

additional papers 1



Overview and Scrutiny Committee

Thu 7 Sep
2017
7.00 pm

Committee Room Two
Town Hall
Redditch



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Overview and Scrutiny

Thursday, 7th September, 2017

7.00 pm

Committee Room 2 Town Hall

Agenda

Membership:

Cllrs:

Jane Potter (Vice-Chair)
Matthew Dormer
Andrew Fry
Pattie Hill
Gay Hopkins

Gareth Prosser
Paul Swansborough
Jennifer Wheeler
Nina Wood-Ford

5. Seasonal Garden Waste Collection Service - Pre-Scrutiny (Head of Environmental Services - to follow) (Pages 1 - 48)
6. Homelessness Short, Sharp Review - Report (Councillor Wood-Ford - to follow) (Pages 49 - 84)
7. Executive Committee Minutes and Scrutiny of the Executive Committee's Work Programme - Selecting Items for Scrutiny (Pages 85 - 92)

The next edition of the Executive Committee's work Programme is due to be published on 1st September 2017, after the publication of this agenda. Consequently the work programme will be published in an additional papers pack.

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REDDITCH BOROUGH COUNCIL**OVERVIEW & SCRUTINY
COMMITTEE**7th September 2017**REDDITCH BOROUGH COUNCIL GARDEN WASTE SERVICE**

Relevant Portfolio Holder	Cllr Debbie Chance
Portfolio Holder Consulted	Yes
Relevant Head of Service	Guy Revans
Ward(s) Affected	All
Ward Councillor(s) Consulted	NA
Key Decision / Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 The proposal is to make changes to the household waste collection service to ensure Redditch Borough Council (RBC) residents can choose to dispose of green garden waste in a way that is both environmentally sustainable and convenient.
- 1.2 There are considerable opportunities for RBC to increase customer satisfaction, raise the recycling rate, expand the range of services on offer to residents, relieve pressure on existing services by reducing volumes on grey bin collections and generate revenue in providing a household garden waste collection.
- 1.3 A full business case (see appendix) has been undertaken to identify the Recommended Option for a garden waste collection service for Redditch.
- 1.4 It is proposed that Bromsgrove District Council (BDC) will administer and operate a garden waste service on behalf of Redditch Borough Council (RBC) under the existing shared services arrangement. The service will fully mirror the existing BDC garden waste service in all aspects.

2. RECOMMENDATIONS

- 2.1 The Committee is asked to RECOMMEND that:
- i. From March 2018 Redditch Borough Council will introduce, and Bromsgrove DC will run as part of the shared services agreement for Environmental services, a seasonal (March to November inclusive) garden waste service on behalf on Redditch BC.
 - ii. The charge will be £45 for the initial season to be increased in line with fees and charges as appropriate.
 - iii. A set-up fee of £20 per customer is charged in the first year of service and for new customers in each following year.

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- iv. An introductory offer of a £10 set-up fee will be used to encourage early sign up before the 31 January 2018.
- v. The Head of Environmental Services, in consultation with the designated Portfolio Holder, has authority to temporarily reduce or remove the set-up fee as promotional tool to increase and encourage subscriptions.
- vi. Should the Recommended Option be pursued, a capital commitment for the next 4 years of £31,000 in year 1 and £15,000 in years 2 to 4 is to be included in the capital programme.
- vii. Once the maximum number of customers has been approached a customer waiting list will be employed. Officers will bring a further report and business case with options for extending the service should it be required.
- viii. The chargeable Orange Sack Service is formally retired as part of the new service changes.
- ix. A communication plan is devised and implemented to advise residents of the changes to RBC waste collection service and the requirement to use brown bins only for garden waste.

3. KEY ISSUES**Financial Implications**

- 3.1 Seven options were initially evaluated for dealing with green garden waste in the Borough and a full business case can be seen at Appendix 1.

The proposed option demonstrates an affordable solution which is capable of improving the overall services on offer to residents and at the same time generating additional benefits which can be utilised by RBC to support essential statutory and non-statutory functions.

- 3.2 Budgeted income in the medium term financial strategy for 2018/19 £23,725 and 2019/20 is £47,450. In table 1 a summary cost benefit analysis shows these incomes are achieved by the proposed option.

Forecasted Net Present Value¹ (NPV) identifies that after operating costs, year 1 will generate a surplus of £33,444 year 2 £54,383, year 3 £74,662 and year 4 £97,538.

¹ NPV is the projected income minus spend

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For comparison, Option 6 has been included to show that budgeted income is not achieved by this option falling £9,280 short in year one and £13,167 in year two.

Table 1: Four Year Forecast Summary Cost Benefit Analysis for Recommended Option

(Option 6 – no administration charge included for comparison)²

	Year 1	Year 2	Year 3	Year 4
Income	£65,000	£110,000	£155,000	£200,000
Running & repayment Costs	£30,555	£55,617	£80,338	£102,462
Net Present Value	£34,445	£54,383	£74,662	£97,538
Net Present Value Option 6	£14,445	£34,383	£54,662	£77,538

- 3.3 Should to option of an introductory £10 set up fee be implemented, this would have the impact of reducing the income in the first year to £55,000 giving an NPV of £24,445 which would still cover budgeted income requirements for 2018/19.
- 3.4 The capital commitment required for the next 4 years is £31,000 in the initial year and £15,500 years 2 - 4 for the procurement of bins. Interest and repayment of capital borrowing is as follows:
- Year 1 - £2,596.76
Year 2 - £5,193.53
Year 3 - £7,790.29 (and each year thereafter up to year 11)
- 3.5 Service running costs will be met through receipts taken for subscriptions. Market research suggests the level of subscriptions will be around 1,000 in year one.
- 3.6 An agreed amount will be paid to BDC per subscription to cover operational activities undertaken on behalf of RBC. This amount will cover vehicles, fuel, crews, administration for initial set up and ongoing support of the service. Table 2 identified the charging bands; a full breakdown of running costs can be seen in appendix 1 table 5i.
- 3.7 RBC will be charged per subscription up to the level of each charging band identified in table 2 for clarification:
- **800** subscribers would be charged at **£27.52** x 800 giving a total of **£22,016**

² For a full breakdown see Appendix 1, table 3.

**OVERVIEW & SCRUTINY
COMMITTEE**7th September 2017**Table 2: Cost of Service per Subscription for RBC to pay BDC**

Item	Charging Band ³			
	<1,000	>1,000	> 2,000	> 3,000
Number of Subscriptions	<1,000	>1,000	> 2,000	> 3,000
Charge per subscription	£27.52	£24.78	£23.75	£23.23

- 3.8 A single rate for all subscriptions will be applied in line with the relevant charging band of total subscriptions.
- 3.9 The proposal represents good value to the customer at £45 per season, this equates to 20 collections at £2.25 which is extremely favourable when compared to other H&W authorities (Appendix Table 10).
- 3.10 A £20.00 set-up fee in the first year of subscription has been included as a one off charge. The use of a set-up fee is widely acknowledged as a useful mechanism to manage customer retention as it avoids customers setting and cancelling up a DD each year which is costly and time consuming for the service. Officers have previously identified this is something that would benefit the BDC service and thus recommend it from the start for RBC.

In the first year the cost of the bin plus delivery means the actual surplus from the customer payment in the first year is not the full subscription price.

As an introductory offer the option to reduce the set-up fee to £10 is an option to encourage early take up of the service. Enabling customers to subscribe early is beneficial to the operational activities bin delivery, round allocation and administration.

- 3.11 Subscriptions will be on a **Direct Debit (DD) only** basis as this method of payment has invaluable benefits over other payment methods and is the chosen method of payment for all new subscriptions in BDC.
- 3.12 Bins will be procured under an approved Yorkshire Purchasing Organisation (YPO) contract. This is a leading public sector procurement organisation with over 40 years' experience. YPO have supplied the most preferable unit cost of £15.50 for a standard 240 litre bin which matches the specification required of the service.
- 3.13 The historical chargeable orange sack service has been used predominantly to help residents dispose of garden waste. 1,185 sacks were sold during 2016/17

³ The charge applied will be for the overall quantity of subscriptions at the end of the service

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Garden Waste collected via orange sacks is not composted due to it being contained within plastic sacks.

Allowing residents to purchase additional capacity is contrary to the policies RBC signed up to in the Joint Municipal Waste Management Strategy and with an alternative more sustainable method of managing garden waste being introduced this service is no longer fit for purpose.

Legal Implications

- 3.14 Under the Environmental Protection Act 1990, the Council has a duty to collect household waste. Garden waste is household waste for which a charge can be applied for collection under schedule 2 of the Act.

Service / Operational Implications

- 3.15 RBC signed up to the Herefordshire and Worcestershire Joint Management Waste Management Strategy (JMWMS)⁴ in 2004. At the heart of the JMWMS is the Waste Hierarchy which focuses on moving waste up through the pyramid to prevent final disposal.
- 3.16 Since September 2017 EnviRecover⁵, receives all household residual waste from RBC. However, despite being preferable to landfill, energy recovery is still low down the waste hierarchy (see Figure 1). To avoid considerable negative impacts on the environmental and economic performance of our waste service in respect of Collection and Disposal, there is a need to move it further up the hierarchy.
- 3.17 Worcestershire County Council (WCC) has promoted a discounted home compost bin scheme for over 20 years. There has been a steady decline in home compost bin sales in recent years and in 2016/17 only 74 bins were purchased through this scheme.
- 3.18 There is evidence that green garden waste is being placed in grey bins which are essentially supplied for residual waste⁶ with a small amount going being placed in Orange sacks.

⁴ First Review 2011

⁵ EnviRecover is a 200,000 tonne per year Energy for Waste facility at the Hartlebury Trading Estate near Kidderminster

⁶ Waste not able to be recycled, reused or composted

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- 3.19 Redditch Borough Council (RBC) is the only waste collection authority within Herefordshire and Worcestershire that does not offer a dedicated garden waste collection service. Nationally around 50% of collection authorities offer a chargeable service specifically for garden waste⁷. It is predicted that by 2022 that all local authorities in England will be charging for garden waste.⁸
- 3.20 RBC consistently has the lowest overall recycling rate within Herefordshire and Worcestershire (Table 1). Where garden waste is collected and sent for composting, tonnage contributes towards the overall recycling rate. RBC relies on residents to home compost or visiting the HRC to dispose of garden waste. However, there is evidence that green garden waste is being placed in grey bins which are essentially supplied for residual waste⁹.

Table 1: Recycling Rates for H & W Collection Authorities 2016/17¹⁰

Waste Collection Authority	Total Dry Recycling	Total Composting (inc Garden Waste Collection)	Total Recycling Rate
Bromsgrove District Council	24.71%	19.50%	44.21%
Wychavon District Council	29.34%	14.78%	44.13%
Herefordshire	29.91%	12.61%	42.53%
Malvern Hills District Council	28.18%	10.27%	38.46%
Worcester City Council	30.09%	6.42%	36.51%
Wyre Forest District Council	25.49%	7.29%	32.78%
Redditch Borough Council	28.59%	2.18% ¹¹	30.77%

- 3.21 The service will form part of the current shared service arrangement currently in place between RBC and BDC. As such there will be an amendment to the current financial charging arrangements between RBC and BDC. RBC will pay BDC according to the charging bands in table 2 per subscription.
- 3.22 The service will consist of 20 collections on alternate weeks throughout March to November. Where a bin is not at the kerbside (or designated collection point in case of assisted collection) the bin will not be emptied.

⁷ 2014/15 Data taken from Waste Data Flow⁸ Bird, A, 2017 Energy for Waste Conference, Local Authority Recycling Advisory Committee⁹ Waste not able to be recycled, reused or composted¹⁰ Figures taken from Waste Data Flow 2016/17¹¹ From the clearance of fly tipped green waste and compostable street sweepings

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- 3.23 BDC have the capacity within their current service to accommodate between 4,000 and 4,800 additional customers Tuesday to Friday on alternate weekly basis. This is dependent upon sequencing that will result from location and spread of customers.
- 3.24 BDC will administer and operate the garden waste collections to RBC residents as an extension of the current garden waste service already provided in Bromsgrove. Mirroring the BDC service, allows RBC to take opportunity of spare capacity in the BDC service which has been created via optimisation of routes.
- 3.25 BDC has operated a garden waste service within Bromsgrove District since 2003. From 2009, the service has been an opt-in chargeable collection which started with 39.9% participation; participation has now risen to 45.68%¹². This well established service continually performs well and consistently serves in excess of 18,500 customers per year. BDC has an overall combined recycling rate of 44.21%¹³ of which 9,649 tonnes is attributable to dry recycling and 7,613 tonnes comes from the garden waste service
- 3.26 The operational workforce engaged in the service is well established and have many years' experience in this role. They are managed by the Environmental Service shared service management team which covers both RBC and BDC operational services. There is thus a vested interest for the success of the RBC service for all parties involved.

Customer / Equalities and Diversity Implications

- 3.27 72% of residents¹⁴ identified that they would be willing to pay £45 for a fortnightly seasonal (March to November inclusive) garden waste collection.
- 3.28 As the proposal is for an opt-in service, by definition only service users will pay for the garden waste collections making this a fair way to fund the initiative. Non users will not be required to contribute any payment or part of any payment to the proposal.
- 3.29 During the initial implementation stage the team will work closely with Officers in the Corporate Communications team as additional work around promotion and awareness raising of the service will be required for RBC.
Due to an overwhelming positive reaction to the use of social media during market research, this will be the main method of awareness raising and communicating with our potential customers. Use of bin stickers is also planned to target particular areas where required.

¹² 2016/17 data

¹³ 2016/17 data

¹⁴ In a consultation research undertaken during May 2017 see appendix 1, 3.18

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Once customers are signed up to the service, they will receive an annual calendar and service information about collection days just prior to the start of the collection period. Collection days will also be available on the Council website.

4. RISK MANAGEMENT

- 4.1 As part of the business case a full evaluation and appraisal of long list options identified risks and benefits associated with each possible option has been completed.
- 4.2 Do nothing has been classed as non-viable due to being high risk and does not meet any of the desired evaluation criteria.
- 4.3 The Recommended Option (option 7 in the business case) was classed as viable as it is low risk and fully meets all evaluation criteria
- 4.4 Option 6 was also classed as viable however this only partially meets evaluation criteria as it does not meet budgeted income requirements

5. APPENDICES

Appendix 1 - Business Case for RBC Garden Waste Service

6. BACKGROUND PAPERS

None

7. KEY

None

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Appendix 2

**Business Case for
Redditch Garden Waste Service
July 2017**

DRAFT

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1 Strategic Case

- 1.1 The proposal is to make changes to the household waste collection service to ensure Redditch Borough Council (RBC) residents can choose to dispose of green garden waste in a way that is both environmentally sustainable and convenient.
- 1.2 There are considerable opportunities for RBC to increase customer satisfaction, raise the recycling rate, expand the range of services on offer to residents, relieve pressure on existing services by reducing volumes on grey bin collections and generate revenue in providing a household garden waste collection.
- 1.3 In anticipation of introducing a garden waste service budgeted revenue has been included from 2018/19 in the MTF5. The following strategic purposes will be fulfilled by implementing such a proposal.

- i. Keep my place safe and looking good

Garden waste is often fly-tipped in greater amounts during the growing season despite the current disposal routes available to residents. The absence of a dedicated green garden waste collection can be cited as a barrier to residents disposing of garden waste in a lawful manner.

- ii. Help me live my life independently

Creating a collection specifically for garden waste would create a more convenient disposal option specifically for less able-bodied residents or those without the means to access to the Household Recycling Centre (HRC or Tip).

- 1.4 Two of the three themes within the Council Plans strategic purpose 'Keep my place safe and look good' are positively supported by the implementation of a garden waste service.

- i. Participate in the creation of safe and well maintained places

Providing a garden waste service for residents to responsibly deal with their garden waste echoes the standards being set for Place Teams in Environmental Services to keep the area well maintained. It is hoped residents are encouraged to participate in the service as opposed to disposing of garden waste in the grey bin or fly-tipping this waste.

- ii. Demonstrate care for the environment

In providing a green garden waste collection, the Council can divert material otherwise viewed as waste into creating a valuable resource.

- 1.5 Garden waste collections can cater for a wide range of biodegradable green garden waste including:

- Grass Cuttings
- Branches (up to 4 inches in diameter)
- Clippings and leaves
- Weeds, plants and flowers

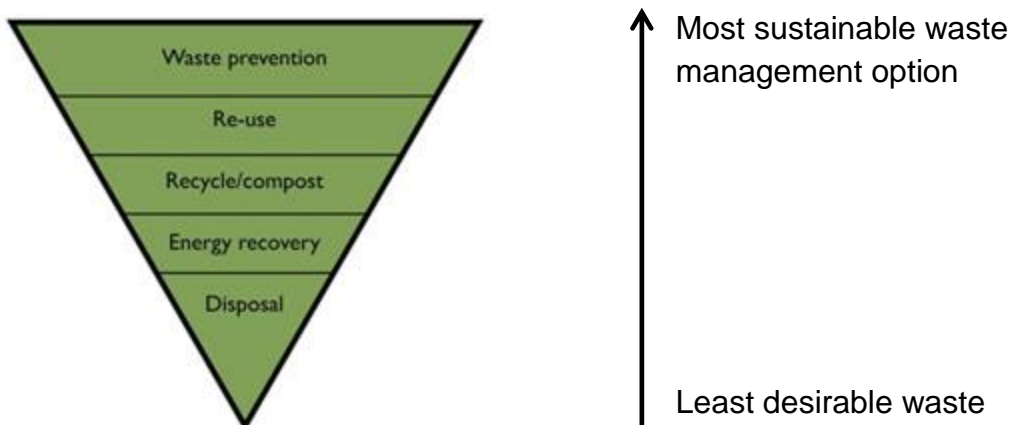
For clarification, the following materials are not accepted in garden waste collections due to the natural aerobic composting methods available to Herefordshire and Worcestershire authorities:

- Kitchen and fruit and vegetable waste
- Turf, soil and rubble
- Animal waste and bedding
- Bin liners

1.6 RBC signed up to the Herefordshire and Worcestershire Joint Municipal Management Waste Management Strategy (JMWMS)¹ in 2004. At the heart of the JMWMS is the Waste Hierarchy which focuses on moving waste up through the pyramid to prevent final disposal.

