



Executive Committee

Tue 12 Sep
2017
7.00 pm

Committee Room Two
Town Hall
Redditch

REDDITCH BOROUGH COUNCIL

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If you have any queries on this Agenda please contact
Debbie Parker-Jones
Democratic Services Officer
Town Hall, Walter Stranz Square, Redditch, B98 8AH
Tel: (01527) 881411
Email: d.parkerjones@bromsgroveandredditch.gov.uk

Executive

Tuesday, 12th September, 2017

7.00 pm

Committee Room 2 Town Hall

Agenda

Membership:

Cllrs:	Bill Hartnett (Chair)	Brandon Clayton
	Greg Chance (Vice-Chair)	John Fisher
	Joe Baker	Mark Shurmer
	Juliet Brunner	Pat Witherspoon
	Debbie Chance	

1. Apologies
2. Declarations of Interest

To invite Councillors to declare any Disclosable Pecuniary Interests and / or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.
3. Leader's Announcements
4. Minutes of the meeting of the Executive Committee held on 11th July 2017 (Pages 1 - 10)
5. Redditch Borough Council response to consultations on Wyre Forest Local Plan Review Preferred Option and Draft Worcestershire Rail Investment Strategy (Pages 11 - 20)
6. Leisure and Cultural Services Concessions Policy (Pages 21 - 76)
7. Redditch Borough Council Garden Waste Service (Pages 77 - 124)
8. Voluntary & Community Sector Grants Programme 2018/19 (Pages 125 - 138)
9. Dignity at Work Policy (Pages 139 - 150)
10. Human Resources and Organisational Development Strategy (Pages 151 - 162)
11. Job Evaluation Policy (Pages 163 - 170)
12. Finance Monitoring Quarter 1 2017/18 (Pages 171 - 184)

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13. Minutes of the meeting of the Overview and Scrutiny Committee held on 4th July 2017 (Pages 185 - 216)

There are no recommendations to consider from these minutes.

14. Minutes / Referrals - to receive and consider and outstanding minutes or referrals from the Overview and Scrutiny Committee, Executive Panels etc.

15. Corporate Parenting Board - Verbal Update from Portfolio Holder for Community Safety and Regulatory Services (if applicable)

16. Advisory Panels - update report (Pages 217 - 218)

17. Exclusion of the Public

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

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

These paragraphs are as follows:

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

- Para 1 – any individual;
- Para 2 – the identity of any individual;
- Para 3 – financial or business affairs;
- Para 4 – labour relations matters;
- Para 5 – legal professional privilege;
- Para 6 – a notice, order or direction; and
- Para 7 – the prevention, investigation or prosecution of crime may need to be considered as ‘exempt’.

18. To consider any Confidential Minutes / Referrals



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MINUTES

Present:

Councillor Bill Hartnett (Chair), Councillor Greg Chance (Vice-Chair) and Councillors Joe Baker (during Minute No.'s 20 to 34), Debbie Chance, Brandon Clayton, John Fisher, Mark Shurmer and Pat Witherspoon

Also Present:

Councillor Michael Chalk (observing)

Officers:

Ruth Bamford, Matthew Bough, Clare Flanagan, John Godwin, Sue Hanley, Jayne Pickering, Amanda Singleton, Liz Tompkin and Chris Wells

Democratic Services Officer:

Debbie Parker-Jones

18. APOLOGIES

An apology for absence was received from Councillor Juliet Brunner.

19. DECLARATIONS OF INTEREST

There were no declarations of interest.

20. LEADER'S ANNOUNCEMENTS

Former Borough Councillor and Mayor Jack Cookson

Councillor Hartnett spoke of the sad death at the weekend of former Borough Councillor and Mayor Jack Cookson, following a short illness. The Leader paid tribute to Mr Cookson who was described as "a real character and man of the people" and who would be sadly missed by everyone who had known him. Councillors passed on their condolences to Mr Cookson's wife Sandra and sons John-Paul and Adam, whom Councillor Hartnett had unsuccessfully tried to contact since hearing the news. A minute's silence was held and

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Chair

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the Town Hall flag was being lowered to half mast as a sign of respect to Mr Cookson.

