,000 | £10,000 | £10,000 |
| New Staff (during project) | 2 P/T CEO's | £0 | £6,226 | £38,904 | £40,586 | £28,478 | £30,472 | £7,864 | £0 | £0 | £0 | £0 |
| | Staff Recruitment | £0 | £1,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| Total Personnel | | £99,093 | £106,319 | £137,997 | £139,679 | £127,571 | £129,565 | £106,957 | £99,093 | £104,093 | £109,093 | £109,093 |

WFDC hold existing lease agreements with EJF and the Scouts, the rental contracts in place are currently set at peppercorn rates. Scouts rent for Pavilion is £300 pa, then £600 pa from 2024 and £800 in 2029.
Figures based on the café seeing 41,318 customers per year averaging a £2.75 spend per head

Figures based on 30% occupancy & 50% return on profits following annual rental payment

Seasonal concession up until the completion and opening of the café then there will be a pop up seasonal concession for café caterer. Seasonal concession - conversion rate of 20% based on 60% of visitors as seasonal & average £1.50 spend per head - rent based upon 10% of sales

Taster sessions free up to October 2022. £5 per head for 1/2 day sessions @ 15 per year charged from October 2022 (on completion of the capital works), assuming a Grant Expiry Date of July 2025. Income: £5.00 x 30 pupils x 42 sessions across 2 years 10 months = £6,300.

£16,000 for 10 nr memorial benches Year 1 - Year 3

1 x CEO (Grade E - 16 hours), 1 x CEO (Grade F - 21 hours) & 1 x 2 year Horticultural Apprentice

For breakdown see MMP

For breakdown see MMP

PM HLF funded period only - 2.5 days/week

Agenda Item No. 9.1 Appendix 2

| | | | | | | | | | | | | |
|--|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Cost of Activities | | | | | | | | | | | | |
| | Costs associated with delivery of Activity Plan (HF funded period) | £0 | £1,700 | £34,058 | £50,247 | £34,409 | £26,134 | £33,624 | £0 | £0 | £0 | £0 |
| Total Cost of Activities | | £0 | £1,700 | £34,058 | £50,247 | £34,409 | £26,134 | £33,624 | £0 | £0 | £0 | £0 |
| Gross Profit | | -£95,792 | -£91,792 | -£89,942 | -£76,224 | -£51,906 | -£50,506 | -£50,506 | -£49,756 | -£58,256 | -£66,756 | -£65,256 |
| | | | | | | | | | | | | |
| Operational Costs | | | | | | | | | | | | |
| Premises | Administration and central costs | £10,247 | £10,247 | £10,247 | £10,247 | £10,247 | £10,247 | £10,247 | £10,247 | £10,247 | £10,247 | £10,247 |
| | Maintenance, repairs & renewals (buildings) | £12,540 | £12,540 | £12,540 | £12,540 | £12,540 | £12,540 | £12,540 | £12,540 | £12,540 | £12,540 | £12,540 |
| Utility and running costs | Electricity & Gas | £6,508 | £6,508 | £3,254 | £3,254 | £6,508 | £6,508 | £6,508 | £6,508 | £6,508 | £6,508 | £6,508 |
| | Water & Sewerage | £2,647 | £2,647 | £1,324 | £1,324 | £2,647 | £2,647 | £2,647 | £2,647 | £2,647 | £2,647 | £2,647 |
| | Telephone / Wifi / IT | £238 | £238 | £238 | £238 | £238 | £238 | £238 | £238 | £238 | £238 | £238 |
| | Rates (NNDR) | £2,268 | £2,268 | £2,268 | £2,268 | £2,268 | £2,268 | £2,268 | £2,268 | £2,268 | £2,268 | £2,268 |
| | Waste disposal costs | £1,653 | £1,653 | £1,653 | £1,653 | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 |
| | Cleansing | £1,357 | £1,357 | £1,357 | £1,357 | £2,500 | £2,500 | £2,500 | £2,500 | £2,500 | £2,500 | £2,500 |
| | Insurance | £410 | £410 | £410 | £410 | £410 | £410 | £410 | £410 | £410 | £410 | £410 |
| Transport | WFDC vehicle recharges | £2,464 | £2,464 | £2,464 | £2,464 | £2,464 | £2,464 | £2,464 | £2,464 | £2,464 | £2,464 | £2,464 |
| Supplies & Services | Equipment & materials | £0 | £0 | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 |
| | Clothes, uniform and laundry | £37 | £37 | £37 | £37 | £37 | £37 | £37 | £37 | £37 | £37 | £37 |
| | Training | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 |
| | Fees & Charges | £855 | £855 | £855 | £855 | £855 | £855 | £855 | £855 | £855 | £855 | £855 |
| | Recharges | £11,931 | £11,931 | £11,931 | £11,931 | £11,931 | £11,931 | £11,931 | £11,931 | £11,931 | £11,931 | £11,931 |
| | Printing, stationary & publicity & promotion | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £125 | £125 | £125 | £125 |
| | Premises licence | £70 | £70 | £70 | £70 | £70 | £70 | £70 | £70 | £70 | £70 | £70 |
| Total Operational Costs | | £53,325 | £53,325 | £50,748 | £50,748 | £56,815 | £56,815 | £56,815 | £56,940 | £56,940 | £56,940 | £56,940 |
| | | | | | | | | | | | | |
| Potential Total Net Operating Balance | | -£149,117 | -£145,117 | -£140,690 | -£126,971 | -£108,721 | -£107,321 | -£107,321 | -£106,696 | -£115,196 | -£123,696 | -£122,196 |
| Cumulative Variation from Baseline Operating Balance | | £0 | £4,000 | £8,428 | £22,146 | £40,396 | £41,796 | £41,796 | £42,421 | £33,921 | £25,421 | £26,921 |