Since September 2016 EnviRecover², receives all household residual waste from RBC. However, despite being preferable to landfill, energy recovery is still low down the waste hierarchy (see Figure 1). To avoid considerable negative impacts on the environmental and economic performance of our waste service in respect of collection and disposal, there is a need to move it further up the hierarchy.

Figure 1: The Waste Hierarchy



1.7 The JMWMS outlines the preferred approach to waste management, including home composting. In order to encourage... as... Planning Guidelines (shortly out for consultation), request that all developers

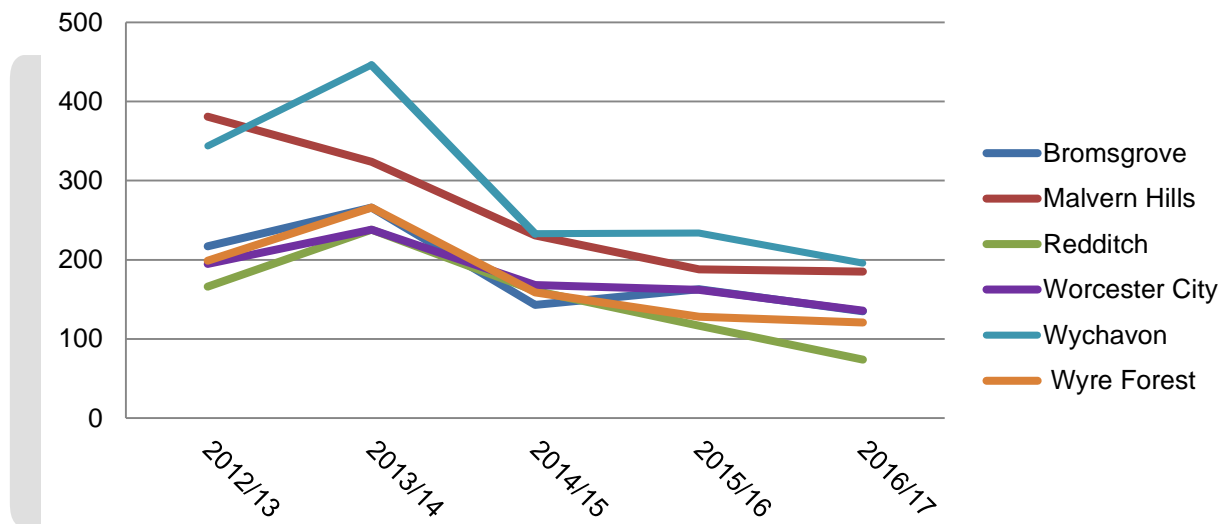
¹ First Review 2011

² EnviRecover is a 200,000 tonne per year Energy for Waste facility at the Hartlebury Trading Estate near Kidderminster

supply a home compost bin at each appropriate dwelling to encourage homeowners to reduce their waste by home composting. In removing the first barrier for home owners and supplying the bin at point of sale with the property, it is hoped residents will adopt this method of waste management more readily.

- 1.8 Worcestershire County Council (WCC) has promoted a discounted home compost bin scheme for over 20 years. Sales for RBC have declined steadily over recent years and in 2016/17 only 74 bins were purchased through this scheme, see Figure 2. This does follow the trend within the county however Redditch does show significantly fewer sales in comparison.

Figure 2: Compost bin sales 2012 to 2017 In Worcestershire



- 1.9 Redditch Borough Council (RBC) is the only waste collection authority within Herefordshire and Worcestershire that does not offer a garden waste collection service.

Nationally around 50% of collection authorities offer a chargeable service specifically for garden waste³. It is predicted that by 2022 that all local authorities in England will be charging for garden waste.⁴

Consequentially RBC consistently has the lowest overall recycling rate within Herefordshire and Worcestershire (Table 1). Where garden waste is collected separately and sent for composting, tonnage contributes towards the overall recycling rate. RBC currently relies on residents to home compost or visiting the HRC to dispose of garden waste. However, there is evidence that green

³ 2014/15 Data taken from Waste Data Flow

⁴ Bird, A, 2017 Energy for Waste Conference, Local Authority Recycling Advisory Committee

garden waste is being placed in grey bins which are essentially supplied for residual waste⁵.

The composted material from RBC results from the clearance of fly tipped waste and compostable street sweepings (Table 1).

Table 1: Recycling Rates for H & W Collection Authorities 2016/17⁶

Waste Collection Authority	Total Dry Recycling	Total Composting (inc garden waste)	Total Recycling Rate
Bromsgrove District Council	24.71%	19.50%	44.21%
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Herefordshire	29.91%	12.61%	42.53%
Malvern Hills District Council	28.18%	10.27%	38.46%
Worcester City Council	30.09%	6.42%	36.51%
Wyre Forest District Council	25.49%	7.29%	32.78%
Redditch Borough Council	28.59%	2.18%	30.77%

- 1.10 The JMWMS recognises the need to respond to customer demand and to increase the amount of waste recycled and composted. Authorities may therefore choose to operate paid for collections of garden waste where both additional collection and disposal costs are considered. This option moves the waste higher up the waste hierarchy demonstrating a more sustainable form of waste management.
- 1.11 A waste composition analysis in 2010 identified that that between 2% - 6% of a residual waste bin was in fact garden waste⁷. RBC generally shows an increase in residual waste during the main growing season. When compared with BDC and Worcester City who both operate a seasonal garden waste collection, there is a clear increase in residual waste for RBC. (figure 3-5, growing season indicated by orange box)

⁵ Waste not able to be recycled, reused or composted

⁶ Figures taken from Waste Data Flow 2016/17

⁷ MEL, 2010. Redditch Compositional Kerbside Waste Analysis

It is reasonable to assume that the resulting increase is due to garden waste. The experience of collection crews also supports this assumption as during the growing season, there is a notable increase in garden waste in domestic bins.

Figure 3: RBC 3 Year Residual Waste Profile

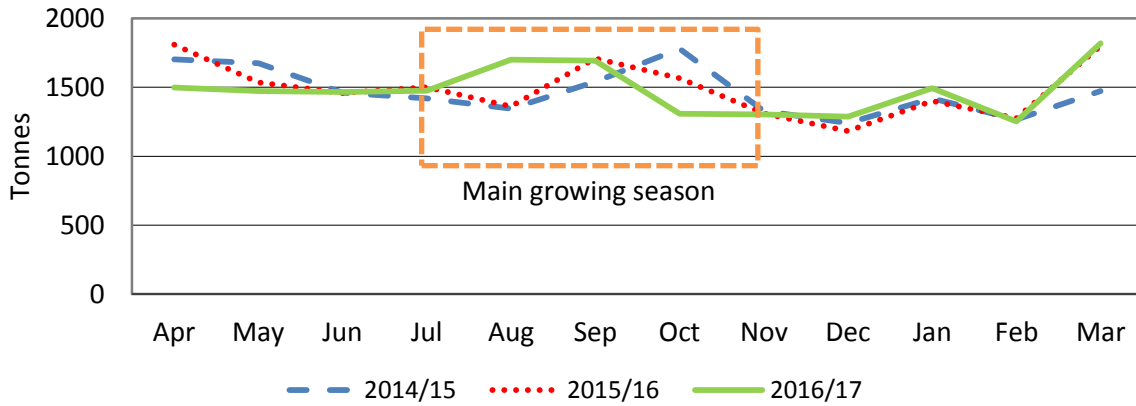


Figure 4: BDC 3 Year Residual Waste Profile

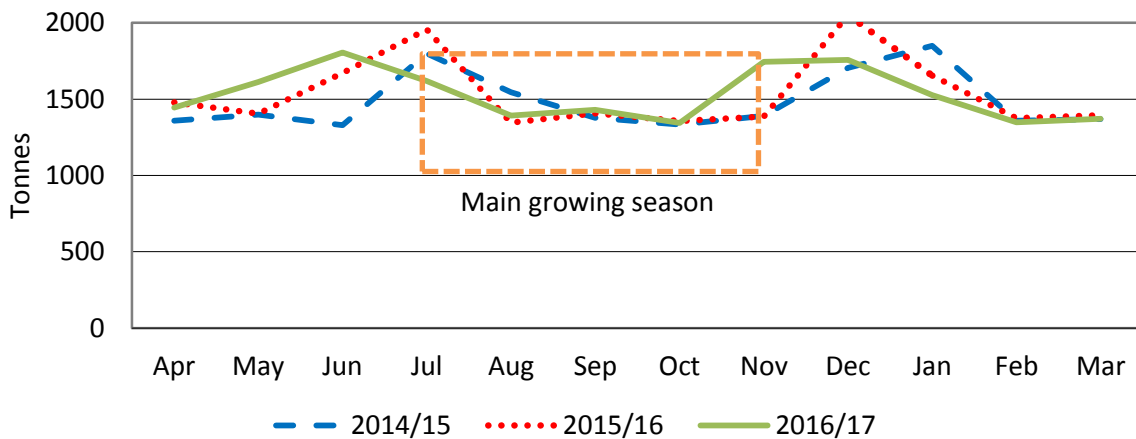
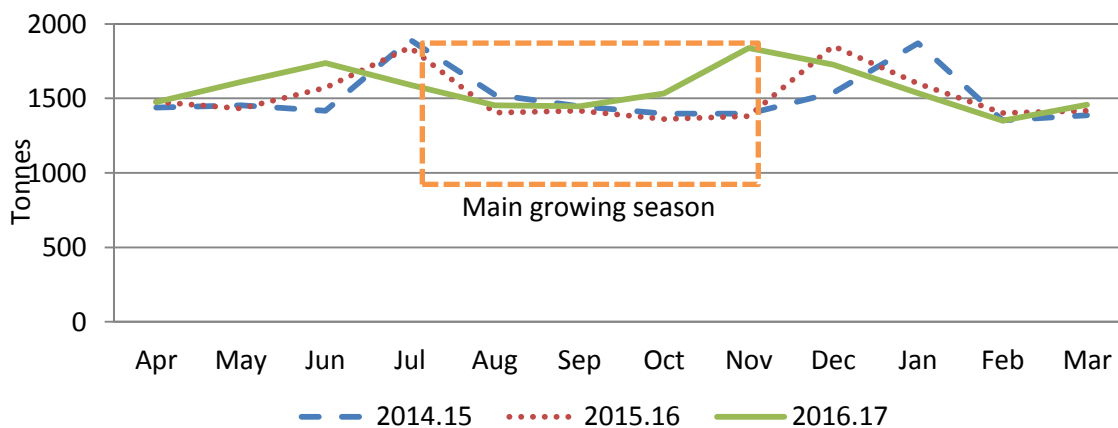


Figure 5: Worcester City 3 Year Residual Waste Profile



- 1.12 A garden waste collection trial ran previously in RBC during 2010 and was offered to approximately 12% of the population of which there was a 6.7% take up rate. The service cost £35 and ran from March to November inclusive. At the end of the trial Executive Council recommended:

“If take up was likely to be less than 10%, the service would not be sustainable, but if more than 10% could be achieved, options should be considered for a wider rollout of the service. The possibility of sharing such a service with Bromsgrove DC would now also be considered as part of a further report”⁸.

- 1.13 Carbon emissions have reduced significantly with the latest European Standard 6 compliant vehicles. Previous calculations used pre- European efficiency standards where diesel engines were emitting upwards of 958 g/km⁹. The Council fleet now use the latest Euro 6 engines which are capable of 672 g/km emissions. This reduction of around 30% reduces the environmental impact significantly, not only of any new service but of the entire current fleet.

Table: 2 CO2 Emission Comparisons¹⁰

Journey Type	Miles	Tonnes of CO2 produced		
		Pre Euro Standards	Euro 6 Standard	Annual Equivalent
Recycling Alternate Weekly Service	1,950	2.80	2.11	12.65
Residual Alternate Weekly Service	1,950	2.80	2.11	12.65
Garden Waste Service	1,500	2.16	1.62	6.49
Total				31.8
Car journeys ¹¹	110,000	158.09	118.96	475.85

- 1.14 Based on an average of 2,200 tonnes¹² of garden waste is taken to the HRC per year resulting in an estimated 22,000 individual car journeys¹³ the

⁸ Redditch Borough Council, 2010. Garden Waste Collection Service

⁹ Carbon emissions for engines are measured in grams of Carbon Dioxide per Kilometre (CO2/km)

¹⁰ Based on average 75 miles a day using Transport Research Laboratory 2009 data assuming speed of 40-50mph

¹¹ Based on data from 1.14

¹² Average data from 2012-2015

¹³ This assumes 100kg load per visit

equivalent annual CO² is considerably more than that produced by the fleet see table 2.

2. Economic Case

Drivers for change

2.1 Generating Revenue

An additional revenue stream would be generated as a result of providing a chargeable garden waste service. This would assist RBC with reducing the operating support for other service functions, which in stressed economic times is a significant factor for consideration.

2.2 Increasing Recycling Rates

Recycling rates are made up of a number of tonnages, dry recycling (the green bin waste), reused tonnages (household goods donated to reuse centres who in turn claim reuse credits), and garden waste.

Currently, RBC contributes a very small proportion of garden waste (see table 1). This is generated from clearing the biodegradable element of fly tips and street sweepings.

2.3 Reduction of Residual Waste Tonnage

Green garden waste has a high weight to volume ratio and as such is easily detectable by collection crews in the height of the growing season. Where residents present garden waste in grey bins, collection crews are emptying bins which are overloaded and cause strain and stress on crews and vehicles alike.

Additional weight increases the need and frequency to tip and thus reduces the actual time available to the crew for collection. The overall efficiency of the round is then reduced as vehicles filling up quicker, crews make more frequent journeys to tip, garden waste is sent to energy from waste and the collection round becomes longer.

2.4 Increase Capacity on Residual Rounds

Linked in to 2.3, it is particularly important to maximise our current rounds with the increase in new build areas currently under construction. The additional garden waste being collected essentially occupies space on collection vehicles that is intended and calculated for residual waste.

The impact of garden waste on a residual waste round therefore prevents the service reaching its full collection potential and increases the need to procure additional vehicles and staff ahead of projected dates.

2.5 Consistency Across Herefordshire & Worcestershire

One of the intentions of the JMWMS is to introduce consistency across all of the waste collection areas. Residents of Redditch Borough are the only residents that cannot pay for a garden waste collection service. During a recent customer consultation this was widely recognised amongst residents

as they were not complimentary towards RBC about this, recognising the lack of equality and choice for the consumer in this decision.

2.6 Increase Customer Satisfaction

72% of customers in a recent customer consultation identified a willingness to pay for a garden waste service. This overwhelming positive response signifies a large proportion of households in the Borough would prefer to be offered kerbside garden waste collection as opposed to home composting or taking the waste to the HRC (or tip).

Many of the comments made during the consultation also expressed dissatisfaction at the lack of a garden waste service.

2.7 Reduce Demand for Additional Grey Bins

Residents request additional bins or larger bins at the point where they cannot store their household residual waste in a 240litre bin. 240 litres is the standard size bin that has been accepted as suitable for a family of up to 5 when used as part of an alternate weekly collection service.

During 2016/17 there were 331 requests for larger of additional bins, which is typical of the number received each year. This in turn costs the authority £19,860 per annum.

Not all bin requests are sanctioned; however, this level signifies the number of residents that do struggle to cope with a 240litre bin for their household waste.

Introducing a garden waste service would allow residents the option to move upwards of 6%¹⁴ of their overall waste into a garden waste bin thus freeing up waste in grey bins.

¹⁴ Studying other scheme it is reasonable to assume that additional garden waste will be diverted into a garden waste service in addition to the quantity currently found within grey bins.

Evaluation and Appraisal

2.8 Seven options were evaluated for dealing with green garden waste in the Borough. Table 3 identifies these options and assesses them against 7 defined evaluation criteria.

The following assumptions have been made in order to compare and evaluate each option for both qualitative and quantitative outcomes.

- i. The costs have been calculated on a basis of £45 for one season to reflect the neighbouring service in BDC which allows the two districts to offer a consistent pricing structure.
- ii. A £20.00 set-up fee in the first year of subscription has been included as an option for first year subscription costs as a one off charge. This fee is intended to recoup some of the initial set up (taking customer details and administering Direct Debit), bin procurement (at £15.50 per bin) and bin delivery costs associated with each new subscription in the initial year of service.
- iii. Those options excluding the administration charge will inevitably result in a reduced income. Increasing the fee will increase overall revenue whilst decreasing the fee will decrease revenue.
- iv. Subscription rates have been assumed for year 1 at 1,000.
- v. Growth of the service has been predicted at 1,000 subscriptions per year until the saturation point of 4,000 subscriptions. At this point spare capacity within the BDC service will be fully utilised by RBC.