Additional Papers

Two sets of Additional Papers had been circulated in advance of the meeting, which comprised:

- a minute extract from the meeting of the Overview and Scrutiny (O&S) Committee held on 4th July 2017 in relation to the Council Housing Allocations Policy 2017 (following a referral from a meeting of the Homelessness Short, Sharp Review group also held on 4th July) – which was to be considered at Agenda Item 9; and
- the confidential minutes of the meeting of the Shared Services Board held on 6th July 2017 in relation to the Shared Planning Policy and Conservation Service Business Case – which were to be considered at Agenda Item 17.

It was also noted that the 4th July O&S Committee had not put forward any alternative recommendations in relation to the Strategic Intervention Update report at Agenda Item 7, and had resolved to note this.

Work Programme

The following reports which were due to be considered, or possibly considered, at the meeting had been deferred to a later date:

- Service Delivery Options – HRA Gas Maintenance;
- Whistleblowing Policy;
- Financial Regulations and Contract Procedure Rules; and
- Reddicard Review.

The Planning Fees report had been removed from the Executive Work Programme as Officers were currently awaiting confirmation from the Government as to possible new legislation in this regard.

21. MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE HELD ON 6TH JUNE 2017

RESOLVED that

the minutes of the meeting of the Executive Committee held on 6th June 2017 be agreed as a correct record and signed by the Chair.

22. SATURDAY MORNING OPENING ARRANGEMENTS

Members considered a report which sought approval for the Town Hall to cease opening on the first Saturday morning of each month, for cashiering and basic enquiries, following a reduction in the weekly Saturday morning opening hours in September 2016.

It was noted that since reducing the opening hours there had been a gradual reduction in customers coming into the Town Hall on the first Saturday of each month. The busiest Saturday of the year – 1st April 2017 – had also seen a 33% reduction in customer numbers compared with 2nd April 2016. Whilst complete closure on Saturday mornings would not result in any further saving to the Customer Services budget, the move would help to ensure that the Council could maintain appropriate staff resources during the week, when demand was substantially higher.

Although one Member expressed concern at the proposal, both Members and Officers confirmed that no adverse comments had been received from the public in this regard. Data which had been gathered by Officers also showed that there had been a decrease overall in cash and card payments and an increase in internet and automated payment line payments, with no barriers, other than personal preference, having been identified for people moving to alternative payment methods.

RESOLVED that

the Town Hall cease to open on Saturday mornings for cashiering and basic enquiries with effect from September 2017.

23. WRITE OFFS APRIL 2016 TO MARCH 2017

The Committee received a report on the write off of unrecoverable debts for the 2016/17 financial year.

Members noted the bad debts provision detailed in the report. Whilst £597k of unrecoverable debt had been written off during 2016/17, compared with £452k in 2015/16, the value of write off remained well within existing bad debts provisions. The Challenges presented by the introduction of a new finance system had meant there was no write off of sundry debts during 2015/16. However, once it had been possible to review the accounts Officers had established where write off was appropriate, meaning there had been a higher value of sundry debts written off during 2016/17. Members noted that the value of Aged Debt in the Sundry Debts system as at 31st March 2017 was £562,025, compared with a total debt recovered of over £10.3m.

In relation to the levels of bad debts provisions detailed in paragraph 3.1 of the report, Officers advised that the levels were set in conjunction with the Council's External Auditors and were based on established Aged Debt profiles. As such, it was not easy to compare the Council's write off data with other local authorities. Officers stated, however, that wherever possible they always looked to recover debts, with write offs being a last resort. Officers added that it would not be possible to claim back Housing Benefits Overpayments once Universal Credit had been rolled out, which would result in increased write offs in this area in the future.

RESOLVED that

the report be noted.

24. STRATEGIC INTERVENTION UPDATE

Members received a report which updated them on the Strategic Intervention work that had been undertaken within Cultural and Leisure Services in relation to the Council's 'Provide good things for me to see, do and visit' strategic purpose, and which set out proposals for the next steps with this. As detailed under Leader's Announcements, it was noted that the Overview and Scrutiny (O&S) Committee had, on 4th July, received a detailed presentation from Officers on this work and the report before Members. Following consideration of this O&S had opted to note the contents of the report and presentation, and had not forwarded any alternative recommendations for the Executive Committee's consideration.