Agenda Item No. 9.1 Appendix 2

| Trading Profile Brinton Park (With Inflation) | | | | | | | | | | | |
|--|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Income (Net of VAT) | | Year 0 | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 |
| | | Apr 2019-Mar 2020 | Apr 2020-Mar 2021 | Apr 2021-Mar 2022 | Apr 2022-Mar 2023 | Apr 2023-Mar 2024 | Apr 2024-Mar 2025 | Apr 2025-Mar 2026 | Apr 2026-Mar 2027 | Apr 2027-Mar 2028 | Apr 2028-Mar 2029 |
| Partner Leases - EJF & Scouts (SoR & Garage) | | £401 | £405 | £256 | £104 | £729 | £737 | £744 | £752 | £759 | £767 |
| Catering Leases - café lease | External Operator | £0 | £0 | £0 | £5,854 | £11,824 | £12,889 | £13,973 | £15,077 | £16,203 | £17,349 |
| Fees & Charges - Community Pavilion lease & rental agreement | | £0 | £0 | £0 | £1,497 | £3,023 | £3,053 | £3,084 | £3,115 | £3,146 | £3,177 |
| Mobile catering - ice cream vendor / pop up concession for peak summer months for café caterer | External Operator | £1,600 | £1,616 | £1,632 | £1,648 | £4,683 | £5,045 | £5,520 | £6,004 | £6,497 | £7,000 |
| Concessions - bouncy castle | External Operators | £0 | £0 | £0 | £0 | £1,249 | £1,261 | £1,274 | £1,287 | £1,299 | £1,312 |
| Concessions - circus and fairs | External Operators | £1,300 | £1,313 | £1,326 | £0 | £4,058 | £4,204 | £4,352 | £4,503 | £4,656 | £4,812 |
| Concessions - fitness instructors | | £0 | £0 | £0 | £495 | £999 | £1,114 | £1,231 | £1,351 | £1,473 | £1,597 |
| Events | | £0 | £0 | £0 | £1,030 | £6,660 | £6,726 | £6,794 | £6,862 | £6,930 | £7,000 |
| Education Sessions | | £0 | £0 | £0 | £1,082 | £2,341 | £2,365 | £796 | £0 | £0 | £0 |
| Forest Schools & Weekend Activities | | £0 | £0 | £0 | £519 | £1,049 | £1,059 | £1,070 | £1,081 | £1,092 | £1,102 |
| Fundraising & Sponsorship e.g. memorial benches / trees / memorial stones / wildflower seed | | £0 | £4,040 | £6,121 | £6,182 | £2,081 | £2,102 | £2,123 | £2,144 | £2,166 | £2,187 |
| | Sub total income | £3,301 | £7,374 | £9,335 | £18,411 | £38,697 | £40,555 | £40,961 | £42,175 | £44,221 | £46,303 |
| HF income (over 5 years) | | | | | | | | | | | |
| HF intervention rate 84% | New staff costs (including on costs) - 2 part time Community Engagement Officers from January 2021 & 2 year horticultural apprentices from April 2021 | - | £5,541 | £34,625 | £36,122 | £25,345 | £27,120 | £6,999 | - | - | - |
| Figures taken from AP Costs Sheet | Training for staff | - | £0 | £2,762 | £2,578 | £0 | £0 | £0 | - | - | - |