Table 3: Evaluation Criteria for Appraisal and Analysis for Long List Options

Evaluation Criteria	Option 1 Do Nothing	Option 2 BDC Restricted Area Service no set-up free	Option 3 BDC Restricted Area Service + set-up fee	Option 4 RBC operate borough wide set-up fee	Option 5 RBC operate borough wide + set-up fee	Option 6 BDC operate borough wide no set-up	Option 7 BDC operate borough wide + set-up
a) Meets budgeted revenue of £23,725	No (£0 NPV ¹⁵)	No, based on 500 subscriptions (£-3,540 NPV)	No, based 500 subscriptions (£6,460 NPV)	No (£-14,446 NPV)	No (£5,554 NPV)	No (£14,445 NPV)	Yes (£33,445 NPV)
b) Increase recycling rates	No	Partially, full potential will not be achieved.	Partially, full potential will not be achieved.	Yes	Yes	Yes	Yes
c) Reduce weight of Residual Waste bins	No	Partially, full potential will not be achieved.	Partially, full potential will not be achieved.	Yes	Yes	Yes	Yes
d) Increase capacity on domestic rounds for new build residual waste*	No	Partially	Partially	Yes	Yes	Yes	Yes
e) Consistency in H&W	No	Partially	Partially	Yes	Yes	Yes	Yes
f) Increase customer satisfaction	No	Partially	Partially	Yes	Yes	Yes	Yes
g) Reduce demand for larger or additional residual bins	No	Partially, full potential will not be achieved.	Partially, full potential will not be achieved.	Yes	Yes	Yes	Yes

¹⁵ NPV- Net Present Value equals sum of future income minus spend

- 2.9 Following the Evaluation and Appraisal process, Options 7 presents as the best service solution and the only one to meet all of the evaluation criteria. This option is for BDC to operate a garden waste service on behalf on RBC with the inclusion of a £20 administration charge for all subscribers in the first year¹⁶.
- 2.10 A full cost benefit analysis identifying relevant benefits and costs for each solution can be seen in table 4. For ease of identification and to summarise, table 4i identifies total benefit, cost and resulting Net Present Value (NPV) which is the forecasted income minus the spend.
- 2.11 Where enabling costs are listed this includes all support functions including HR, Legal, Income & Administrative Support.

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¹⁶ Administration charge is per subscription and not per bin

Table 4: Cost Benefit Analysis for Long List Options

Cost	Do Nothing	BDC operate restricted Area	RBC operate Borough wide	BDC operate Borough wide
No. of customers	0	500	1,000	1,000
No. of collection days / week	0	0.5	1	1
Income				
Set Up Fee (1st year only) - £20.00	£0	£10,000	£20,000	£20,000
Service Charge - £45.00	£0	£22,500	£45,000	£45,000
Total Income	£0	£32,500	£65,000	£65,000
Running Costs				
BDC operating and contribution to overhead costs	£0	£24,524	£27,524	£27,524
Interest & repayment of capital borrowing -bins ¹⁷	£0	£1,298	£2,597	£2,597
Interest & repayment of capital borrowing -vehicle ¹⁸	£0	£0	£28,891	£0
Bin replacement ¹⁹	£0	£217	£434	£434
Total Running costs	£0	£26,040	£59,446	£30,555
Surplus with set up charge	£0	£6,460	£5,554	£34,445
Surplus no set up charge	£0	-£3,540	-£14,446	£14,445
Capital spend				
Vehicle purchase	£0	£0	£180,000	£0
Bin Purchase	£0	£7,750	£15,500	£15,500
Total Capital	£0	£7,750	£195,500	£15,500

¹⁷ Repayments continue for 11 years year 1: £2,596 year 2: £5,193 year 3-11: £7,790

¹⁸ Repayments continue for 7 years at £28,891.14

¹⁹ Calculated at 2.8% of estate per year

Table 4i: Summary Cost Benefit Analysis

Option	Description	Initial Capital Outlay ²⁰	Benefit	Running Costs	Capital Repayment (and bin replacement)	Surplus
1	Do Nothing	£0	£0	£0	£0	£0
2	BDC operate restricted Area Service no administration fee	£7,750	£22,500	£24,524	£1,515	-£3,540
3	BDC operate restricted Area Service with administration fee	£7,750	£32,500	£24,524	£1,515	£6,460
4	RBC operate Borough Wide service no administration fee	£195,500	£45,000	£27,524	£31,922	-£14,446
5	RBC operate Borough Wide service with administration fee	£195,500	£65,000	£27,524	£31,922	£5,554
6	BDC operate Borough wide service no administration fee	£15,500	£45,000	£27,524	£3,031	£14,445
7	BDC operate Borough Wide service with administration fee	£15,500	£65,000	£27,524	£3,031	£34,445

²⁰ Capital outlay is displayed for information purposes only and does not feature in the annual NPV

Table 5: Risk Analysis for Long List Options

Option	Environmental impact	Revenue risk	Financial risk	Failing to meet Customer needs	Low customer sign up	Service provider failure	Failure to meet evaluation criteria	Score
Do Nothing	4	4	4	4	4	1	4	25 HIGH
BDC operate restricted Area Service no administration fee	2	2	4	3	2	1	4	18 MEDIUM LOW
BDC operate restricted Area Service (including administration fee)	2	3	4	3	3	1	4	20 MEDIUM HIGH
RBC operate Borough wide service no administration fee	1	2	4	1	2	3	4	17 MEDIUM LOW
RBC operate Borough-Wide (including administration fee)Service	1	3	4	2	3	3	4	20 MEDIUM HIGH
BDC operate the service no administration fee	1	2	4	1	2	1	4	15 LOW
BDC operate the service (including administration fee)	1	3	2	2	3	1	1	13 LOW

Key: 1 =Low, 4 =High Scoring: 13-15=LOW 16-18= MEDIUM LOW 19 MEDIUM 20-22= MEDIUM HIGH 22-25= HIGH

The Recommended Option

- 2.12 Table 5 assesses the level of proposed risk for RBC for each option
- 2.13 After assessing all 7 options for both quantitative and qualitative costs and benefits, Option 7 has been assessed to be the recommended option. This relates to BDC operating a Borough Wide Service on behalf of RBC with the inclusion of an administration fee for first year subscriptions and an annual service charge of £45.
- 2.14 The viability and risks of each option were weighed against each other to result in the recommended outcome:
- i. Option 1: Not viable
This is high risk and achieves no positive outcomes.
 - ii. Option 2: Not Viable
This is medium low risk but only partially meets evaluation criteria
 - iii. Option 3: Not Viable
This medium high risk and only partially meets evaluation criteria
 - iv. Option 4: Not Viable
This is medium low risk and meets all evaluation criteria apart from budgeted revenue
 - v. Option 5: Not Viable
This is medium high risk and meets all evaluation criteria apart from budgeted revenue
 - vi. Option 6: Viable
This low risk but only partially meets evaluation criteria as it does not meet budgeted income requirements (£9,280 shortfall)
 - vii. Option 7: Viable
This is low risk and fully meets evaluation criteria
- 2.15 Should RBC wish to run the service in-house (Options 4 and 5); there would be significant upfront capital investment for procurement of a refuse collection vehicle (currently £180,000).

Procurement required for the collection vehicle will add in the region of 20 weeks to the project plan and therefore will negatively affect the delivery of the service. Hire costs for a standard refuse collection vehicles are currently at £850 per week.

3. Commercial Case

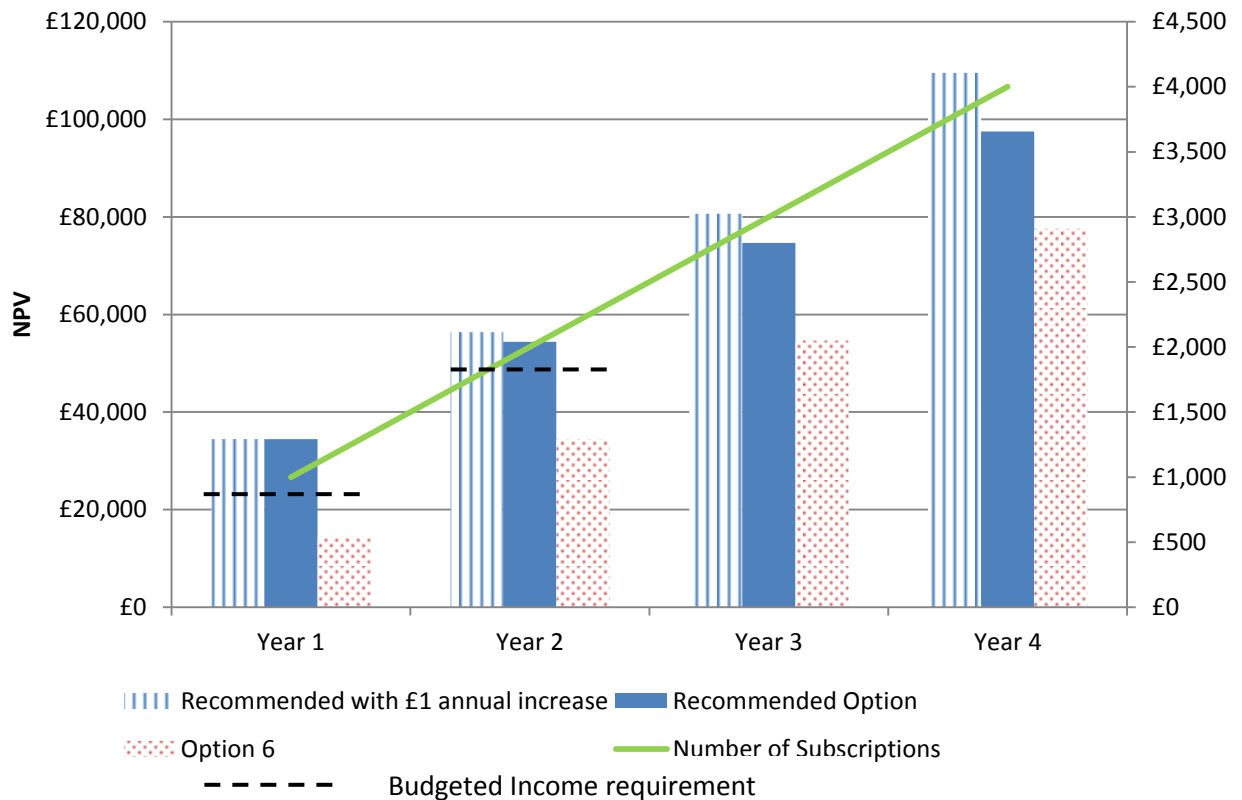
Viability of Recommended Option

3.1 The relationship between number of subscribers, and Net Present Value or NPV (the forecasted income minus outgoings) are intrinsically linked for the forecasted 4 year period, see Figure 6. Benefit will continue to increase over a four year period after which time the spare capacity within the BDC service will be fully utilised by RBC’s garden waste service and therefore there will need to be a decision whether to continue expanding or limit service capacity to 4,000 subscriptions.

For comparison, Option 6 has been included to show that budgeted income is not achieved by this option falling £9,280 short in year one and £13,067 in year two. Budgeted income Year one £23,725 and year two is £47,450. Income for option 6 is £14,445 and year two is £34,383.

The striped bars also identify potential NPV if the annual charge increased by £1 each year.

Figure 5: Four year Forecasted NPV and Customer Growth (with Option 6 for comparisons)



- 3.2 To ensure ongoing costs and benefits are viable past the first start-up year of Option 7, a summary for a four year forecasted cost benefit analysis can be viewed in table 6 along with a full breakdown in table 6i below.

Please note that these figures account for an annual 3% increase in running costs such as salaries and fuel. 2017/18 costs have been used throughout the calculations for the purpose of comparisons with annual running costs.

- 3.3 Capital spend and repayments will be direct from RBC budgets in addition to BDC service charges.

Table 6: Four Year Forecast Summary Cost Benefit Analysis for Recommended Option (option 6 included for comparison)

	Year 1	Year 2	Year 3	Year 4
Income	£65,000	£110,000	£155,000	£200,000
Running Cost & repayments	£27,524	£55,617	£80,338	£92,936
Net Present Value (NPV) Recommended Option	£34,445	£54,383	£74,662	£97,538
Net Present Value (NPV) Option 6	£14,445	£34,383	£54,662	£77,538

Table 6i: Four Year Forecasted Cost Benefit Analysis for Recommended Option

Cost	Year 1	Year 2	Year 3	Year 4
No. of customers	£1,000	£2,000	£3,000	£4,000
No. of collection days / week	£1	£2	£3	£4
Income				
Set Up Fee (1st year only) - £20.00	£20,000	£20,000	£20,000	£20,000
Service Charge - £45.00	£45,000	£90,000	£135,000	£180,000
Total Income	£65,000	£110,000	£155,000	£200,000
Running Costs				
BDC operating and contribution to overheads costs	£27,524	£49,555	£71,246	£92,936
Interest & repayment of capital borrowing -bins ²¹	£2,597	£5,194	£7,790	£7,790
Bin replacement ²²	£434	£868	£1,302	£1,736
Total Running Costs	£30,555	£55,617	£80,338	£102,462
Surplus with set up charge	£34,445	£54,383	£74,662	£97,538
Surplus no set up charge	£14,445	£34,383	£54,662	£77,538
Capital Spend				
Vehicle Purchase	£0	£0	£0	£0
Bin Purchase	£15,500	£15,500	£15,500	£15,500
Total Capital	£15,500	£15,500	£15,500	£15,500

²¹ Repayments continue for 11 years year 1: £2,596 year 2: £5,193 year 3-11: £7,790

²² Calculated at 2.8% of estate per year

- 3.4 BDC has operated a garden waste service within Bromsgrove District since 2003. From 2009, the service has been an opt-in chargeable collection which started with 39.9% participation; participation now stands at 45.68%²³.
- 3.5 This well established service continually performs well and consistently serves in excess of 18,500 customers per year, mostly with 1 single bin and 3% of customers with 2 or more bins.
- 3.6 BDC has an overall combined recycling rate of 44.21%²⁴ of which 9,649 tonnes is attributable to dry recycling and 7,613 tonnes comes from the garden waste service (see table 7).
- 3.7 The operational workforce engaged in the service is well established and have many years' experience in this role. They are managed by the Environmental Service shared service management team which covers both RBC and BDC operational services. There is thus a vested interest for the success of the RBC service for all parties involved.

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²³ 2016/17 data

²⁴ 2016/17 data

Table 7: Performance Data for BDC Garden Waste Service 2013 to 2016

Performance Indicator	2013-14	2014-15	2015-16	2016-17
Green Garden Waste Tonnage	6,260.06	6,648.22	6,745.00	7,613.82
Dry Recycling Tonnage	8,633.19	9,887.76	9,672.30	9,649.17
Residual Waste Tonnage	22,390.97	21,401.02	21,468.93	19,912.00
Total Household Waste Tonnage	37,284.22	37,937.00	37,886.23	39,049.07
Number of Households	39,824.00	40,166.00	40,497.00	40,802
Residual waste Kilograms per household (NI191)	562.25	532.81	530.14	488.02
Percentage Recycled & Composted (NI192)	39.95%	43.59%	43.33%	44.21%
Garden Waste Kilograms per Subscription per year	338.38	340.93	337.25	408.47
Number of subscriptions	18,500.00	19,500.00	20,000.00	18,640
Percentage participation	46.45%	48.55%	49.39%	45.68%
Charge	£35.00	£38.00	£40.00	£40.00

Performance of Recommended Option

3.8 The importance of other key performance indicators is not to be overshadowed by the financial forecast and as such a four year forecast of how the service is expected to perform given the set parameters is shown in table 8. The calculations have been made conservatively so as not to set unrealistic expectations.

3.9 It should be noted at this point that it is not realistic to compare outputs here with BDC performance (table 7) as the BDC service was originally a free service and as such has a privileged subscription rate of over 45%. Comparisons are more realistic to draw between RBC and another similar service such as Wyre Forest District Council (WFDC).

3.10 In comparison and to validate the forecasted performance, table 9 and 10 shows WFDC and Worcester City performance data for garden waste services. Both these services were introduced as chargeable opt-in from the start with no previous history of a free garden waste collection. They are therefore more comparable to RBC.

Table 9 and 10 also identify increasing charges relating to each year of operation.

3.11 Residual tonnage has been predicted in this model to increase at 3% a year which is due in the main to an increasing number of dwellings in the Borough. The exact number of dwellings to come online each year at this point is not clear.

Between July 2017 and March 2018 there are around 600 properties due to come online from developments opposite the Abbey Stadium, rear of the Hospital and Church Road, Webheath. This highlights the rapid growth of housing within the Borough at present.

As such a conservative 3% a year increase is therefore applied to dwelling figures.

3.12 The yield of waste per year is taken from an average of the first 4 year's performance from WFDC; this has been used to calculate the overall annual tonnage.

3.13 The predicted increase recycling rates indicates a steady increase over a four year period taking the authority from a current 30.77% to 38.74% in 2021/22.²⁵ This recycling rate would move RBC from bottom of the County league table to 4th place, similar to the performance of Malvern Hills District Council (see table 1).