Officers presented the report and highlighted the three options detailed for delivery of Leisure and Cultural Services across the Borough, namely:

- Continued In-House Management and Delivery;
- Creation of In-House Trust/Company (a 'Teckal'); or
- Outsourcing to the Market.

Whilst Officers had carried out a large amount of work over the preceding 18 months in identifying and delivering ways to reduce costs of the leisure provision, further work was needed prior to any final decisions being made by Members. Officers advised that one of the key gaps in information related to what the public wanted and needed facilities-wise, and what would work best for the local community. Further work was to be undertaken in relation to the Palace Theatre and the Council's Reddicard/concessions policy, with partnership working also needing to be looked into. It was proposed that a final options report be presented to the Executive

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Committee on 31st October 2017, which would also identify any funding shortfalls and options for meeting any financial gaps.

Members were pleased to note that all options detailed in the report would be fully explored prior to any final decisions being made, with the future viability of any options being of paramount importance. It was also noted that the funding which had previously been set aside by the Council to facilitate this work would cover any costs involved with this.

Following consideration of the update report it was

RESOLVED that Officers:

- 1) **undertake survey work with residents to understand why members of the community do not use the Council's facilities and identify services that would encourage more use;**
- 2) **undertake a feasibility study of the Palace Theatre to establish the cost benefit of altering the venue to provide more seating and improved access to the Box Office, this to include the benefits of retaining VAT on the cultural income;**
- 3) **undertake a review of the Council's Reddicard/concessions policy to ensure this best meets the needs of the vulnerable members of the community;**
- 4) **undertake soft market testing with external providers to understand future provision with reference to community activities and influence;**
- 5) **provide a detailed external feasibility study of the options available for both in-house company and external market appraisal; and**
- 6) **present an options report back to the Executive Committee on 31st October 2017 to include a comprehensive appraisal on each of the three options; maintain in-house provision, establish an in-house delivery model or outsource to an external company.**

25. REDDITCH SPORTS AND PHYSICAL ACTIVITY STRATEGY 2017/2022

The Committee were presented with the draft Sports and Physical Activity Strategy 2017/2022 ('the Strategy').

Members noted that the Strategy was influenced by two of the Council's strategic purposes, namely: 'Provide good things for me to see, do and visit' and 'Help me to live my life independently'.

The Strategy would provide a high level strategic vision for the provision of sport and physical activity in Redditch over the next 5 years, and would be used as a tool by both the Council and external organisations to identify physical activity, health and wellbeing priorities for the town and decreasing health inequalities. This would, in turn: provide for a more cohesive approach in gaining desired outcomes for Redditch; promote partnership working; and help reduce duplication of work and the sharing of joint resources.

Members supported the Strategy and in doing so noted the various physical activities which were currently being carried out by other organisations within the town.

RESOLVED that

the Redditch Sports and Physical Activity Strategy 2017/2022 be approved.

26. COUNCIL HOUSING ALLOCATIONS POLICY 2017

Members were asked to consider an updated version of the Council Housing Allocations Policy ('the Policy'), which had been updated to include legislative changes and new methods of working in relation to the allocation of social housing since the 2009 Policy was last updated in 2012. Members also considered the minute extract of the meeting of the Overview and Scrutiny Committee held on 4th July 2017, which included a recommendation from the Homelessness Short, Sharp Review group supporting adoption of the Policy.

Officers explained the changes to the Policy and advised that the trial introduction of the 'direct matching' of properties to applicants approach had resulted in a decrease of 80% in the number of first offers of properties which were refused. This success had come about as a result of collaborative working by the Locality and Housing Options Teams, which had led to a clearer understanding of housing needs and preferences.

Officers advised that the Policy was currently out to consultation, with the deadline for responses being 19th July. Two responses had been received to date, with details of all responses received to be presented to Members at Council on 24th July.

RECOMMENDED that

subject to consultation responses, the revised Housing Allocations Policy 2017 be adopted.

27. ANTI-FRAUD AND CORRUPTION POLICY

The Committee was presented with an updated Anti-Fraud and Corruption Policy ('the Policy').