| | Training for volunteers | - | £1,335 | £6,390 | £4,895 | £6,020 | £6,020 | £5,130 | - | - | - |
| | Travel for Staff | - | £0 | £178 | £178 | £178 | £178 | £178 | - | - | - |
| | Travel and expenses for volunteers | - | £0 | £890 | £890 | £890 | £890 | £890 | - | - | - |
| | Equipment and materials | - | £0 | £4,650 | £1,780 | £2,470 | £0 | £0 | - | - | - |
| | Other | - | £0 | £13,305 | £15,352 | £16,260 | £15,815 | £10,199 | - | - | - |
| | Professional fees (activity plan) | - | £0 | £1,780 | £14,240 | £4,450 | £0 | £0 | - | - | - |
| | Recruitment | - | £890 | £0 | £0 | £0 | £0 | £0 | - | - | - |
| | Publicity and promotion | - | £178 | £356 | £356 | £356 | £356 | £178 | - | - | - |
| | Evaluation | - | £0 | £0 | £0 | £0 | £13,350 | - | - | - | - |
| | Sub total HF funding | £0 | £7,944 | £64,936 | £80,841 | £55,969 | £50,379 | £36,924 | £0 | £0 | £0 |
| Other income | | | | | | | | | | | |
| Partnership funding rate 16% | Match funding contribution | - | £982 | £8,026 | £9,992 | £6,918 | £6,227 | £4,564 | - | - | - |
| Maintenance Uplift | Over 5 years from 2020 (Funding Commitment) | - | - | - | £5,000 | £10,000 | £10,000 | £10,000 | £10,000 | £5,000 | - |
| | Sub total other income | £0 | £982 | £8,026 | £14,992 | £16,918 | £16,227 | £14,564 | £10,000 | £5,000 | £0 |
| Potential Total Income (Nett of VAT) | | £3,301 | £16,300 | £82,297 | £114,244 | £111,584 | £107,161 | £92,448 | £52,175 | £49,221 | £46,303 |
| Direct Costs | | | | | | | | | | | |
| Staffing & Maintenance | Including site maintenance costs & tree works (and on costs) | £99,093 | £100,084 | £101,085 | £102,096 | £103,117 | £104,148 | £105,189 | £106,241 | £107,304 | £108,377 |
| Additional Maintenance Costs | Beyond the 5 year project period | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £5,414 | £10,937 |
| New Staff (during project) | 2 P/T CEO's | £0 | £6,288 | £39,686 | £41,816 | £29,634 | £32,026 | £8,348 | £0 | £0 | £0 |
| | Staff Recruitment | £0 | £1,010 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| | Total Personnel | £99,093 | £107,382 | £140,771 | £143,911 | £132,751 | £136,174 | £113,537 | £106,241 | £112,718 | £119,313 |
| Cost of Activities | | | | | | | | | | | |
| | Costs associated with delivery of Activity Plan (HF funded period) | £0 | £1,700 | £34,058 | £50,247 | £34,409 | £26,134 | £33,624 | £0 | £0 | £0 |
| | Total Cost of Activities | £0 | £1,700 | £34,058 | £50,247 | £34,409 | £26,134 | £33,624 | £0 | £0 | £0 |