²⁵ The predications are taking into account the current tonnage and building on a predicted forecast based on WFDC

Table 7: RBC Forecasted Four Year Performance Data for Recommended Option

Performance Indicator	2016-17 actual	Year 1	Year 2	Year 3	Year 4
Green Garden Waste Tonnage	0	546	1,092	1,647	2,196
Dry Recycling Tonnage	8,775	8,775	8,775	8,775	8,775
Residual Waste Tonnage	19,542	18,996	19,565	20,152	20,757
Total Household Waste Tonnage	28,317	28,317	28,317	28,317	28,317
Number of Households	36,228	36,228	37,315	38,434	39,587
Residual waste Kilograms per household (NI191)	539	524	524	524	524
Percentage Recycled & Composted (NI192)	30.77%	32.92%	34.85%	36.81%	38.74%
Garden Waste Kilograms per Subscription per year	0.00	546.00	546.00	549.00	549.00
Number of Subscriptions	0	1,000	2,000	3,000	4,000
Percentage participation	0.00%	2.76%	5.36%	7.81%	10.10%

Table 9: Performance Data for Wyre Forest District Council Garden Waste Service 2013 to 2016

Performance Indicator	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7 ²⁶
Green Garden Waste Tonnage	522	764	1,156	1,156	1,655	1608	1790
Dry Recycling Tonnage	9,623	10,224	10,320	10,325	10,061	10048	9246
Residual Waste Tonnage	25,199	24,087	24,375	25,046	25,555	25988	23205
Total Household Waste Tonnage	36,022	34,324	25,062	35,762	36,686	38267	33571
Number of Households	44,616	44,616	45,249	45,249	45,640	45640	45640
Residual waste Kilograms per household (NI191)	565	540	539	554	560	569	508
Percentage Recycled & Composted (NI192)	28.16%	32.01%	45.79%	32.10%	31.94%	30.46%	32.87%
Garden Waste Kilograms per Subscription per year	421.78	442.39	525.71	400.55	441.69	358.77	354.32
Number of Subscriptions	1,237	1,727	2,198	2,886	3,747	4,482	5,052
Percentage participation	2.77%	3.87%	4.86%	6.38%	8.21%	9.82%	11.07%
Charge	£30.00 +£20 admin	£31.00 +£20 admin	£32.50 +£20 admin	£34.50 +£20 admin	£40.00 +£20 admin	£43.00 +£20 admin	£46.50 +£20 admin

²⁶ Data is missing March 2017 as this has not been validated with Waste Data Flow at the time of writing

Table 10: Performance Data for Worcester City Council Garden Waste Service 2011 to 2016

Performance Indicator	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Green Garden Waste Tonnage	1095	1309	1,359	1,611	1,650	1707
Dry Recycling Tonnage	9,993	9,875	9,727	10,035	10,198	10100
Residual Waste Tonnage	19,504	18,962	19,587	19,331	19,866	20381
Total Household Waste Tonnage	30,592	30,146	30,673	30,977	31,714	32,188
Number of Households	43,560	43,863	44,121	44,428	45,006	45613
Residual waste Kilograms per household (NI191)	448	432	444	435	441	447
Percentage Recycled & Composted (NI192)	36.24%	37.10%	36.14%	37.60%	37.36%	36.68%
Garden Waste Kilograms per Subscription per year	276.45	296.15	281.66	318.19	317.06	304.66
Number of Subscriptions	3,961	4,420	4,825	5,063	5,204	5,603
Percentage participation	9.09%	10.08%	10.94%	11.40%	11.56%	12.28%
Charge	£35.00	£37.00	£37.00	£47.00	£52.00	£54.00

Contractual Arrangements

3.14 The service will form part of the shared service arrangement currently in place between RBC and BDC. As such there will be an amendment to the current financial charging arrangements between RBC and BDC.

3.15 Mirroring the BDC service, allows RBC to take opportunity of the spare capacity in the BDC service which has been created via optimisation of the routes.

BDC now have the ability within their current service to accommodate up to 1,000 customers per day (4,000 in total), Tuesday to Friday on alternate weekly basis.

3.16 BDC will administer and operate the garden waste collections to RBC residents as an extension of the current garden waste service already provided in Bromsgrove.

Charging Mechanism

3.17 An agreed amount will be paid to BDC per subscription to cover operational activities undertaken on behalf of RBC. This will be calculated on the direct cost of running the service identified in Table 6i divided by the total number of subscriptions, see table 11.

Table 11: Cost of Service per Subscription to RBC

Item	Charging Band			
	<1,000	1,001-2,000	2,001-3,000	3,001-4,000
Number of Subscriptions	<1,000	1,001-2,000	2,001-3,000	3,001-4,000
Charge per subscription	£27.52	£24.78	£23.75	£23.23

Due to economies of scale the higher the number of subscriptions the lower the cost per subscription.

RBC would be charged per subscription up to the level of each charging band identified in table 11 for clarification 800 subscribers would be charged at £27.52 x 800 giving a total of £22,016 and 2,500 subscribers would be charged at £23.75 giving a total of £59,375.

- 3.18 Subscriptions will be on a Direct Debit (DD) only basis as this method of payment has invaluable benefits over other payment methods and is the chosen method of payment for all new subscriptions in BDC.²⁷

Benefits for DD payments are:

- i. Convenience for customers thus improving customer satisfaction
- ii. Reduction in administrative burden associated with chasing payments
- iii. Better management of bins not paid for in a timely manner
- iv. Reduction in payment processing costs
- v. Encourages customer retention

Table 12: Herefordshire and Worcestershire Garden Waste Service Charges

Waste Collection Authority	2017 Service Charge	Admin charge	Payment methods
Bromsgrove District Council	£42**	no	DD only for new customers
Herefordshire	5 sacks £3.70	no	Any
Malvern Hills District Council	£65 (£55 for additional bins)	no	Any
Worcester City Council	£56	£10	Online Card and DD is encouraged
Wychavon District Council	£46	No **	DD only
Wyre Forest District Council	£46.50	£20	DD only

* BDC have agreed £45 for 2018 service charge.

**Wychavon District Council hold contract charges with their service provider of £20 which covers the cost of the above although this is not as yet passed onto the customer.

- 3.19 The administration charge of £20.00 for each customer has been calculated into the first year subscription cost as a one off charge. There is a risk that if customers perceive the administration charge is too high it will limit the overall take up of customers.

²⁷ Where a potential customer is not able to pay vis DD a mutually agreeable payment method may be proposed by a manager.

- 3.20 In table 12 only 2 of the 6 authorities apply an administration charge.
- 3.21 Bins will be procured under an approved Yorkshire Purchasing Organisation (YPO) contract. This is a leading public sector procurement organisation with over 40 years' experience.

YPO have supplied the most preferable unit cost of £15.50 for a standard 240 litre bin which matches the specification required of the service.

Market Research

- 3.18 During May 2017, 978 residents responded to a consultation commissioned by Environmental Services. Residents were asked if they were willing to pay £45 for a fortnightly seasonal (March to November inclusive) garden waste collection.

72% of responding residents identified that they would be willing to pay for the service. The £45 charge was used as this was directly comparable with the proposed Bromsgrove District Council Service (BDC) charge for 2017/18. Table 13 has a breakdown of yes and no responses and the source they were derived from.

Table 13: Consultation Responses indicating the number of residents that would pay £45 for a seasonal garden waste service

Response Given	Postal	Online	Overall
Yes	33 (45%)	675 (74%)	708 (72%)
No	37(52%)	233 (26%)	270 (26%)
Total	70	908	978

- 3.2 In figure 6 'yes' and 'no' responses have been plotted on a map of the Borough. This even spread of yes responses supports the need to introduce a service Borough wide rather than restricting the service to specific locations.
- 3.3 The overwhelming positive response from residents was also supported by numerous comments indicating there was a level of need for the service. Below are a range of quotes showing level of support for the proposed service:

"Been a long time coming as all the other boroughs have them and we do not"

"Great idea saving trips to the tip and messing the car up"

“A great idea and one I've been looking forward to. The cost is reasonable too. Fingers crossed that enough people respond and this goes ahead.”

“Wish this was already up and running. Needed now please.”

“We have wanted a service like this since moving to Redditch having used the same one where we used to live. Really useful to help us keep the garden tidy.”

“I would be VERY interested in a garden waste collection service as taking waste to the tip is difficult and messy for me now I am getting older”

3.4 Postal consultation

Residents in the west of the Borough were targeted through a postal consultation to seek their feedback on the proposal. This area was selected due to the makeup of housing, the prevalence of gardens and the experience of Officers during the former garden waste trial where this area showed a higher take up.

Over 7,000 postcards were distributed to this selected area and asked to complete the consultation and return via freepost. A disappointing 1% return rate was achieved through this exercise.

3.5 Online consultation

Residents were also targeted Borough wide using an online survey promoted through a social media post. This survey replicated the postal one but was intended to gauge response over a wider area.

23,725 residents were reached by the post of which 907 residents responded.

3.6 The 26% in table 13 that did not express the need for a garden waste service generally gave feedback that fell into 3 categories

a. No need for the service

“We only have a small low maintenance garden. Any grass cuttings can easily be taken to the rubbish tip”

b. £45 is too expensive

“£45 is too expensive. This service would be useful but this is too expensive when you can simply compost for free.”

c. Belief the Current council tax should cover the service

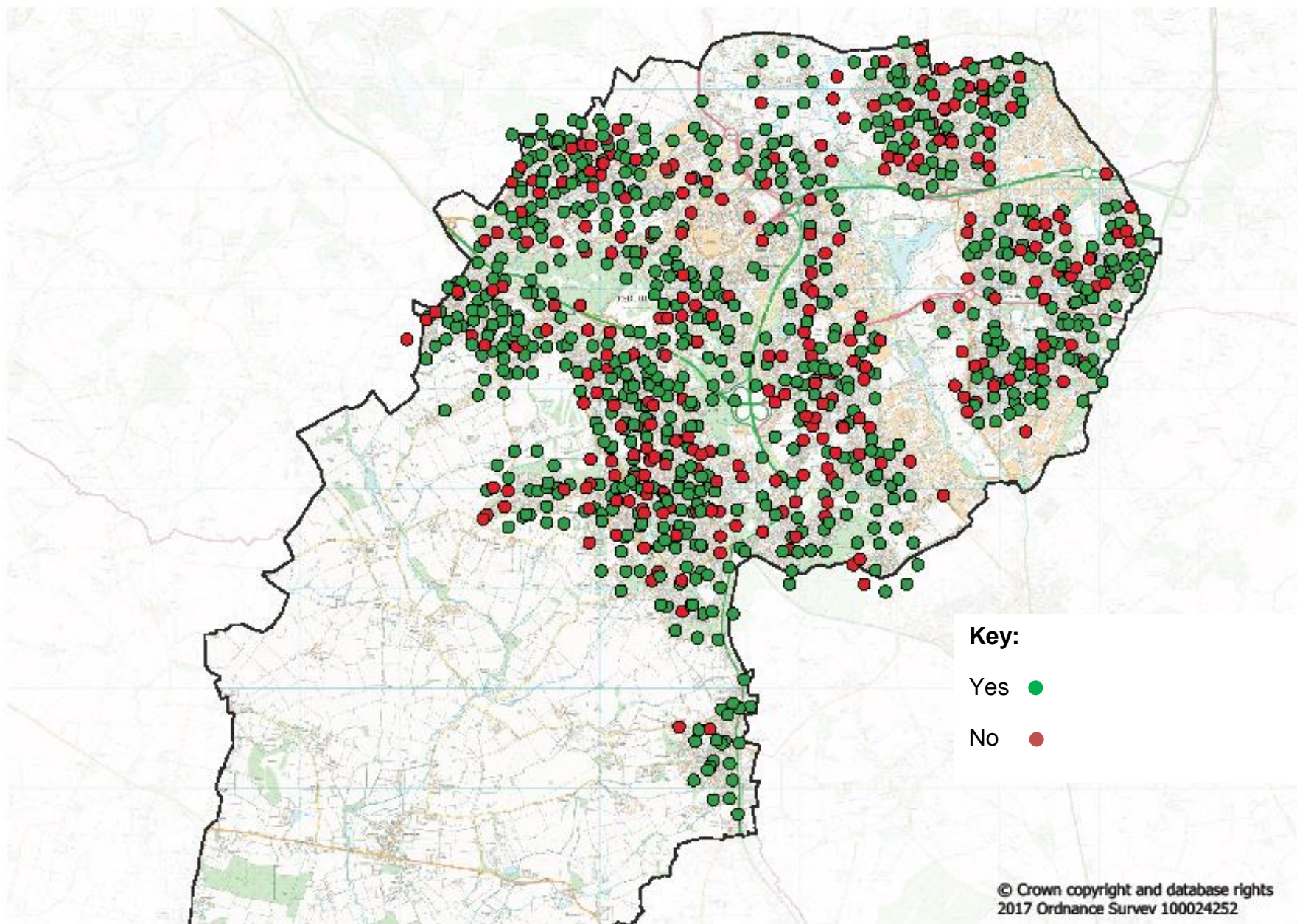
“I pay my council tax for this service I would rather find a hedge thank you.”

3.7 The comments submitted by residents in the consultation gives a useful insight into customer perception of the proposal, waste collection in general and how the Council is regarded. This in turn will help formulate the approach taken to market the service to residents.

- 3.8 The consultation did not account for the inclusion of an initial administration charge in year one of the service.

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Figure 6: Map of consultation responses



4. Financial Case

Affordability

- 4.1 The proposed option demonstrates an affordable service solution which is capable of improving the overall service on offer to residents and at the same time generating additional benefits which can be utilised by RBC to support essential statutory and non-statutory services.
- 4.2 The proposal represents good value to the customer at £45 per season, this equates to 20 collections at £2.25 which is extremely favourable when compared to other H&W authorities (table 12).
- 4.3 Forecasted NPV identifies that after operating costs year 1 will generate a surplus of £33,444, year 2 £54,383, year 3 £74,662 and year 4 £97,537.
- 4.4 Budgeted income in the MTFs for 2018/19 in RBC stands at £43,165 and for 2019/20 £87,450. The Recommended Option allows for this income to be realised. The Medium Term Financial strategy includes £20,000 for 2018/19 and 40,000 2019/20 which takes account of operating costs.
- 4.5 Members are recommended to ensure provision of a capital commitment for the next 4 years should the Recommended Option be pursued. Capital spend is £31,000 in the initial year and £15,500 years 2 - 4 for the procurement of bins.
- Interest and repayment of capital borrowing is as follows:
- Year 1 - £2,597
 - Year 2 - £5,193
 - Year 3 - £7,790 (and each year thereafter up to year 11)
- 4.6 Service running costs will be met through the receipts taken for subscriptions. Market research suggests the level of subscriptions will be around 1,000 in year one. Evidence from other schemes show once a service is active, the visible presence of garden waste bins on the kerbside in itself starts to generate additional subscriptions.
- 4.7 There will be a level of service promotion primarily based on social media due to the excellent audience response to the social media consultation. If further awareness raising is required bin stickers on grey bins will be used to target uptake as required.
- 4.8 Should additional vehicles or staff be required due to breakdown or staff shortages, the hire and agency costs will be covered by BDC through the agreed subscription costs.

5. Management Case

Project plan, deliverability and Implementation

- 5.1 An established interdepartmental project management team meet regularly to plan and manage the service updating and changing operational practices where required for continued service improvements.

It is envisaged an RBC service which mirrors the existing BDC service would have little impact on the project team and the current way of working. All timescales will be shared and will fall into the current working practice.

- 5.2 An annual project plan is created identifying timelines, responsibilities and actions and the RBC service would share the same project plan. The use of a simple Gantt chart is used to identify the processes, overlap of processes and the status of actions as well as being able to visualise the development of the project.

Initially the project team meet monthly and around key times (such as start of service and bin retrieval) this may be increased to weekly meetings.

- 5.3 During the initial implementation stage the team will work closely with Officers in the Corporate Communications team as additional work around promotion and awareness raising of the service will be required for RBC
- 5.4 Due to an overwhelming positive reaction to the use of social media during market research, this will be the main method of awareness raising and communicating with our potential customers. Use of bin stickers is also planned to target particular areas where required.

Once customers are signed up to the service, they will receive an annual calendar and service information about collection days just prior to the start of the collection period. Collection days will also be available on the Council website.

- 5.5 The service will be operated using the latest Euro 6 Dennis Eagle refuse collection vehicles ensuring the carbon footprint of the service is kept to a minimum along with reduced Carbon Dioxide, Nitrogen Oxide and particulate emissions to air.
- 5.6 All collection rounds are optimised using route planning software to minimise journey length and travelling repeat roads; this will become even more important the more subscribers take up the service.

- 5.7 The service will consist of 20 collections on alternate weeks throughout March to November. Where a bin is not at the kerbside (or designated collection point in case of assisted collection) the bin will not be emptied
- 5.8 Post collection, by agreement with the County Council, garden waste will be taken to the WCC transfer station in Aston Road Bromsgrove; this is due to permit restrictions at the RBC transfer site. From here Severn Waste Services (SWS) will bulk and transport the resulting garden waste to Hill and Moor open windrow composting facility located near Pershore. SWS market the resulting material as Greengrow™ and this is sold for a variety of agricultural applications.

DRAFT

Monitoring and Evaluation

5.9 The evaluation criteria selected for appraising the Recommended Option will be used to monitor the performance of the service. The key evaluation criteria and performance indicators are listed below

Table 14: Key evaluation Criteria for Recommended Option

Evaluation Criteria	Measure	Frequency
Meeting budgeted revenue	Number of new subscriptions	Monthly
	Total number of subscriptions	Monthly
Increase recycling rates	Recycling rate	Monthly
Reduce weight of Residual Tonnage	Residual Tonnage	Monthly
Increase capacity on domestic rounds for new build residual waste*	Residual Tonnage	Monthly
Consistency in H&W	Successful implementation of new garden waste service	Annual
Increase customer satisfaction	Customer satisfaction survey	Monthly
Reduce demand for or additional residual waste	Number of additional grey bin requests	Monthly

Table 15: Key Performance Measures for Recommended Option

Key Performance Measures	Frequency
Green Garden Waste Tonnage	Monthly
Dry Recycling Tonnage	Monthly
Residual Waste Tonnage	Monthly
Total Household Waste Tonnage	Monthly
Number of Households	Monthly
Residual waste Kilograms per household (NI191)	Monthly
Percentage Recycled & Composted (NI192)	Monthly
Garden Waste Kilograms per Subscription per year	Monthly
Number of Subscriptions	Monthly
Percentage participation	Monthly

Risk Management

Table 16: Risk Assessment for Recommended Option

Risk	Likelihood	Mitigation Actions	Contingency Actions
Initial low take up of service	Medium	Advertise service through social media <ul style="list-style-type: none"> • Press • Website • Vehicle banners 	If initial take up is slow and indicates less than 1,000 in the first year, additional promotional awareness using targeted bin stickers on grey bins supported by social media.
Initial high take up of service	Low	Communicate to residents about service capacity Develop plans for upwards of >4,000 subscribers. Arrange capital funds for 2,000 bins in first year and call off as necessary from supplier	. Employ use of waiting lists for subscriptions over 4,000 Seek additional capital to fund extra vehicle (BDC or RBC) Put forward a report to call capital forward from year 2 to year 1 delegated to S151 Officer and HoS
Vehicle failure	Low	Ensure service and maintenance schedules are carried out on vehicles	There is often the ability to utilise another vehicle from the BDC fleet depending on the day and time of day. If the utilising another vehicle in the fleet is not an option, a hire vehicle will be used. This will cost around £850 per day
Crew Sickness / Leave	Low	Encourage staff to take leave in a manner that does not adversely	Managers will seek to utilise staff from within the existing pool of operational staff where possible.