Officers highlighted the importance of the Policy, which provided a robust framework to ensure processes were in place to identify and prevent fraud and corruption across the Council to protect public safety and public money. Officers confirmed that the Policy had not been updated for 4 years and that the Policy before Members would be biennial, covering the period 2017/2019, which would be confirmed in the Policy.

A Member queried what changes had been included in the updated Policy. Officers advised that they understood these to be mainly legislative changes, which they undertook to check and advise Members on outside of the meeting.

RECOMMENDED that

the Anti-Fraud and Corruption Policy be approved.

28. MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON 1ST JUNE 2017

The Committee received the minutes of the meeting of the Overview and Scrutiny Committee held on 1st June 2017.

It was noted that there were no recommendations to consider.

RESOLVED that

the minutes of the meeting of the Overview and Scrutiny Committee held on 1st June 2017 be received and noted.

29. MINUTES / REFERRALS - TO RECEIVE AND CONSIDER ANY OUTSTANDING MINUTES OR REFERRALS FROM THE OVERVIEW AND SCRUTINY COMMITTEE, EXECUTIVE PANELS ETC.

Minute Extract of 4th July 2017 Overview and Scrutiny Committee

A minute extract and recommendation arising from the meeting of the Overview and Scrutiny Committee held on 4th July 2017

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(circulated as Additional Papers 1) were considered along with Agenda Item 9 – Council Housing Allocations Policy 2017 (Minute No.26 refers).

30. CORPORATE PARENTING BOARD - VERBAL UPDATE FROM PORTFOLIO HOLDER FOR COMMUNITY SAFETY AND REGULATORY SERVICES (IF APPLICABLE)

Councillor Baker advised that the Corporate Parenting Board had noted that Redditch Borough Council was the only council which had retained its housing stock, and that registered social landlords needed to understand the housing requirements for young people.

RESOLVED that

the update be noted.

31. ADVISORY PANELS - UPDATE REPORT

Members noted the report and that the meeting of the Member Support Steering Group which had been scheduled to take place the previous evening had been cancelled at short notice owing to lack of Member availability. Councillor Fisher advised that he would be liaising with the Democratic Services Team on a new date for the meeting as soon as possible.

RESOLVED that

the report/position be noted.

32. EXCLUSION OF THE PUBLIC

RESOLVED that

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

- (i) Item 16 – Minutes of the meeting of the Shared Services Board held on 6th July 2017 (private meeting – relating to Item 17); and**
- (ii) Item 17 – Shared Planning Policy and Conservation Service Business Case.**

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33. CONFIDENTIAL MINUTES / REFERRALS - MINUTES OF THE MEETING OF THE SHARED SERVICES BOARD HELD ON 6TH JULY 2017

The Committee received the confidential minutes of the meeting of the Shared Services Board held on 6th July 2017. These were considered under confidential Agenda Item 17; Shared Planning Policy and Conservation Service Business Case.

34. SHARED PLANNING POLICY AND CONSERVATION SERVICE BUSINESS CASE

The Committee received a confidential report on the Business Case for a proposed shared Planning Policy Service, which included in-house conservation advice between Redditch Borough Council and Bromsgrove District Council. Members also considered the confidential minutes of the meeting of the Shared Services Board held on 6th July 2017, which included a minor proposed amendment to the recommendation detailed in the report.

Officers provided an overview of the principles behind the Business Case and proposed structure, which followed implementation of the new Development Management Shared Service on 1st July. Officers went on to explain the staffing implications of the proposed structure and changes to the current conservation function within both Councils.

Members supported the proposed Business Case and the recommendation amendment proposed by the Shared Services Board.