| | Gross Profit | -£95,792 | -£92,782 | -£92,532 | -£79,914 | -£55,576 | -£55,147 | -£54,712 | -£54,067 | -£63,497 | -£73,010 |
| Operational Costs | | | | | | | | | | | |
| Premises | Administration and central costs | £10,247 | £10,349 | £10,453 | £10,557 | £10,663 | £10,770 | £10,877 | £10,986 | £11,096 | £11,207 |
| | Maintenance, repairs & renewals (buildings) | £12,540 | £12,665 | £12,792 | £12,920 | £13,049 | £13,180 | £13,311 | £13,445 | £13,579 | £13,715 |
| Utility and running costs | Electricity | £6,508 | £6,638 | £3,385 | £3,453 | £7,044 | £7,185 | £7,329 | £7,476 | £7,625 | £7,778 |
| | Water and sewerage | £2,647 | £2,700 | £1,377 | £1,405 | £2,865 | £2,923 | £2,981 | £3,041 | £3,101 | £3,163 |
| | Telephone / Wifi / IT | £238 | £243 | £248 | £253 | £258 | £263 | £268 | £273 | £279 | £284 |
| | Rates | £2,268 | £2,313 | £2,360 | £2,407 | £2,455 | £2,504 | £2,554 | £2,605 | £2,657 | £2,710 |
| | Waste disposal costs | £1,653 | £1,686 | £1,720 | £1,754 | £2,165 | £2,208 | £2,252 | £2,297 | £2,343 | £2,390 |
| | Cleansing | £1,357 | £1,371 | £1,384 | £1,398 | £2,602 | £2,628 | £2,654 | £2,680 | £2,707 | £2,734 |
| | Insurance | £410 | £418 | £427 | £435 | £444 | £453 | £462 | £471 | £480 | £490 |
| Transport | WFDC vehicle recharges | £2,464 | £2,513 | £2,564 | £2,615 | £2,667 | £2,720 | £2,775 | £2,830 | £2,887 | £2,945 |
| Supplies & Services | Equipment & materials | £0 | £0 | £2,040 | £2,061 | £2,081 | £2,102 | £2,123 | £2,144 | £2,166 | £2,187 |
| | Clothes, uniform and laundry | £37 | £37 | £38 | £38 | £39 | £39 | £39 | £40 | £40 | £40 |
| | Training | £100 | £101 | £102 | £103 | £104 | £105 | £106 | £107 | £108 | £109 |
| | Fees & Charges | £855 | £872 | £890 | £907 | £925 | £944 | £963 | £982 | £1,002 | £1,022 |
| | Recharges | £11,931 | £12,170 | £12,413 | £12,661 | £12,914 | £13,173 | £13,436 | £13,705 | £13,979 | £14,259 |
| | Printing, stationary & publicity & promotion | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £134 | £135 | £137 |
| | Premises licence | £70 | £71 | £73 | £74 | £76 | £77 | £79 | £80 | £82 | £84 |
| | Total Operational Costs | £53,325 | £54,149 | £52,264 | £53,041 | £60,351 | £61,273 | £62,210 | £63,297 | £64,268 | £65,255 |
| Potential Total Net Operating Balance | | -£149,117 | -£146,931 | -£144,796 | -£132,956 | -£115,927 | -£116,420 | -£116,922 | -£117,364 | -£127,765 | -£138,265 |
| Cumulative Variation from Baseline Operating Balance | | £0 | £2,186 | £4,321 | £16,161 | £33,190 | £32,697 | £32,195 | £31,753 | £21,352 | £10,852 |