		<p>affect the service.</p> <p>Ensure staff welfare is a priority making use of HR, Occupational health and other supporting service as appropriate.</p>	<p>Should there be no pool staff available, appropriately trained Place Team staff may be called on to assist. Where neither of these two options are available additional agency crews will be employed on a day by day basis.</p>
Residents unhappy about charge	Low	<p>Communicate what the charge covers and why</p> <p>Select a value that is realistic and which benefits both RBC and Customer.</p> <p>Ensure all Members and Senior Officers are supportive of the chosen charging mechanism.</p>	<p>Raise awareness of charge and what it is in press and social media</p>

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Overview
& Scrutiny

Homelessness
Short, Sharp Review.

September 2017



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Completed

September 2017

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FOREWORD

This review was a Short Sharp Review for Homeless people in Redditch. This had also come to light as rough sleeping in Redditch had become more visible locally.

There are many forms of homelessness; rough sleepers, sofa surfers, living in temporary accommodation, and people who, through no fault of their own, fall on hard times such as due to divorce, losing a job and problems within families and stepfamilies. Other causes can be alcohol and substance abuse and mental health problems.

While doing this review we were pleased to see how well Redditch Borough Council worked with the homeless and people who could potentially become homeless as well as with the outside organisations. We believe the young people of Redditch are well supported, though there is always more that can be done. However, there seems to be a gap for single people with no dependents aged over 35 years old who we really need to find better support for. I hope we have done this in our recommendations.

We have completed this review over July and August and have spoken to Council Departments, the Housing Portfolio Holder and independent organisations that help the homeless; St Basil's, Redditch Night Stop, the YMCA and the CAB. We also went to the Foodbank at St Stephen's Church in Redditch and the café held once a month in the Ecumenical Centre in Redditch run by Radiate Redditch.

I would like to thank those who gave up their time to speak to us for their feedback, knowledge and the information we received. I would also like to thank my co-workers on this review, Councillors Natalie Brooks, Anita Clayton, Pattie Hill, and Antonia Pulsford and of course Jess Bayley for her enthusiasm, hard work and writing; it never ceases to amaze us how quickly she can write, capture everything that is being said and produce all that paperwork and the final document.

We do not have all the answers or the funding to solve the housing problems in Redditch but we hope our recommendations are followed and that this will go some way in helping with those problems.



Councillor Nina Wood-Ford
Chair of the Homelessness Short Sharp Review

SUMMARY OF RECOMMENDATIONS**Recommendation 1**

The draft Redditch Borough Council Housing Allocations Policy be adopted by the Council.

Financial Implications: There are no financial implications for the Council as this recommendation was made and approved in July 2017.

Legal implications: There are no legal implications.

Recommendation 2

Redditch Borough Council should take part in any opportunity to deliver Housing First in properties in the Borough. This should include applying to participate in any Housing First pilot schemes operated by the West Midlands Combined Authority (WMCA).

Financial Implications: The group is proposing that the Council should only participate in Housing First schemes where funding is available from an external source, including grant funding.

Legal implications: No legal implications have been identified.

Recommendation 3

Swanswell should be invited to attend a meeting of the Overview and Scrutiny Committee to deliver a presentation outlining the services they provide to residents in Redditch.

Financial Implications: The costs of Officer time involved in arranging for a representative of Swanswell to attend a meeting of the Committee.

Legal implications: No legal implications have been identified.

Recommendation 4

The Leader of the Council should write to the Secretary of State for Work and Pensions, the Rt. Hon. David Gauke MP, urging him to end the freeze on Local Housing Allowance (LHA) rates.

Financial Implications: The cost of time producing a letter.

Legal implications: No legal implications have been identified.

Recommendation 5

The Council's Communications and Arts and Events teams should notify the CAB of any forthcoming events in Redditch which they could attend to promote their services and heighten awareness of their services in the Borough.

Financial Implications: There would be the cost of Officer time notifying the CAB of events.

Legal implications: No legal implications have been identified.

INTRODUCTION/BACKGROUND INFORMATION

Introduction

In March 2017 the Overview and Scrutiny Committee received a proposal to undertake a scrutiny review of homelessness in the Borough. The review was suggested in a context in which the Council had launched a high profile campaign in the local community in respect of homelessness and this had received mixed coverage within the local press. Due to the vulnerable position of people who are homeless or at risk of homelessness and the interest generated by the campaign in the local community the Overview and Scrutiny Committee concluded that the proposed review should be launched. The subject of homelessness was also considered to be appropriate for further investigation as it related to three of the Council's strategic purposes:

- Help me to find somewhere to live in my locality.
- Help me to live my life independently (including health and activity).
- Help me to be financially independent.

There was general consensus amongst members of the Overview and Scrutiny Committee that as homelessness had previously been the subject of a detailed scrutiny exercise the investigation should be undertaken as a short sharp review and would not be launched until after the local Council elections in May 2017. Following the announcement of the general election for June 2017 the launch date was further postponed until the end of that month.

The short sharp review group was tasked with addressing the following during the course of the review:

- To review relevant Council policies and practices in respect of people experiencing or at risk of becoming homeless.
- To establish the current levels of homelessness in Redditch.
- To clarify the potential causes of homelessness.
- To analyse the potential impact of homelessness on a person's physical and mental health.
- To assess the existing support available to people who are homeless or at risk of becoming homeless.
- To scrutinise the potential impact of the new Homelessness Reduction Bill on homelessness levels.
- To review the findings of any scrutiny Task Groups that have investigated homelessness in other parts of the country and to identify any actions arising from these reports which could be replicated in Redditch.
- To investigate any opportunities for organisations to work in partnership to support to people who are homeless or at risk of becoming homeless.
- To identify any additional action that the Council could take to address homelessness in the Borough.

During the review the group gathered evidence from a range of sources. Interviews were held with Council Officers in the Housing Options team, Private Sector Housing and Customer Access and Financial Support teams. The Council's Portfolio Holder for Housing, Councillor Mark Shurmer, attended a meeting of the group in July and provided useful evidence that helped to inform the group's findings. Representatives of external organisations also kindly provided evidence for the group's consideration during interviews. This included representatives from St Basils, Redditch Night Stop, the

YMCA, the CAB – Bromsgrove and Redditch, Radiate Redditch and the St Stephen's Church Food Bank.

Written documentation was similarly considered during the review. This included written evidence from the Council's planning department in relation to local planning policies and affordable housing. The group assessed the content of relevant publications produced by the Local Government Association (LGA) and Shelter. In particular, the group valued the contents of Shelter's briefing paper *Homelessness Reduction Bill: Second Reading (House of Commons)* (2017) and the LGA's *Housing our Homeless Households: A Summary Document* (June 2017). Consideration was also given to the Centre for Social Justice's (CSJ's) findings in its *Housing First: Housing-led Solutions to Rough Sleeping and Homelessness* report (March 2017). In addition, Members reflected back on the findings of the Council's previous Homelessness Prevention Review, which was conducted by the former Social Overview and Scrutiny Committee in 2006, as well as more recent findings detailed in the Preventing Homelessness in Bromsgrove Task Group's final report, completed by Bromsgrove District Councillors in 2016.

National Context

The review occurred at a time when nationally homelessness has become an increasingly topical issue. The CSJ has reported that rough sleeping has increased by over 130 per cent since 2010 with 4,000 people sleeping rough in England on any given night. Meanwhile the LGA estimated in *Housing our Homeless Households* that by 2017 there were 77,240 households in temporary accommodation in the country, including 120,540 children. The LGA also estimated that local and national government now spend £2 million a day on temporary accommodation, with net Council expenditure on temporary accommodation almost tripling from £50 million in 2009/10 to £146 million in 2015/16.

People can experience homelessness in different ways:

- Rough sleepers are the most visible form of homeless people.
- People can report to a Council when they have been given notice by their landlord that they will shortly be asked to leave a property. These people are at risk of becoming homeless.
- Some people will seek the support of a Council once their access to housing has reached crisis point. They may be housed in temporary accommodation, such as a hostel or bed and breakfast, whilst a long-term solution is sought to address their housing needs.
- The hidden homeless, are people living in overcrowded or unstable conditions, including 'sofa surfers', who access temporary accommodation provided by friends and family.

Local Picture:

The Social Overview and Scrutiny Committee's review of homelessness prevention in 2006 had a significant impact on the way in which housing services are provided to residents in the Borough. Members found that the 2006 review had its greatest impact in terms of bringing forward proposals which encouraged the Council to focus on preventing homelessness. During an interview with Officers from the Housing Options team Members were advised that the "...focus on preventing homelessness remains at the heart of delivering homeless services within the Borough. Since 2008 the structure within the Housing Options Team has developed to ensure officers have the skills,

knowledge and tools to enable them to prevent homelessness for all households regardless of whether they have a defined priority need within the provisions of homelessness legislation.”

Members were advised at a meeting on 4th July 2017 that since January 2008 a total of 2,170 homeless preventions had been recorded in Redditch, of which 711 were not priority need and 1,459 were in priority need. By comparison there had been 746 homelessness acceptances in Redditch in the same period. Members were provided with a breakdown of the homelessness acceptances in Redditch between 2011 and 2016 compared to those figures reported for other parts of Worcestershire:

	2011	2012	2013	2014	2015	2016
Bromsgrove	70	77	75	58	85	
Malvern Hills	55	43	50	53	42	
Redditch	37	68	95	84	142	105
Worcester	203	202	201	176	144	
Wychavon	168	186	145	169	114	
Wyre Forest	126	162	152	114	165	

(The figures for the other local authority areas in 2016 were not available at the time of writing).

There are a number of schemes, both in the Borough and across the county, that are designed to enhance homelessness prevention. Some of these are delivered by Redditch Borough Council; other projects involve partnership working and / or service provision by external organisations. This includes the following initiatives:

- The Mortgage Rescue Scheme.
- The Money Advice Framework.
- Redditch Night Stop providing outreach support, mediation services and hosting families.
- The crash pad at St Basils, providing emergency accommodation to young people.
- The Worcestershire Strategic Housing Partnership Officer.
- The Young Persons Pathway Worker.
- The Move On Scheme.

Redditch Borough Council is the only local authority in Worcestershire to retain its Council housing stock. The Council currently has approximately 6,000 tenancies in a range of properties. Approximately 70 properties per annum are sold under right to buy rules to tenants in the Borough which impacts on the overall number of properties available in the Council's housing stock. To help address this the Executive Committee approved the Housing Growth Programme in January 2017 which is designed to increase new house building and to enable other measures that can be taken to replenish the housing stock, including buying back former Council houses, purchasing properties from developers using Section 106 funding and purchasing stock from other housing providers.

Members have been advised that within the current Council housing stock there are 20 properties available to use for temporary accommodation for those who are homeless or at risk of becoming homeless. This includes a mix of bedsits, one and two bedroom properties. On average residents stay in temporary accommodation for 31 days before

permanent housing can be obtained. There is also one dispersal unit which can accommodate two single people who have their own rooms but share communal facilities. The Council is shortly due to start working with Spring Housing to provide a three bedroom house under a licence agreement that will deliver supported housing to up to three single people.

Redditch Borough Council's planning policies require that developments consisting of 11 dwellings or more are expected to provide 30 per cent of their units for affordable housing on the site. Where the development will consist of less than 11 dwellings, and the combined total floor space exceeds 1000 sqm, a commuted sum can be sought which can be used to purchase additional affordable housing stock. Since the start of the period covered by the Borough of Redditch Local Plan No 4, from 1st April 2011, 383 affordable units have been provided in the Borough, equating to 37.6 per cent of all completions. The definitions for different types of affordable housing that apply in the Council's planning policies can be viewed at Appendix 4 to this report.

Bromsgrove review

During the course of the review Members scrutinised the findings detailed in a report produced by Bromsgrove District Council's Preventing Homelessness in Bromsgrove Task Group (September 2016). The choice had been made to consider the content of this document due to the recent completion of the exercise and to the fact that the local authority shares many services with Redditch Borough Council and there might be opportunities available to work together to address homelessness. Members were impressed by the content of the Bromsgrove scrutiny group's report, particularly in relation to recent welfare changes.

A key proposal in the Bromsgrove report called for Bromsgrove District Council to investigate the potential to introduce a local authority lettings scheme. Local authority lettings agencies have been established by Councils in other parts of the country, such as Worcester City Council's City Life Lettings and Birmingham City Council's Let to Birmingham scheme. The model used for these schemes varies but they can provide assurances to landlords that rent will be paid on a monthly basis for the duration of the tenancy and that tenancy will be managed for a competitive fee by the Council. The group briefly considered the possibility of a similar scheme being introduced in Redditch. However, Members concluded that such a scheme would not be suitable for Redditch because the housing market in the Borough is different to that in Bromsgrove and the demographics of the two districts differ, with residents having different needs. Members also had concerns that a local authority lettings scheme might struggle to attract private sector landlords to participate in the scheme due to the competitive nature of the local private rented sector market in the Borough.

Homelessness campaign

During the course of the review Members scrutinised the approach that had been adopted by the Council to a campaign in respect of homelessness, which took place in March 2017. The campaign had been launched in a context in which a number of people had been sleeping rough in Redditch town centre. The aim of the campaign had been to highlight the work that the local authority was already undertaking to support homeless people and constructive action that could be taken by concerned residents to help those who are homeless. Unfortunately initial press coverage of this campaign had been quite critical of the local authority. Work was undertaken by Officers to provide

context and to clarify the purposes of the campaign and more positive feedback was received by the Council on social media by the end of the month.

A major misconception that arose in the initial reaction to the campaign was the perception that the Council was not helping those who were sleeping rough and was encouraging residents to also avoid providing help. Members have learned during the course of the review that in fact all of those sleeping rough had either been offered emergency accommodation by the Council which they had not chosen to take up or in some cases already had access to accommodation which they were not choosing to use. The group agrees that this should be highlighted in this report.

Members have been advised that Officers are aiming to relaunch the campaign later in the year in order to help raise awareness of constructive ways in which people can help those who are homeless or at risk of becoming homeless. The group are in agreement that this campaign should be undertaken and they are fully supportive of the efforts that are being made by Officers to address this.

CHAPTER 1: HOUSING POLICY AND LEGISLATION

Recommendation 1	The draft Redditch Borough Council Housing Allocations Policy be adopted by the Council.
Financial Implications	There are no financial implications for the Council as this recommendation was made and approved in July 2017.
Legal Implications	There are no legal implications.

Housing Allocations Policy

At a meeting of the group on 4th July 2017 Members pre-scrutinised a draft copy of the Council's new Housing Allocations Policy. Prior to this date the policy had last been updated in 2012 and as there had been a number of legislative changes in the following five year period Officers had concluded that the policy needed to be reviewed. The review took into account both the legislative changes and the lessons that had been learned by officers when applying systems thinking principles to various trials in Housing Services during that period.

A number of changes were made to the policy which Members concurred would enhance its effectiveness including the following:

- The policy had been updated to reflect the Council's current approach to delivering services in line with the local authority's strategic purposes.
- The updated policy provided greater clarity in respect of different housing bands within the Council's Choice Based Lettings system. Members agreed that this would help residents to better understand the process.
- Further clarification was also provided in the policy in relation to the points system which informs Choice Based lettings, which again Members agreed would help residents to understand the system.
- The changes to the policy mean that applicants in the Gold Band will only receive one offer of accommodation from the Council. In the past applicants could receive up to two offers which could elongate the process and make it more difficult to plan housing placements for other residents on the Council's housing list.
- The updates included the incorporation of Direct Matching into Council policy. This involves Officers discussing the resident's needs with them and then directly matching that person to a suitable property in an appropriate neighborhood. Members were advised that this approach, during a trial undertaken by the Council, had resulted in an 80 per cent reduction in the number of residents refusing the properties that they had been offered by the local authority.

The group was impressed by the proposed changes and therefore recommended that the updated policy should be adopted by the Council. The group's recommendation was endorsed by the Overview and Scrutiny Committee at a meeting on 4th July and subsequently received the support of the Executive Committee on 11th July. The Council subsequently formally adopted this updated version of the Housing Allocations Policy on 24th July 2017. As such this recommendation has already been approved and no further decision is required on the recommendation at this stage, though information

has been included in this report about the proposal to ensure that a complete record of the group's activities is provided.

Current Legal Context

As the local housing authority Redditch Borough Council has a duty, under the Housing (Homeless Persons) Act 1977 to secure permanent accommodation for people who are unintentionally homeless and considered to be in priority need. Some of these duties were subsequently amended in the Housing Act 1996. In the latter piece of legislation a person is considered to be homeless if they have no access to accommodation which it would be reasonable for them to continue to occupy, if they cannot gain access to their property or if it is a moveable structure and they have nowhere to place it. Currently a person is considered to be threatened with homelessness if they are likely to become homeless within the next 28 days.

There are a number of categories of priority need for housing, as detailed in Section 189 of the Housing Act 1996 and the Homelessness (Priority Need for Accommodation) (England) Order 2002:

- A pregnant woman or a person who resides with a pregnant woman or might reasonably be expected to reside with a pregnant woman.
- A person with whom dependent children reside or might reasonably be expected to reside.
- A person aged 16 or 17 who is not a relevant child for the purposes of Section 23 (a) of the Children Act 1979.
- A person, other than a relevant student, who is aged under 21 but over 16 and whilst still under 18 was, but is no longer, looked after, accommodated or fostered.
- A person who is vulnerable as a result of old age, mental illness, physical disability or other special reason.
- A person who has reached the age of 21 who is vulnerable as a result of being looked after, accommodated or fostered. (Not including a relevant student.)
- A person who is vulnerable as a result of having been a member of Her Majesty's regular naval or military air forces.
- A person who is vulnerable as a result of serving a custodial sentence, having being convicted for contempt of court or having been remanded in custody.
- A person who is homeless or threatened with homelessness as a result of an emergency such as a flood or a fire.
- A person who is vulnerable for any other special reason or anyone who lives with them.