Appendix B

Sensitivity Analysis

Brinton Park - Sensitivity Analysis

Baseline

| | Year 0 | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Total 10 Years |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| Income | Apr 2019-Mar 2020 | Apr 2020-Mar 2021 | Apr 2021-Mar 2022 | Apr 2022-Mar 2023 | Apr 2023-Mar 2024 | Apr 2024-Mar 2025 | Apr 2025-Mar 2026 | Apr 2026-Mar 2027 | Apr 2027-Mar 2028 | Apr 2028-Mar 2029 | Apr 2028-Mar 2029 | |
| Income through Fees & Charges / Leases / Activities | £3,301 | £7,374 | £9,335 | £18,411 | £38,697 | £40,555 | £40,961 | £42,175 | £44,221 | £46,303 | £48,423 | £339,756 |
| Expenditure | | | | | | | | | | | | |
| Staffing / Cost of Sales /Activities / Operational | £152,418 | £154,233 | £153,349 | £155,137 | £163,468 | £165,421 | £167,399 | £169,538 | £176,986 | £184,568 | £186,765 | £1,829,282 |
| TOTAL | -£149,117 | -£146,859 | -£144,014 | -£136,726 | -£124,771 | -£124,865 | -£126,439 | -£127,364 | -£132,765 | -£138,265 | -£138,342 | -£1,489,526 |

Scenario 1 - Income -10% / Costs +10%

| | Year 0 | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Total 10 Years |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| Income | Apr 2019-Mar 2020 | Apr 2020-Mar 2021 | Apr 2021-Mar 2022 | Apr 2022-Mar 2023 | Apr 2023-Mar 2024 | Apr 2024-Mar 2025 | Apr 2025-Mar 2026 | Apr 2026-Mar 2027 | Apr 2027-Mar 2028 | Apr 2028-Mar 2029 | Apr 2028-Mar 2029 | |
| Income through Fees & Charges / Leases / Activities | £2,971 | £6,637 | £8,401 | £16,570 | £34,827 | £36,500 | £36,865 | £37,957 | £39,799 | £41,673 | £43,581 | £305,780 |
| Expenditure | | | | | | | | | | | | |
| Staffing / Cost of Sales /Activities / Operational | £157,751 | £159,647 | £158,575 | £160,441 | £169,503 | £171,548 | £173,620 | £175,868 | £183,412 | £191,094 | £193,391 | £1,894,851 |
| TOTAL | -£154,780 | -£153,011 | -£150,174 | -£143,871 | -£134,676 | -£135,048 | -£136,756 | -£137,911 | -£143,614 | -£149,421 | -£149,810 | -£1,589,071 |
| Variance from Baseline | -£5,663 | -£6,152 | -£6,160 | -£7,145 | -£9,905 | -£10,183 | -£10,317 | -£10,547 | -£10,849 | -£11,156 | -£11,468 | -£99,545 |

Scenario 2 - Income -20% / Costs +20%

| | Year 0 | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Total 10 Years |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| Income | Apr 2019-Mar 2020 | Apr 2020-Mar 2021 | Apr 2021-Mar 2022 | Apr 2022-Mar 2023 | Apr 2023-Mar 2024 | Apr 2024-Mar 2025 | Apr 2025-Mar 2026 | Apr 2026-Mar 2027 | Apr 2027-Mar 2028 | Apr 2028-Mar 2029 | Apr 2028-Mar 2029 | |
| Income through Fees & Charges / Leases / Activities | £2,641 | £5,899 | £7,468 | £14,729 | £30,958 | £32,444 | £32,769 | £33,740 | £35,376 | £37,043 | £38,739 | £271,805 |
| Expenditure | | | | | | | | | | | | |
| Staffing / Cost of Sales /Activities / Operational | £163,083 | £165,062 | £163,802 | £165,745 | £175,538 | £177,675 | £179,841 | £182,198 | £189,839 | £197,619 | £200,017 | £1,960,421 |
| TOTAL | -£160,442 | -£159,163 | -£156,334 | -£151,017 | -£144,581 | -£145,231 | -£147,073 | -£148,458 | -£154,463 | -£160,577 | -£161,278 | -£1,688,616 |
| Variance from Baseline | -£11,325 | -£12,305 | -£12,320 | -£14,290 | -£19,810 | -£20,366 | -£20,634 | -£21,094 | -£21,698 | -£22,312 | -£22,936 | -£199,090 |

Agenda Item No. 9.1 Appendix 2

| | Year 0 | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Total 10 Years |
|--------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| Income | Apr 2019-Mar 2020 | Apr 2020-Mar 2021 | Apr 2021-Mar 2022 | Apr 2022-Mar 2023 | Apr 2023-Mar 2024 | Apr 2024-Mar 2025 | Apr 2025-Mar 2026 | Apr 2026-Mar 2027 | Apr 2027-Mar 2028 | Apr 2028-Mar 2029 | Apr 2028-Mar 2029 | |

Scenario 3 - Income +10% / Costs -10%

| | Year 0 | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Total 10 Years |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| Income | Apr 2019-Mar 2020 | Apr 2020-Mar 2021 | Apr 2021-Mar 2022 | Apr 2022-Mar 2023 | Apr 2023-Mar 2024 | Apr 2024-Mar 2025 | Apr 2025-Mar 2026 | Apr 2026-Mar 2027 | Apr 2027-Mar 2028 | Apr 2028-Mar 2029 | Apr 2028-Mar 2029 | |
| Income through Fees & Charges / Leases / Activities | £3,631 | £8,111 | £10,268 | £20,252 | £42,567 | £44,611 | £45,057 | £46,392 | £48,643 | £50,934 | £53,266 | £373,732 |
| Expenditure | | | | | | | | | | | | |
| Staffing / Cost of Sales / Activities / Operational | £147,086 | £148,818 | £148,123 | £149,833 | £157,433 | £159,293 | £161,178 | £163,209 | £170,559 | £178,043 | £180,139 | £1,763,713 |
| TOTAL | -£143,454 | -£140,706 | -£137,854 | -£129,581 | -£114,866 | -£114,683 | -£116,121 | -£116,817 | -£121,916 | -£127,109 | -£126,874 | -£1,389,981 |
| Variance from Baseline | £5,663 | £6,152 | £6,160 | £7,145 | £9,905 | £10,183 | £10,317 | £10,547 | £10,849 | £11,156 | £11,468 | £99,545 |

Scenario 4 - Income +20% / Costs -20%

| | Year 0 | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Total 10 Years |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| Income | Apr 2019-Mar 2020 | Apr 2020-Mar 2021 | Apr 2021-Mar 2022 | Apr 2022-Mar 2023 | Apr 2023-Mar 2024 | Apr 2024-Mar 2025 | Apr 2025-Mar 2026 | Apr 2026-Mar 2027 | Apr 2027-Mar 2028 | Apr 2028-Mar 2029 | Apr 2028-Mar 2029 | |
| Income through Fees & Charges / Leases / Activities | £3,961 | £8,849 | £11,202 | £22,093 | £46,436 | £48,666 | £49,153 | £50,610 | £53,065 | £55,564 | £58,108 | £407,707 |
| Expenditure | | | | | | | | | | | | |
| Staffing / Cost of Sales / Activities / Operational | £141,753 | £143,403 | £142,896 | £144,529 | £151,398 | £153,166 | £154,957 | £156,879 | £164,132 | £171,517 | £173,514 | £1,698,144 |
| TOTAL | -£137,792 | -£134,554 | -£131,694 | -£122,436 | -£104,961 | -£104,500 | -£105,804 | -£106,269 | -£111,067 | -£115,953 | -£115,406 | -£1,290,437 |
| Variance from Baseline | £11,325 | £12,305 | £12,320 | £14,290 | £19,810 | £20,366 | £20,634 | £21,094 | £21,698 | £22,312 | £22,936 | £199,090 |

Appendix C

Cafe Case Studies

Case studies for Cafe Operation at Brinton Park

A number of cafes were visited to scope out what is feasible at Brinton Park.