(This list has been reproduced from the Preventing Homelessness in Bromsgrove Task Group's final report, September 2017).

Sections 191(1) and 196(1) of The Housing Act 1996 provide legal definitions of those who are considered to be homeless intentionally or threatened with homelessness intentionally. These are that:

- the person deliberately does or fails to do anything in consequence of which the person ceases to occupy accommodation (or the likely result of which is that the person will be forced to leave accommodation);
- the accommodation is available for the person's occupation; and
- it would have been reasonable for the person to continue to occupy the accommodation.

Local authorities cannot assume that a person is intentionally homeless. Instead the local housing authority must be satisfied of the intentionality in accordance with the legislation.

Homelessness Reduction Act 2017

During the course of the review Members investigated the Homelessness Reduction Bill, in line with one of the key objectives for the exercise. Members learned that this bill received royal assent in April 2017, becoming the Homelessness Reduction Act 2017. At the time of writing no date had been set for the legislation to come into force, though Members have been advised that this is likely to occur in 2018.

Formal guidance for local authorities in relation to the Homelessness Reduction Act 2017 had not been published at the time of writing. However, various organisations, including Shelter, have reviewed the legislation and highlighted a number of new duties and requirements in this legislation which have implications for local housing authorities, including Redditch Borough Council. This includes the following:

- Extending the period in which an applicant is considered to be threatened with homelessness. The Council will be required to accept an applicant as being threatened with homelessness if this might occur in the next 56 days, rather than the 28 days that apply at present.
- There will be a new duty for Councils to assess the applicant's claim if they are homeless or threatened with homelessness and to agree with the applicant a personalised plan.
- A new prevention duty will be placed on local authorities to ensure that suitable accommodation does not cease to be available to eligible applicants threatened with homelessness. This duty applies regardless of whether the individual is considered to be in priority housing need.
- A new relief duty will be placed on local authorities to help applicants secure accommodation, in cases where the Council believes the individual is homeless and eligible for assistance. This duty applies regardless of whether the individual is considered to be in priority need or may be intentionally homeless.
- According to Shelter Councils can provide notice to applicants considered to have "*...deliberately and unreasonably refused to cooperate with the above duties or to take any step set out in the personalised plan (clause 7).*"
- For applicants in priority need Councils will now have a duty to find a suitable tenancy lasting six months rather than the 12 month minimum tenancy that is currently required.
- Other agencies will have a duty to notify Councils in cases where they become aware of people who are at risk of becoming homeless. This duty will apply both to public sector organisations and to organisations in the Voluntary and Community Sector (VCS).

The key emphasis in the Homelessness Reduction Act 2017 is on local authorities and other partners taking more action to prevent homelessness from occurring in the first place. The group has concluded that, based on the action that has already been taken by the local authority to focus on homelessness prevention, Redditch Borough Council should be well placed to respond to these new legislative requirements. However, Members have been advised that the new legislative requirements could be quite bureaucratic and may have significant resource implications for local authorities. This concern appears to be shared by Shelter which has commented on the potential

resource implications for local authorities, particularly for those Councils facing significant demand for support addressing homelessness:

“...we consider it inevitable that, to be able to help people under the new duties, councils with significant levels of existing homelessness will require additional resources and, more importantly, an adequate supply of accessible, affordable and suitable homes in the social or private rented sectors.” (Shelter, 2017).

The group would suggest that the impact of the Homelessness Reduction Act 2017 on the work of the Council's housing teams should be monitored so that any challenges in relation to resources will be identified at an early stage and can be addressed if necessary.

CHAPTER 2: HOUSING AND SUPPORT WITHIN THE COMMUNITY

Recommendation 2	Redditch Borough Council should take part in any opportunity to deliver Housing First in properties in the Borough. This should include applying to participate in any Housing First pilot schemes operated by the West Midlands Combined Authority (WMCA).
Financial Implications	The group is proposing that the Council should only participate in Housing First schemes where funding is available from an external source, including grant funding.
Legal Implications	No legal implications have been identified.

Private Sector Housing

Rents in the Council's housing stock are the lowest in the Borough and Council tenancies offer the greatest security in terms of tenancy. However, the Council house supply cannot meet the total demand in the Borough for rented properties. People considered to be in a priority band for housing are therefore currently the most likely to secure a Council property, in line with the Council's Housing Allocations Policy. Whilst there are other registered social housing providers in the Borough it is estimated that they can only provide 1,600 tenancies. Inevitably this means that there is significant demand for private sector housing in the Borough amongst residents who cannot afford to purchase their own properties.

The group has been advised that there are approximately 4,000 private rented properties occupied in Redditch. Nationally renting has flourished in recent years as house buying has become more difficult for many households. Members have been advised that in Redditch occupancy in the private rented sector increased from 4.3 per cent in 2001 to 11.7 per cent in 2011 whilst home ownership declined by 5 per cent in the same period.

The majority of private sector landlords in Redditch own one or two properties. Members have been advised that the rents charged for local properties in the private rented sector have been increasing in recent years, with the level of rent affected by demand and supply, location and the quality of the property. Landlords do have significant responsibilities, particularly if they own Houses in Multiple Occupation (HMOs). In many cases landlords will also have mortgages and other expenses associated with their properties which they need to cover to ensure that their participation in the private rented sector remains a financially viable option. Often the Council will become involved in helping tenants living in the private rented sector where problems are reported by tenants in relation to the condition of a property, such as damp problems, which can lead to property inspections by Council staff. However, many other properties are maintained in good condition by both the landlords and tenants.

The group was advised during the course of the review that the duration of tenancies within the private rented sector in Redditch can vary. Members were interested to learn that of 58 cases between January and December 2014 where a tenancy in the private

rented sector had come to an end 22 were issued with a notice to leave within two years of moving into the property whilst 33 cases were issued with a notice to leave after they had been living in a private rented property for over two years. A significant number of such notices, 25 out of 58, were received by tenants living in former Council house properties. Residents who have been asked to leave in these circumstances often then turn to the Council for help securing suitable accommodation.

During the course of the review Members were advised by a number of expert witnesses in the VCS that increasingly private sector landlords are reluctant to accept tenants in receipt of housing benefits. The introduction of Universal Credit has led to changes in the way that housing benefits are provided to recipients; this benefit is now paid directly to the applicant, unless they can demonstrate that they are vulnerable in some way, whereas previously it was paid directly to the landlord. It should be noted that a similar problem was reported by Bromsgrove Members in their review of homelessness in 2016 indicating that this is not a problem that is confined to Redditch. In addition, the CSJ has reported, in their review of Housing First, that *"...recent research found that 82 per cent of private landlords were unwilling to let to someone who was homeless."* (CSJ, 2017, p 24). As such people who are already homeless, though not necessarily considered to be in priority need for housing, may struggle to secure suitable accommodation in the private rented sector.

Demographics and Accommodation

During the course of the review Members interviewed representatives of a number of organisations that provide support and accommodation to young people who are homeless or at risk of becoming homeless. Members were really impressed by the services that are provided by St Basils, the YMCA and Redditch Night Stop. Young people might require housing support where there has been an irreversible family breakdown, where the young person has complex needs or in cases where the young person is leaving care. Members were advised that often young people did not have the life skills needed to manage a tenancy and their personal finances. St Basils and the YMCA both provide support to young people to enable them to develop these life skills. Increasingly all of these organisations have been providing support to young people with highly complex needs in a context in which the funding available to VCS organisations is squeezed. The group would like to thank these organisations for the excellent support services that they provide to young people who are homeless or at risk of homelessness.

One of the gaps in local service provision that was consistently raised with Members was the availability of appropriate accommodation to older adults with complex needs. Many of the VCS groups reported that adults not eligible to receive accommodation with St Basils, Redditch Night Stop or the YMCA could struggle to secure suitable accommodation if they were not considered to be in priority need for housing under existing housing legislation.

The CSJ reported in 2017 that for some people their complex needs can contribute to their homelessness, whilst for others their difficulties will emerge as a result of becoming homeless. Complex needs can include substance abuse issues, mental ill health, physical health problems, a history of offending and difficulties encountered whilst in care. In the most challenging cases people may have a range of problems. According to a review of homelessness by Homeless Link, reported by the CSJ, *"...33 per cent of people using homeless accommodation projects have multiple or complex needs, 31 per cent have a drug problem, 23 per cent have a problem with alcohol, 6 per cent have a learning difficulty and 32 per cent have a mental health problem."* (CSJ, 2017, p 26).

People with these complex needs can struggle to access appropriate accommodation. Members were advised during the review that housing associations and landlords may be reluctant to provide accommodation to people with these needs. This appears to be a challenge nationally as the CSJ has noted that “...46 per cent of homelessness accommodation projects reported refusing a client access to services because their needs were too complex and 73 per cent said they had turned people away because their needs were too high.” (CSJ, 2017, p 32). Like other local authorities Redditch Borough Council can struggle to find accommodation for people in this position.

The Council does make referrals to hostels in both Birmingham and Worcester. These hostels can provide the more specialist support that may be needed by individuals struggling with drug and alcohol problems. Consideration had been given by the group to the potential for a hostel to be introduced in the Borough to house homeless people and those at risk of becoming homeless who have the most complex needs. Members had been advised by representatives of the VCS that some local residents with complex needs are reluctant to leave the Borough, which is often where their entire social and support networks are located, and therefore would prefer to sleep rough. However, a number of expert witnesses consulted by the group also expressed concerns that hostel accommodation is not always suitable for people with complex needs, particularly for those who may have experienced abuse at an earlier age who might not feel comfortable residing in shared accommodation. The group was also mindful of the fact that it could be difficult to identify a suitable property to convert for use as a hostel, which could require significant expenditure. Based on all of this evidence on balance the group concluded that it would not be appropriate to propose that a hostel be introduced in the Borough.

Housing First

Housing First was originally developed in New York in the 1990s to help those with chronic homelessness problems and mental ill health to access suitable accommodation. There are a number of key features underpinning Housing First:

- The most vulnerable people with complex needs, who are either homeless or at risk of becoming homeless, participate in Housing First.
- Flexible support is provided to the tenant for as long as they need it, which helps to reassure landlords participating in the scheme.
- Tenants are not required to have tackled any substance abuse problems before they enter their tenancies; this can be addressed over time whilst they are living in their accommodation by staff involved in the Housing First scheme.

Housing First has been piloted in other parts of Britain. To date these projects have reported positive outcomes. According to the CSJ’s report the Fulfilling Lives Islington and Camden Housing First project had enabled 100 per cent of tenants with complex needs to sustain their tenancies whilst the Threshold Housing First project in Greater Manchester had achieved up to 80 per cent of sustained tenancies. (CSJ, 2017, pp 42 – 43).

Members learned during the review that the subject of Housing First was previously considered by the Mental Health Services for Young People Task Group in 2016/17. Towards the end of their review this earlier scrutiny group considered a report published by the West Midlands Combined Authority’s (WMCA’s) Mental Health Commission, entitled *Thrive West Midlands: An Action Plan to Drive Better Mental Health and Wellbeing in the West Midlands* (January 2017). This outlined suggested actions that

could be taken by local authorities, like Redditch Borough Council, that had signed up to the WMCA's Mental Health Concordat. Housing First was one of the suggested actions detailed in this plan. The Mental Health Services for Young People Task Group had concluded that Housing First could provide significant support to people experiencing mental ill health but further investigation of the potential implications for the Council was required. This proposal was approved by the Executive Committee in April 2017.

In line with standing practice the Overview and Scrutiny Committee subsequently received a monitoring update in respect of this proposal at a meeting of the Committee on 1st June 2017. As the meeting was taking place relatively soon after the Mental Health Services for Young People Task Group had concluded their investigations it would not have been realistic to expect significant progress by that stage. However, Officers did report that "... *With regard to Housing First the WMCA have commissioned external support to design their approach and they are considering Redditch as a prospective site for the proof of concept pilot.*" The Homelessness Short Sharp Review group would urge the Executive Committee to participate in this pilot should the opportunity to arise in order to assist those residents in Redditch with the most complex needs.

Redditch would be a good location in which to launch such a pilot scheme. The geographical boundaries of the Borough are relatively small which would help staff to arrange to meet regularly with clients without having to spend significant time travelling between appointments. Redditch is also unusual inasmuch as the Council retains its own housing stock, unlike the majority of local authorities in the country. A small number of these properties could be used as part of the pilot to help test the viability of Housing First in different contexts.

However, it should be noted that the group is suggesting that the Council should only participate in this pilot scheme if additional finances are made available to the Council to enable participation. There are costs associated with delivering Housing First schemes. The greatest costs are associated with funding the case workers who provide support to tenants housed through the scheme. According to a review of Housing First undertaken by the University of York "... *the lowest cost Housing First services were £26 an hour, the mid-range service £34 an hour and the most expensive service £40 an hour*" (CSJ, 2017, p 49). This review also found that on average case workers provided clients with three hours of support per week, equating to £5,304 per client per year (based on mid-range costs). The group recognises that in the current challenging economic circumstances for local government the Council does not have the financial resources to pay for this service. Financial support would therefore need to be provided by the WMCA, or another funding provider, to enable the Council to participate in this pilot.

Recommendation 3	Swanswell should be invited to attend a meeting of the Overview and Scrutiny Committee to deliver a presentation outlining the services they provide to residents in Redditch.
Financial Implications	The costs of Officer time involved in arranging for a representative of Swanswell to attend a meeting of the Committee.
Legal Implications	No legal implications have been identified.

The group recognises that, due to potential financial barriers, it may not prove possible to deliver a Housing First scheme in Redditch and even if Housing First is introduced it is likely that only a small number of the most complex cases will receive support initially. As such the support services provided to people struggling to address alcohol or drug addiction remains crucial.

Members had been keen to investigate existing substance abuse programmes during the review. The group was therefore disappointed that they did not have an opportunity to arrange to interview representatives of Swanswell within the short time available for their investigations. Members have been advised that the Council's Housing Options and Locality teams do refer residents, including Council tenants, to Swanswell for support to address their addictions. Given the vulnerability of their clients, and the need for Members to be able to sign post residents to appropriate support services, the group believes that it would be helpful for Members to access further information about the services Swanswell delivers. Members are therefore proposing that representatives of Swanswell should be invited to attend a meeting of the Overview and Scrutiny Committee in due course to deliver a presentation on the subject of the services the organisation provides. The Overview and Scrutiny Committee can make a decision in respect of this proposal as the Committee determines the content of the scrutiny work programme.

CHAPTER 3: WELFARE CHANGES AND FINANCIAL SUPPORT

Recommendation 4	The Leader of the Council should write to the Secretary of State for Work and Pensions, the Rt. Hon. David Gauke MP, urging him to end the freeze on Local Housing Allowance (LHA) rates.
Financial Implications	The cost of time producing a letter.
Legal Implications	No legal implications have been identified.

Recent Welfare Changes

During the course of the review Members were keen to clarify the impact that recent welfare changes may have had on Redditch residents and their risks of becoming homeless. Officers were interviewed about recent welfare changes and were invited to provide information about the number of residents living in Redditch who had been affected by these changes. Members were impressed by the use of a table structure in Preventing Homelessness in Bromsgrove Task Group's final report and chose to emulate this style to present similar data for Redditch. (The details provided were accurate as of July 2017).

Type of Change	Implementation Stage	Impact Locally
Benefit Cap – the cap applies to the total amount that people in a household can receive from a number of benefits combined. The level of the cap is: £500 per week for couples with or without children. £500 per week for single parents who have children living with them. £350 per week for single adults who do not have children living with them.	Already implemented. The cap reduced from £26,000 to £20,000 per annum outside London as of April 2016.	At the end of June 2017 there were 75 cases being capped. The Authority was informed to expect up to 199 families could be affected within the Redditch area.
Spare Room Subsidy –this is the calculation of housing benefit payments based on the number of people in the household and the size of the accommodation. The spare room subsidy applies to all working age tenants renting from a local authority, housing association or other registered social landlord. It brings housing benefits payable to tenants of social housing in line with private tenants. (Those with one spare bedroom lose 14% of their eligible rent and those with two or more spare bedrooms lose 25% of their eligible rent.)	Implemented from April 2013.	At the end of June 2017 there were 324 cases in Redditch affected by the Spare Room Subsidy. 263 cases affected by the 14% rate and 61 by the 25% rate.