Mary Stevens Park

Park visitor numbers: 1 million per annum.

Café - turnover: Commercial operator so information not available.

Café – staffing: Commercial operator so information not available. However visiting on busy days has shown this cafe has up to 4 members staff. Open 7 days per week 8am-6pm in the summer.

Cafe offer

- hot & cold drinks
- cakes, biscuits
- toast, tea cakes
- sandwiches & wraps - £4.95
- paninis, pancakes & bagels - £4.95 - £5.95
- homemade soup - £3.95
- Jacket potatoes - £6.95
- Children's meals - £2.25

All good range of vegetarian, vegan and gluten free options.

Café design

Approx. 40 indoor covers, offer up to 80 external covers. Limited outdoor shelter.

Simple galley style design.

Wyre Forest Leisure Centre - Places Leisure

Leisure Centre visitor numbers

Approx. 600,000 per annum. (April visitor numbers were slightly down on usual numbers at 43,746 (usually around 50,000) per month).

Café - turnover

The (former) Glades café took around £80 to £100 per day and was felt to be in the wrong place in the building and struggled to make any money at all. The new café makes £500-£800 per day on most days (this equates to 100-200 separate purchases) with £1200-£1500 on Saturdays. Average spend is £4.40.

Café – staffing

The Glades café was double staffed and did cooked food. Staffing at the current café is on a shift basis linked to demand and the wider visitor numbers / activity programme in the leisure centre. Cafe hours are largely manned by 1 member of staff across two shifts a day. Quiet times (between 1.30 and 3.30) are covered by reception staff with busy times requiring two members of staff.

- Weekdays: 8.30 to 1.30 & 3.30 to 8.30
- Saturdays: 7.30 to 12.30, 9-2, 2-6
- Holidays: Extra 12-4 shift to help out

The café is located immediately adjacent to the reception and effectively shares a continuous counter so all front of house staff are double trained – this is how the week day 1.30 to 3.30 periods are covered (i.e. reception staff handle the café as well).

Cafe offer

- hot & cold drinks
- hot & cold sandwiches
- smoothies, slushies
- cakes, biscuits
- toast, tea cakes

They are thinking about offering more gluten free, vegetarian and vegan items as demand for such options is increasing.

A decision was made not to cook / prepare any food on site. Everything is brought in pre-prepared and pre-packed. Everything is disposable (not very environmentally friendly) so that there is no washing up, no dishwasher, no need for crockery storage etc.

It was also decided not to have a barrista style coffee offer as this is not only expensive (machine / equipment costs) but also means a member of staff cannot be as efficient and could mean additional staffing for a small margin. Coffee is still the biggest profit margin item.

Suppliers are negotiated as part of wider Places Leisure purchasing (120 leisure centres) so they use bigger companies like Brakes catering and Adelie sandwiches (both in Tamworth).

Café design

Approx. 40 indoor covers. There is currently no outdoor seating but the team are considering that for summer 2019.

Simple galley style design (see photo) linked to reception.



Front of house: 2 coffee machines, panini type toaster, slushie & smoothie makers, cooling display cabinet, small fridge for milk. Back room is a single store room with 5x4m with racking, two sinks, draining board and hand basin, loose shelving trolleys, 3 fridges and 1 freezer.

CFP calculations

Conversion rate

£500 - £800 per day on weekdays at an average £4.40 spend is 113 to 181 person sales per day (weekdays and Sundays). £1200-£1400 on Saturdays at an average £4.40 spend is 272 to 318 person sales per day in 10.5 hours of opening.

If the centre has 50,000 per month that equates to around 1666 persons per day.

- $113/1666 = 6.8\%$ conversion rate
- $181/1666 = 10.9\%$ conversion rate

Turnover

So assuming weekdays and Sundays are £500- £800 x 52 x 6 = £156,000 to £249,600 per year.