<p>Introduction of Local Council Tax Support Scheme – Council Tax benefits ended in March 2013 and local authorities were required to introduce a Council Tax Support Scheme.</p>	<p>Redditch Borough Council has a Council Tax Support scheme which allows for eligible residents to apply for up to 80 per cent support.</p>	<p>There have been 4,133 Working Age Council Tax Support Scheme cases. It is not now possible to know how many have been impacted by the changes.</p>
<p>Universal Credit – this currently applies to single job seekers with no child dependents making a new claim in Redditch.</p>	<p>This has already been implemented for single job seekers and is due to be rolled out to further categories of claimants in Redditch in due course.</p>	<p>As Universal Credit is provided by the Department for Work and Pensions (DWP) the Council does not have access to this data. However, it can be confirmed that 135 customers in receipt of Housing Benefits from the Council are also in receipt of universal credit.</p>
<p>Temporary absences from Great Britain Rules for Housing Benefits – Residents who spend four or more weeks out of the country are unable to claim housing benefits.</p>	<p>This requirement was implemented in July 2016.</p>	<p>No measure of the impact is available, though Members have been advised that the authority is reliant on people reporting cases to the Council.</p>
<p>Removing entitlement for Housing Benefit payments to Young People aged 18-21 - Certain categories of young people will be exempt, including vulnerable young people, those who cannot return home to live with their parents, young people who are parents who have children who live with them and young people who have been in work for six months or more prior to making a claim.</p>	<p>The entitlement to the housing benefit element of Universal Credit is due to be withdrawn for this age group with effect from October 2017.</p>	<p>As Redditch was not due to become Fully Digital until October 2017 it was not possible to obtain figures in response to this at the time of writing.</p>
<p>Reduction in social rents – under the welfare reform and work bill 2015, all social rents were due to reduce by 1% for the 4 financial years in the period 2016/17 to 2019/20.</p>	<p>This was due to be implemented from April 2016 onwards.</p>	<p>Members have been advised that this has impacted on the Council's revenue from rents and has implications for the Housing Revenue Account (HRA).</p>
<p>Restrictions on housing benefits for the under 35s – Housing benefit claimants aged under 35 with no dependents living in the private rented sector are only eligible to claim housing benefits that cover the costs of a room in shared accommodation.</p>	<p>This rule has already been introduced for claimants in private rented accommodation. The restrictions have not yet come into force in respect of social housing tenants.</p>	<p>No figures could be provided for the number of residents affected by this restriction. However, Members have been advised that there are currently 72 licensable Houses in Multiple Occupation (HMOs) and 145 non-licensable HMOs in Redditch.</p>
<p>Cap of Housing Benefit in the social rented sector - new tenancies arranged as of 1st April 2016 will only receive rent capped at the Local Housing Allowance (LHA) rate.</p>	<p>This is due to take effect from 2018 but will apply to those whose tenancies took effect from April 2016 (or from 1st April 2017 if they are in supported housing).</p>	<p>No measure of the impact is available as yet.</p>

Financial Support

In Redditch some financial support is available to residents who are struggling to manage their finances and / or to cover housing costs. In the first place there is a Discretionary Housing Payment (DHP) budget which is provided to local authorities by the Government in an annual grant to help provide financial assistance to claimants in receipt of housing benefits who are struggling with their housing costs. In 2016/17 221 Redditch residents received financial support using funds from the DHP budget, with 2.3 per cent of residents making repeat requests for this support. In 2017/18 the Council's DHP budget is £153,589.

The local authority has a Council Tax Support Scheme. This scheme works on the premise that every resident will be capable of paying at least 20 per cent of their Council Tax. However, the Council also has a Hardship Fund Policy which is designed to protect vulnerable people who may be struggling to make Council Tax payments. The budget for this fund is relatively small, at £25,000 per annum. Awards made from the Hardship Fund are discretionary and customers do not have a statutory right to an award. The Council would expect people seeking help with Council Tax payments to work constructively with the authority to discuss their financial issues. Where residents do engage with the Council in this manner payments can be suspended until the individual's financial issues have been discussed and plans developed.

Officers have been working in a trial capacity in a Financial Inclusion Team (FIT) in recent months. This team can provide personal budgeting advice to individuals who are struggling with their finances. The workload and type of cases that the FIT team works on varies in complexity and number. The group concluded that the work of the FIT Officers was really important and they would be keen to see this approach to supporting residents continuing when the trial ends.

Residents experiencing financial difficulties can also apply for financial support from the Council's Essential Living Fund (ELF). The fund is relatively small, with a total annual budget of £30,000 per annum, and there is no statutory right for residents to receive assistance from the fund. The Council's Discretionary Essential Living Support Scheme requires that assistance provided to residents from this fund is distributed in the form of goods or vouchers and not as cash. Applications for assistance under this scheme have to be made in person and are contingent on the individual(s) meeting with Council Officers to discuss their financial difficulties further.

Local Housing Allowance (LHA)

Tenants living in properties in the private rented sector can receive financial assistance to help cover their rents. The LHA can be provided to those in receipt of benefits or on low incomes who are struggling to pay their rent. This financial assistance is provided in the form of the LHA, which is set by the Valuation Office and is based upon the 30th percentile of local rented accommodation, meaning that 70 per cent of local rents will always cost more than the LHA.

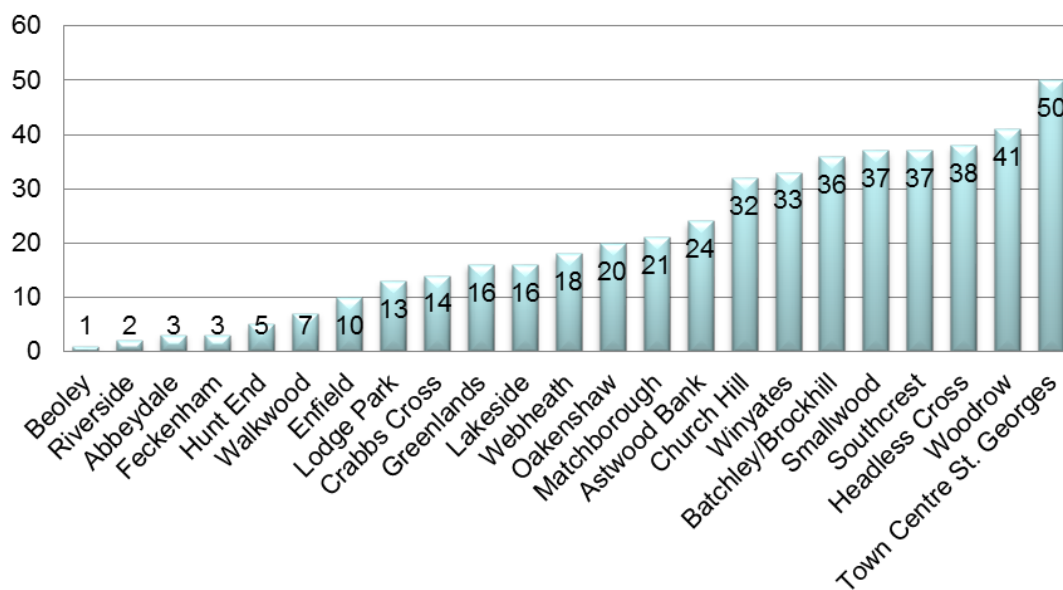
There is a maximum limit on the amount that can be claimed in the LHA for properties of different sizes. The table below sets out the levels that the LHA is currently set at:

Type of accommodation	Local Housing Allowance
Shared accommodation	£61.45
1 bed	£92.05
2 bed	£117.70
3 bed	£133.32
4 bed	£176.56

Members have been advised that in 2014 in Redditch there were 1,070 applicants from the private rented sector in receipt of the LHA, representing approximately 25 per cent of the sector. (Members were advised that 2014 was the latest period in which complete data covering this issue could be provided, though Officers interviewed by the group suggested that the numbers had probably risen since this date). In total 477 applicants received the full LHA though also had to top up their rent every month by other means. A total of 145 cases had to top up their rent by between 0 and £10, 143 cases had to top up their rent by between £10 and £20, 92 cases had to top up their rent by between £20 and £30, and 95 cases had to top up their rent by more than £30.

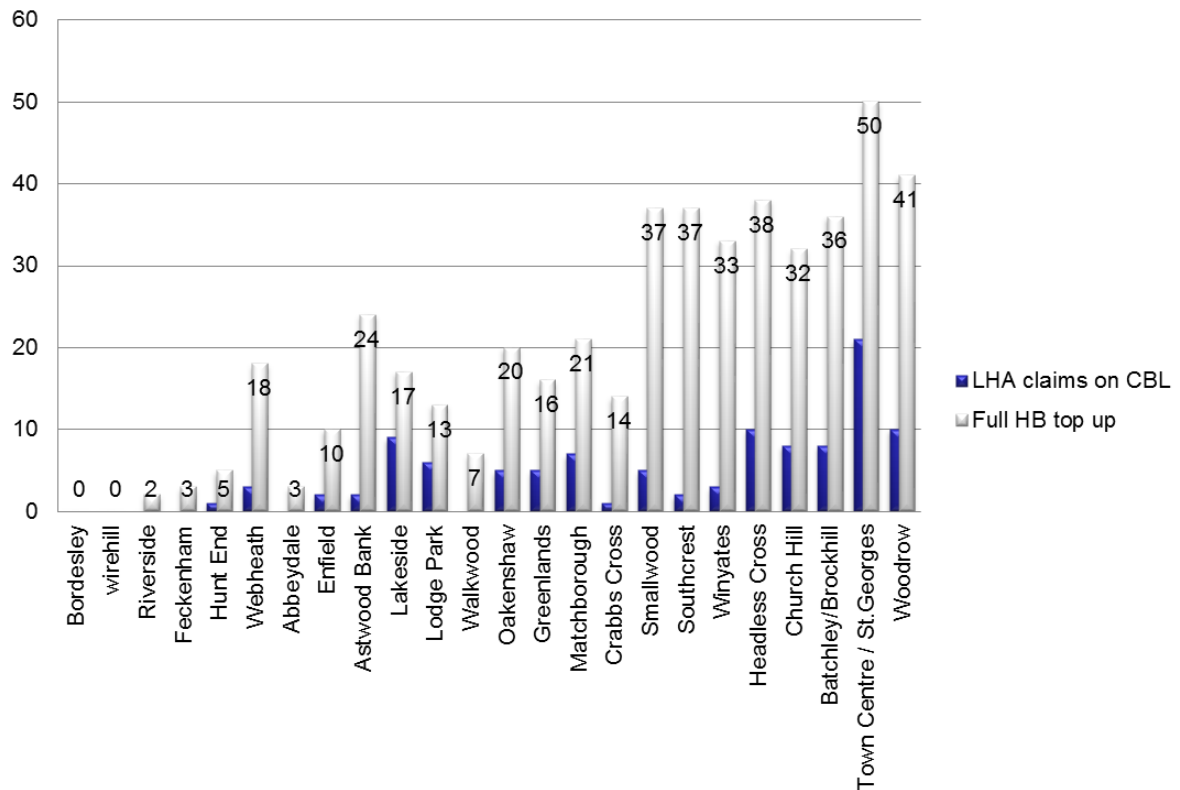
The group was advised that many of the households that were having to top up their rent were concentrated in particular areas of the Borough. A geographical breakdown can be observed in the table below (again the figures provided relate to circumstances as of 2014).

Full LHA cases top up area



The group had some concerns about the vulnerability of tenants in this position and about the potential for these people to be placed at risk of becoming homeless if they were to fall into rental arrears. Members were also concerned to learn that in many cases those in receipt of the LHA and who were having to top up their rent were not necessarily registered with the Council's Choice Based Lettings system, so might struggle to access suitable alternative accommodation in a timely manner should they find the need to leave their existing accommodation for financial reasons. The following

table highlights the numbers of applicants in receipt of LHA who top up their rent who are also registered with the Choice Based Lettings system.



Based on this data Members concluded that the LHA, as it currently operates, is not sufficient to support many vulnerable families and individuals at risk of becoming homeless who live in Redditch.

Concerns about the affordability of properties for people on low incomes or in receipt of benefits have been raised in publications produced by both the LGA and Shelter. In a recent publication, *Homelessness Projections: Core Homelessness in Great Britain*, Shelter reported that poverty is the greatest driver of homelessness in the country. Following on from this in *Housing our Homeless Households: A Summary Document*, the LGA highlighted the need for action to be taken to address the affordability of properties:

“Ultimately the long-term affordability of accommodation for low income households is a fundamental challenge that must be addressed at a national level in order to reduce homelessness and a widening gap between areas where households on low incomes can and cannot afford to live. Whilst activity by Councils may make a real difference it can only help up to a point if the fundamental position continues to worsen. The problems faced in accommodating homeless households have reached a point where a concerted effort by both national and local government is needed if a serious impact is to be made.” (LGA, page 4).

To help address this both Shelter and the LGA have called for the current freeze on the LHA, which restricts the amount that can be paid to applicants, to end. Shelter has

highlighted that taking this action will be crucial to address homelessness levels in the country moving forward:

“If the current freeze on Local Housing Allowance rates continues, by 2020 families in four-fifths of the country could face a gap between the support they need to pay their rent and the maximum support they are entitled to. Some 330,000 working families are likely to be affected. In order to help the many private tenants who could be at risk of homelessness because of the freeze, the Government must review Local Housing Allowance rates and ensure that housing benefits reflect actual housing costs”. (Shelter, Homelessness Reduction Bill: Second Reading (House of Commons), 2017).

Based on local data shared with the group, as detailed in this report, Members agree with the conclusions reached by both the LGA and Shelter. Furthermore, from 2018 the LHA is due to apply to residents living in the social rented sector who have been in their tenancy since April 2016 (or since April 2017 if they are living in supported accommodation). The group concluded that this provides added urgency for the level of the LHA to be addressed as this development could lead to a greater proportion of residents struggling to pay their rent and potentially falling into rent arrears. To address this the group is calling on the Leader of the Council to write to the Secretary of State for Work and Pensions, the Rt. Hon. David Gauke MP, to urge him to end the freeze on LHA rates.

Recommendation 5	The Council’s Communications and Arts and Events teams should notify the CAB of any forthcoming events in Redditch which they could attend to promote their services and heighten awareness of their services in the Borough.
Financial Implications	There would be the cost of Officer time notifying the CAB of events.
Legal Implications	No legal implications have been identified.

CAB – Bromsgrove and Redditch

The CAB – Bromsgrove and Redditch provides essential advice services to local residents in relation to a number of key areas. The CAB currently has a contract with Redditch Borough Council to provide money and debt advice to local residents. The Council has also provided office accommodation to the CAB at Redditch Town Hall. This ensures that Redditch residents can access financial management and debt advice from the CAB at a central location in the town centre.

During the course of the review Members interviewed representatives of the CAB – Bromsgrove and Redditch and learned about the hard work that the organisation undertakes to support local residents. This includes providing face-to-face support and advice over the phone, using the CAB’s Adviceline system. Members have been advised that in 2016/17 a total of 7,989 Redditch residents were provided with face-to-face support by the CAB and 1,169 with support via Adviceline. The CAB can also provide residents with assistance in relation to court proceedings for matters such as

rent arrears and appealing against decisions in respect of Personal Independent Payments (PIPs) (for people with long-term medical conditions and disabilities). The group was impressed to learn that where the CAB has provided assistance in contesting PIP judgements 70 per cent of decisions had been overturned in favour of the client at tribunal.

However, despite the excellent work of the CAB Members had concerns that there was limited awareness amongst some residents and organisations in the local community of the service provided in Redditch. During the course of ward work undertaken by some Members of the group anecdotal reports were received suggesting that some residents and organisations were not aware that the CAB could be accessed at the Town Hall. Whilst this cannot be demonstrated using data obtained by the group Members agreed that this needed to be highlighted in their report and action should be taken to raise the profile of the CAB's services in the Borough.

During the group's interview with representatives of the CAB – Bromsgrove and Redditch it was acknowledged that further action could be taken to promote the availability of the organisation's services in Redditch. In particular Members feel that the participation of the CAB in local events and festivities would help to raise the profile of the organisation in the Borough. For example, the CAB could have a stand alongside other community groups at the annual Morton Stanley Festival. To ensure that the CAB is aware of all such opportunities the group is recommending that the Council's Communications and Art and Events Teams should notify CAB staff of any forthcoming events and activities so that staff in the organisation can take advantage of these opportunities to promote their services.

CHAPTER 4: ITEMS TO NOTE

There were a number of issues which Members wished to highlight in the report, though they did not form the basis of any recommendations.

a) Housing Options

During the course of the review Members received consistently positive feedback about the work of the Council's Housing Options team from VCS organisations. This positive feedback, which was provided verbally and without prompting, praised the work of Housing Options Officers to help people who were homeless or at risk of becoming homeless. A number of VCS organisations also compared Redditch Borough Council's Housing Options team favourably to other Housing Options team in the country, with Members being advised that Redditch Officers took a more compassionate approach to assisting customers and assessing their needs. The group was keen to highlight this positive feedback in their report to ensure that this existing good practice and the Officers involved receive the recognition they deserve.

b) Food Banks and Radiate Redditch Community Cafe

Members did visit a food bank, located at St Stephen's Church, during the course of the review. The group was impressed by the hard work undertaken by the organisers of the food bank to provide support to clients. In particular, Members recognised the value of the partnership working that enabled the food bank, and other organisations referring people to the food banks, to limit referrals to a maximum of three wherever possible. This approach should deter reliance on food banks to feed individuals and families whilst providing an opportunity for agencies to work with clients to identify and address their needs. The group would urge the Council to continue to provide support to local food banks by providing a location for food and other essential goods to be donated.

The group also visited the Radiate Redditch Community Café, which is held on the second Monday of the month at the Ecumenical Centre. The organisers of the café provide clients with an opportunity to eat a nutritious meal. Equally as important is the opportunity that the café provides for people to socialise, helping to build community cohesion and a sense of belonging. In recent years Radiate Redditch has successfully provided a Christmas meal to people who are homeless over the festive period. The group would like to commend Radiate Redditch and would urge other elected Members to learn more about their initiative.

c) Personal, Social, Health and Economic (PSHE) Lessons

During the course of the review Members were advised that many people became homeless, or were at risk of becoming homeless, once they started to struggle with their finances. In some cases financial difficulties would arise because there would be a delay between applying for and receiving benefits under Universal Credit and residents would fall into debts during the waiting period. The group was also advised that a significant number of people first started to struggle with their finances when they entered into a contract for a mobile phone or for cable television which they could not afford in the long-term, though the contracts often covered a significant period of time.

To address this, the group concluded that effective education in respect of financial management skills would be helpful to enable people to learn how to manage their personal budgets from an early age. Members are contending that this subject should be addressed in PSHE lessons at school. As the subject of PSHE lessons has recently formed the basis of recommendations made by the Mental Health Services for Young People Task Group, which is currently consulting with schools about PSHE lessons in the Borough, Members did not feel it would be appropriate for this to form the basis of a recommendation at this stage.

d) Voluntary and Community Sector Networking Opportunities

A number of the VCS groups consulted by Members expressed an interest in having opportunities to network with representatives of other local VCS organisations. To an extent Members believe that this could be addressed through increased participation in the Redditch Community Forum. The group did promote the forum to the representatives of the VCS organisations they interviewed. The Council may also want to consider taking additional action to promote the forum to VCS organisations.