Plus Saturdays £1200-£1400 x 52 = £62,400 to £72,800.

Range is £218,400 to £322,400 (could do with knowing the approx. actual turnover per year) (– this would give approx. 36p to 53p per leisure centre visitor spent in the café, compare this with 50p at Bewdley Museum).

Wyre Forest DC Bewdley Museum

Museum visitor numbers

Approx. 204,000 pa. March alone was 25,500

Café - turnover

Approx. £120,000 per annum

Café – staffing

Commercial operator so information not available. However on an extremely wet March week day with only 4 customers there were 4 staff. Open 7 days per week for 10 months of the year.

Cafe offer

Range of meals prepared on site including Sunday lunches. Extensive menu (breakfast, lunches, snacks, high teas). Cooked meals also evenings for museum event catering.

Café design

Small fully fitted catering kitchen and preparation area.

All outside seating under marquee with heaters.

Café – operating model

Tendered by the Museum with an emphasis on innovation and quality. 60% quality 40% price.

WFDC has 3% of takings.

CFP calculations

Conversion rate

Difficult to work out conversion rate without till information however in March

- Museum visitor numbers 25,500
- Cafe takings £14,500

With a (CFP) estimated average spend of say £3.50 would equate to 4142 person visits so that is about 16%.

Turnover

Approx. £120,000 per annum.

Museum look for £1.50 per head secondary spend – either in café or museum shop.

Estimated average café spend per museum visit (based on March only).

- Museum visitor numbers 25,500
- Cafe takings £14,500

About 57p per museum visitor

Boultham Park Cafe

Café – staffing

Cafe is operated by a charity working with young people with learning disabilities.

Adult supervision of students to operate the cafe.

Cafe offer

- hot & cold drinks
- Homemade sandwiches inc bacon/sausage
- homemade cakes, biscuits
- light lunches, baked potatoes, salads, quiches

Café design

Large kitchen to accommodate wheelchairs.

40 covers inside and up to 40 outside

Headstone Manor Park Cafe

Café – staffing

1 member of staff most times, 2 in peak periods.

Café design

Similar set up to WFLC.

Cafe offer

- Hot and cold drinks – but with barista machine with porcelain tableware
- Pre packed sandwiches hot and cold
- Cakes, ice creams

Meeting with Dale Wild (Commercial), Birmingham City Council

The cafe location is key. Cafe's in parks can become destination venues or act parasitically on footfall. The cafe must be sited on a red route of footfall as to be financially viable the cafe needs to be busy.

There are some primary considerations:

- Car parking is a huge issue. Parent and child car parking spaces are popular.
- Cycle racks are a must.
- The type of audience you bring in – young children and mums aren't necessarily compatible with the elderly.
- The location of the cafe – the ergonomics and design of how you are going to get there.
- What proportion of people pass the entrance to the cafe? Is it located on a main thoroughfare?
- What categories of people use the cafe? Derive the strike rate, spend per head will depend on the category of people you are serving. They will occupy the space in the café for different amounts of time. Convert the passing trade.
- Dog walkers are important category. Make sure they are considered – bowls of fresh water – inside outside the cafe. Different times they use the cafe...special offers, loyalty cards.
- Cafes in parks are dependent on the weather. Good weather affects business as usual. On busy days capitalise on increased footfall. Change the offer when the weather improves and offer a Grab and Go menu. Utilise the outside space in good weather. Have sails and shade and create natural drafting for children, dogs, and elderly to get out of the sun.
- The menu is key.
- Completely alter the way you do food in summer – satellite units outside – ice cream and cold drinks. Separate these customers from queuing ones. Set up a kiosk for ice cream and cold drinks.

Avoid constant overheads with the yield:

- F/T permanent staff drain you
- Business rates
- R & M costs
- Think about having a walk in cold room (£10,000 & 5 year guarantee) rather than 4 fridges (£700 each). A cold room is cheaper to run, more space, no doors.