In addition, many of the VCS organisations consulted by the group suggested that it would be helpful to have access to further information about the services available from other VCS groups in the local area. Members are aware that Officers are currently working to develop the Knowledge Bank, which will be accessible from the Council's website and provide further information about the services available from different groups operating in the Borough. When this service is launched in October 2017 Members are suggesting that this should be actively promoted, using various communications tools, to VCS organisations.

e) Landlords' Forum / Steering Group

There is a Landlords' Forum for Bromsgrove and Redditch which meets once a year. Underpinning this forum is the Private Sector Landlords' Steering Group. Unfortunately it was not possible in the short time available for Members to attend a meeting of either body to discuss the needs of landlords. Therefore, subject to the response received from the Overview and Scrutiny and Executive Committees, Members believe that arrangements should be made to present their report at a meeting, either of the forum or the steering group, so that their findings and the needs of landlords can be considered.

f) Short Sharp Reviews

This investigation of homelessness was undertaken as a short sharp review. Short sharp reviews can provide a useful opportunity for Members to consider a subject in detail and bring forward constructive proposals within a short space of time. However, lessons have been learned during the course of this review about some of the limitations of short sharp reviews. Due to the timing of the review, which coincided with one of the busiest holiday periods in the year, it could be difficult to arrange meetings that both Members and expert witnesses could attend. This meant that a significant number of meetings, 14 in total, had to be held in a period of two and a half months. As a consequence the review was very resource intensive which was challenging on occasion for both Members and Officers. The Overview and Scrutiny Committee is asked to make a note of these circumstances to ensure that lessons can be learned and applied to any future scrutiny activities.

CONCLUSION

The Homelessness Short Sharp Review has been a very intense exercise. The investigation was timely, given forthcoming legislative changes which could have a significant impact on homelessness in the country and on the work of local authorities. The review has also taken place at a time when homelessness is increasingly visible and unfortunately the number of homeless people in the country is growing.

There are a number of excellent services locally supporting people who are homeless or at risk of becoming homeless. The proposals brought forward by the group are intended to build on these services and to address any gaps in support that have been identified to the benefit of some of the most vulnerable people in society.

Members therefore commend their report to the Executive Committee and call for their recommendations to be approved.

APPENDIX 1**Scrutiny Proposal Form**

(This form should be completed by sponsoring Member(s), Officers and / or members of the public when proposing an item for Scrutiny).

Note: The matters detailed below have not yet received any detailed consideration. The Overview and Scrutiny Committee reserves the right to reject suggestions for scrutiny that fall outside the Borough Council's remit.

Proposer's name and designation	Councillor Joe Baker	Date of referral	28/03/17
Proposed topic title	Homelessness Short, Sharp Review		
Link to local priorities including the strategic purposes	<p>The subject of this proposed review links to the following strategic purposes:</p> <ul style="list-style-type: none"> • Help me to find somewhere to live in my locality. • Help me to live my life independently (including health and activity). • Help me to be financially independent. 		
Background to the issue	<p>In recent months there has been increasing public awareness of homelessness in Redditch. In particular, rough sleeping in areas located close to the Redditch ringway has received significant media attention. Residents I have spoken to are understandably concerned about homelessness and are keen to find out what action the Council can take to address this.</p> <p>I am aware that the causes of homelessness are varied and often multi-faceted. In some cases people can make themselves intentionally homeless. There can also be hidden homelessness, with people relying on friends for a bed for the night. I feel that given the current level of public interest in this situation it would be helpful if a scrutiny exercise could provide some clarity about the situation and identify any additional action that could be taken, either by the Council or partner organisations, to address homelessness levels.</p> <p>Earlier in my career I worked with homeless people in Scotland. I therefore feel I have useful background knowledge and would appreciate the opportunity to Chair this review if it is endorsed by Members.</p>		

<p>Key Objectives Please keep to SMART objectives (Specific, Measurable, Achievable, Relevant and Timely)</p>	<ol style="list-style-type: none"> 1) To review relevant Council policies and practices in respect of people experiencing or at risk of becoming homeless. 2) To establish the current levels of homelessness in Redditch, taking into account any official statistics. 3) To clarify the potential causes of homelessness. (This could take into account issues such as recent Benefits changes and drug and alcohol addictions). 4) To analyse the potential impact of homelessness on a person's physical and mental health. 5) To assess the existing support available to people who are homeless or at risk of becoming homeless. This should take into account support provided by public, private and Voluntary and Community Sector organisations. 6) To scrutinise the potential impact of the new Homelessness Reduction Bill on homelessness levels. 7) To review the findings of any scrutiny Task Groups that have investigated homelessness in other parts of the country and to identify any actions arising from these reports which could be usefully replicated in Redditch. 8) To investigate any opportunities for organisations to work in partnership to enhance support to people who are homeless or at risk of becoming homeless. This could include working in partnership to provide hostel accommodation. 9) To identify any additional action that the Council could take to address homelessness in the Borough.
<p>How long do you think is needed to complete this exercise? (Where possible please estimate the number of weeks, months and meetings required)</p>	<p>The Overview and Scrutiny Committee agreed on 28th March that this should be a Short, Sharp Review lasting three months. At the end of these three months the group should produce an interim report and discuss with the Committee whether further work should be undertaken.</p>

Please return this form to: Jess Bayley or Amanda Scarce, Democratic Services Officers, Redditch Borough Council, Town Hall, Walter Stranz Square, Redditch, B98 8AH

Email: jess.bayley@bromsgroveandredditch.gov.uk / a.scarce@bromsgroveandredditch.gov.uk

APPENDIX 2
Acknowledgements

The group would like to thank the following people for providing evidence during the course of their review:

Derek Allen, Housing Strategy Manager
Sarah Barcham, Redditch Food Banks
Matthew Bough, Housing Strategy and Enabling Team Leader
Kevin Dicks, Chief Executive
Rachael Dobson, Assistant Financial Support Manager
Sam Dyde, YMCA
Ali Grimmett, Planning Officer
Sonia Hambidge, CAB – Bromsgrove and Redditch
Lynn Hancock, CAB – Bromsgrove and Redditch
Anne Marie Harley, Communications Manager
Brenda Holden, Housing Options Manager
Sarah Leeson, Radiate Redditch
Alan Moorhouse, YMCA
Ben Rafiqi, Radiate Redditch
Susan Sadler, Redditch Night Stop
Amanda Scarce, Democratic Services Officer
Steve Shammon, Private Sector Housing Team Leader
Councillor Mark Shurmer, Portfolio Holder for Housing
Amanda Singleton, Head of Customer Access and Financial Support
Liz Tompkin, Head of Housing
Hayley Turner, St Basils

APPENDIX 3
Timeline of Activities

Date	Task Group Activity
14/06/17	Considering the group's terms of reference and identifying sources of evidence.
20/06/17	Reviewing the outcomes of the 2006 Homelessness Prevention review and the findings of the Preventing Homelessness in Bromsgrove Task Group.
30/06/17	Interview with the Strategic Housing Manager to discuss Housing in the Private Rented Sector.
04/07/17	Interview with the Head of Housing and Housing Options Manager and pre-scrutiny of the Council's Housing Allocations Policy.
12/07/17	Interview with the Head of Customer Access and Financial Support about recent welfare changes and financial support for residents.
17/07/17	Interview with the Private Sector Housing Team Leader regarding HMOs.
31/07/17	Interview with the Portfolio Holder for Housing and consideration of the Housing our Homeless Households summary report, (published by the LGA) and The Gold Standard: Fighting Homelessness article in the CCA Voice publication.
02/08/17	Interview with the Manager of the Redditch branch of St Basils and interview with the Communications Manager about the Council's homelessness campaign.
09/08/17 Part 1	Interview with the Manager of Redditch Night Stop and considering Shelter's report in respect of the Homelessness Reduction Act 2017.
09/08/17 Part 2	Interview with Officers representing the YMCA.
14/08/17	Interview with representatives of Radiate Redditch during a visit to their community café at the Ecumenical Centre.
16/08/17 Part 1	Visit to the food bank at St Stephen's Church and interview with the Project Manager for the food bank.

16/08/17 Part 2	Interview with representatives of the CAB – Bromsgrove and Redditch.
23/08/17	Considering further information about Housing First and agreeing the group's final recommendations.

APPENDIX 4
Affordable Housing Definitions

The group has been advised that the Council has adopted the Department of Communities and Local Government's (DCLG's) definitions of affordable housing, as stated within Annex 2 of the National Planning Policy Framework (March 2012). The following definitions are included within this:

Affordable housing is social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Affordable housing should include provisions to remain at an affordable price for future eligible households or for the subsidy to be recycled for alternative affordable housing provision.

Social rented housing is: owned by local authorities and private registered providers (as defined in section 80 of the Housing and Regeneration Act 2008), for which guideline target rents are determined through the national rent regime. It may also be owned by other persons and provided under equivalent rental arrangements to the above, as agreed with the local authority or with the Homes and Communities Agency (HCA).

Affordable rented housing is: let by local authorities or private registered providers of social housing to households who are eligible for social rented housing. Affordable Rent is subject to rent controls that require a rent of no more than 80% of the local market rent (including service charges, where applicable).

Intermediate housing is: homes for sale and rent provided at a cost above social rent, but below market levels subject to the criteria in the Affordable Housing definition above. These can include shared equity (shared ownership and equity loans), other low cost homes for sale and intermediate rent, but not affordable rented housing.

EXECUTIVE COMMITTEE LEADER'S WORK PROGRAMME

1 October 2017 to 31 January 2018

(published as at 1st September 2017)



This Work Programme gives details of items on which key decisions are likely to be taken by the Borough Council's Executive Committee, or full Council, in the coming four months. "Key Decisions" are ones which are likely to:

- (i) result in the Council incurring expenditure, foregoing income or the making of savings in excess of £50,000 or which are otherwise significant having regard to the Council's budget for the service or function to which the decision relates; or
- (ii) be significant in terms of its effect on communities living or working in the area comprising two or more wards in the Borough;
- (iii) involve any proposal to cease to provide a Council service (other than a temporary cessation of service of not more than 6 months).

If you wish to make representations on the proposed decision you are encouraged to get in touch with the relevant report author as soon as possible before the proposed date of the decision. Contact details are provided. Alternatively you may write to the Head of Legal, Equalities and Democratic Services, The Town Hall, Walter Stranz Square, Redditch, B98 8AH or e-mail: democratic@bromsgroveandredditch.gov.uk

The Executive Committee's meetings are normally held at 7pm on Tuesday evenings at the Town Hall. They are open to the public, except when confidential information is being discussed. If you wish to attend for a particular matter, it is advisable to check with the Democratic Services Team on (01527) 64252, ext: 3268 to make sure it is going ahead as planned. If you have any other queries, Democratic Services Officers will be happy to advise you. The full Council meets in accordance the Council's Calendar of Meetings. Meetings commence at 7.00pm.

EXECUTIVE COMMITTEE MEMBERSHIP

Councillor Bill Hartnett, Portfolio Holder for Community Leadership and Partnership
Councillor Joe Baker, Portfolio Holder for Community Safety and Regulatory Services
Councillor Debbie Chance, Portfolio Holder for the Local Environment
Councillor Greg Chance, Portfolio Holder for Planning, Regeneration, Economic Development and Transport
Councillor John Fisher, Portfolio Holder for Corporate Management
Councillor Mark Shurmer, Portfolio Holder for Housing
Councillor Pat Witherspoon, Portfolio Holder for Leisure and Tourism
Councillor Juliet Brunner
Councillor Brandon Clayton

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Children and Young People's Plan 2017 - 2021 Key: No	Executive 31 Oct 2017		Report of the Chief Executive	Judith Willis, Head of Community Services Tel: 01527 64252 ext 3284
Commercialisation and Financial Strategy Key: No	Executive 31 Oct 2017		Report of the Executive Director of Finance and Corporate Resources	Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881207
Fees and Charges 2018/19 Key: No	Executive 31 Oct 2017 Council 20 Nov 2017		Report of the Executive Director Finance and Resources	Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881207
Financial Regulations and Contract Procedure Rules Key: No	Executive 31 Oct 2017 Council 20 Nov 2017		Report of the Executive Director Finance and Resources	Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881207
Homelessness Short Sharp Review - Final Report Key: No	Executive 31 Oct 2017		Report of the Chair of the Homelessness Short Sharp Review	Jess Bayley, Democratic Services Officer Tel: 01527 64252 ext 3268

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Leisure and Cultural Services Options Review Key: No	Executive 31 Oct 2017 Council 20 Nov 2017		Report of the Executive Director of Finance and Corporate Resources	Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881207
Local Council Tax Support Scheme Key: No	Executive 31 Oct 2017 Council 20 Nov 2017		Report of the Head of Customer Access and Financial Support	Amanda Singleton, Head of Customer Access and Financial Support Tel: 01527 64252
Local Discretionary Relief Scheme Key: No	Executive 31 Oct 2017 Council 20 Nov 2017		Report of the Head of Customer Access and Financial Support	Amanda Singleton, Head of Customer Access and Financial Support Tel: 01527 64252
Medium Term Financial Plan - Update Report Key: No	Executive 31 Oct 2017 Executive 12 Dec 2017 Executive 16 Jan 2018 Executive 6 Feb 2018		Report of the Executive Director of Finance and Corporate Resources	Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881207
One Public Estate Exercise Key: Yes	Executive 31 Oct 2017		Report of the Chief Executive	Dean Piper, Head of Economic Development and Regeneration Tel: 01562 732192

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Performance Scrutiny Working Group Key: No	Executive 31 Oct 2017		Report of the Chair of the Performance Scrutiny Working Group	Jess Bayley, Democratic Services Officer Tel: 01527 64252 ext 3268
Pre-Application Charging Schedule Key: No	Executive 31 Oct 2017 Council 20 Nov 2017		Report of the Head of Planning and Regeneration	Ruth Bamford, Head of Planning and Regeneration Tel: 01527 64252
Provision of Off Street Pay and Display Car Parking in Borough Parks Key: No	Executive 31 Oct 2017 Council 20 Nov 2017		Report of the Head of Environmental Services	Guy Revans, Head of Environmental Services, Claire Felton, Head of Legal, Equalities and Democratic Services, John Godwin, Head of Leisure and Cultural Services Tel: 01527 64252 ext 3292, Tel: 01527 881429, Tel: 01527 881762
Redditch Business Centres Review Key: No	Executive 31 Oct 2017 Council 20 Nov 2017		Report of the North Worcestershire Head of Economic Development and Regeneration	Steve Singleton Tel: 01562 732168
Staff Survey Joint Scrutiny Task Group - Final Report Key: No	Executive 31 Oct 2017		Report of the Vice Chair of the Staff Survey Joint Scrutiny Task Group	Jess Bayley, Democratic Services Officer Tel: 01527 64252 ext 3268

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Supplementary Planning Document Consultation (Good Design) Key: No	Executive 31 Oct 2017		Report of the Head of Planning and Regeneration	Emma Baker, Development Plans Manager Tel: 01527 64252 ext 3034
Whistleblowing Policy Key: No	Executive 31 Oct 2017 Council 20 Nov 2017		Report of the Executive Director of Finance and Corporate Resources	Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881207
Anti Social Behaviour Crime and Policing Act 2014 - Implementation of Provisions Key: Yes	Executive 12 Dec 2017 Council 29 Jan 2018		Report of the Head of Community Services	Bev Houghton, Community Safety Manager (Redditch and Bromsgrove) Tel: 01527 64252 ext 3656
Finance Monitoring and Efficiency Plan Update - Quarter 2 2017/18 Key: No	Executive 12 Dec 2017		Report of the Executive Director Finance and Resources	Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881207
Matchborough and Winyates District Centre Redevelopment Consultation Key: Yes	Executive 12 Dec 2017		Report of the Head of Planning and Regeneration	Emma Baker, Development Plans Manager Tel: 01527 64252 ext 3034

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Service Delivery Options - HRA Gas Maintenance Key: Yes	Executive 12 Dec 2017		Report of the Deputy Chief Executive	Sue Hanley, Deputy Chief Executive and Executive Director (Leisure, Environmental & Community Services) Tel: 01527 64252 ext 3601
Supplementary Planning Documents Consultation (Open Space) Key: No	Executive 12 Dec 2017		Report of the Head of Planning and Regeneration	Emma Baker, Development Plans Manager Tel: 01527 64252 ext 3034
Civil Contingencies Short Sharp Review - Final Report Key: No	Executive 16 Jan 2018		Report of the Chair of the Civil Contingencies Short Sharp Review	Jess Bayley, Democratic Services Officer Tel: 01527 64252 ext 3268
Council Tax Base 2018/19 Key: No	Executive 16 Jan 2018		Report of the Executive Director Finance and Resources	Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881207
Economic Priorities for Redditch Annual Report Key: No	Executive 16 Jan 2018		Report of the Head of North Worcestershire Economic Development and Regeneration	Dean Piper, Head of Economic Development and Regeneration Tel: 01562 732192

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
HRA Initial Budget 2018/19 - 2020/21 Key: No	Executive 16 Jan 2018 Council 29 Jan 2018		Report of the Executive Director Finance and Resources and Head of Housing Services	Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881207
Pay Policy 2018-19 Key: No	Executive 16 Jan 2018 Council 29 Jan 2018		Report of the Head of Transformation and Organisational Development	Becky Talbot, Human Resources and Development Manager Tel: 01527 64252 ext 3385
Medium Term Financial Plan 2018/19 - 2021/22 and Council Tax Setting Key: No	Executive 19 Feb 2018 Executive 19 Feb 2018		Report of the Executive Director of Finance and Corporate Resources	Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881207
Finance Monitoring and Efficiency Plan Update - Quarter 3 2017/18 Key: No	Executive 27 Mar 2018		Report of the Executive Director Finance and Resources	Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881207
Overview and Scrutiny Annual Report 2017/18 Key: No	Council 9 Apr 2018		Report of the Overview and Scrutiny Committee	Jess Bayley, Democratic Services Officer Tel: 01527 64252 ext 3268

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