RECOMMENDED that

- 1) the Shared Service Business Case for Planning Policy, including Conservation advice, attached at Appendix 1 to the report, be approved;**
- 2) the new Planning Policy Service be charged to both Councils on the percentage share as defined by the 2016/17 budget allocations:**
 - a) Bromsgrove 60%;**
 - b) Redditch 40%;**
(with 2)a) and 2)b) to be reviewed in 12 months' time after the introduction of the shared service); and
 - c) the financial split for the Conservation element be 75% Bromsgrove District Council and 25% Redditch Borough Council, to reflect the greater number of listed building and conservation areas within the**

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**administrative area of Bromsgrove District Council;
and**

- 3) the Service be hosted by Bromsgrove District Council due to the larger geographical area, complexity of planning issues and the higher number of Listed Buildings and Conservation Areas.**

The Meeting commenced at 7.00 pm
and closed at 8.45 pm

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Chair

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**Response of RBC to consultations on Wyre Forest
Local Plan Review Preferred Option and Draft
Worcestershire Rail Investment Strategy**

Relevant Portfolio Holder	Councillor Greg Chance
Portfolio Holder Consulted	Yes
Relevant Head of Service	Ruth Bamford
Wards Affected	All Wards
Ward Councillor Consulted	Yes
Non-Key Decision	Yes

1. SUMMARY OF PROPOSALS

- 1.1 Wyre Forest District Council (WFDC) have been consulting on the Wyre Forest Local Plan Review Preferred Option (WFPO) consultation on this plan and its supporting evidence took place between 14th June and the 14th August.
- 1.2 Worcestershire County Council (WCC), as the Local Transport Authority, has produced a Worcestershire Draft Rail Investment Strategy (WDRIS). Consultation on the proposals took place in late July and early August over recent weeks. The consultation closed on 11th August 2017.
- 1.3 The appendices A and B are the informal officer responses submitted to both consultations, due to the scheduling of meetings it has not been possible to have these responses considered by members in advance of the deadline for comments. These consultations are both non statutory and should further responses need to be submitted it should be possible to do this through the ongoing engagement the Council has with both WFDC and WCC.

2. RECOMMENDATION

- 2.1 That Members note the contents of the report.
- 2.2 That the Executive recommends to Council that the draft officer response to Wyre Forest Local Plan Review Preferred Option (as attached at Appendix A) be approved by Council and submitted to Wyre Forest District Council as the formal consultation response.
- 2.3 That the Executive recommends to Council that the draft officer response to Worcestershire Draft Rail Investment Strategy (as attached at Appendix B) be approved by Council and submitted to Worcestershire County Council as the formal consultation response.

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3. KEY ISSUES**Financial Implications**

- 3.1 There are no direct financial implications associated with this report

Legal Implications

- 3.2 WFDC is carrying out the consultation in accordance with Regulation 18 of the Town & Country Planning (Local Planning) (England) Regulations 2012. It is important that the Redditch Borough Council engages at the appropriate stages in planning process, this is the first substantive opportunity to respond to the proposals.
- 3.3 There are no legal implications associated with the WDRIS response, although the strategy is being developed to support the Worcestershire Local Transport Plan 4. Worcestershire County Council, as the Local Transport Authority, is legally required to produce, deliver and maintain a Local Transport Plan under the Transport Act (2000) and the Local Transport Act (2008).

Service / Operational Implications**Summary of Response - Wyre Forest Plan Review Preferred Option**

- 3.4 The WFPO is the first full draft of the planning strategy for the Wyre Forest District up to 2034, this plan once adopted will replace the extant Wyre Forest Local plan which was adopted in 2013. The plan has much in common with many local plans and is split up as follows; Part A context and Strategic policies, Part B development Management Policies and Part C Proposed allocations. It is Part A and to a lesser extent Part C which present possible concerns for RBC.
- 3.5 Within Part A the plan identifies a housing requirement of 5400 dwellings, 540 care home beds and 40 hectares of employment land, the levels of development being identified are not something to dispute. It is the location of this development which could give rise to concern if further information and evidence is not provided.
- 3.6 The preferred option presented in this plan does in fact have some options within the preferred option, specifically in relation to future housing sites; some of these sites are locations that are being proposed to be removed from the green belt. There are a number of sites being proposed which are presented as core sites, and which appear in all options. There are then two options, Option A and Option B of which one would be developed alongside the core sites. These

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two options have different sites contained within them, which would result in a different spatial distribution of development depending on which one is implemented. The one consistent feature of both the core sites and the options is, the focus of development to predominantly the east of Kidderminster, and adjacent to transport routes that flow towards Redditch via Bromsgrove. It is important for the Borough to be able to grow and develop that the key routes that surround the borough receive the investment and upgrades that are required to ensure they are as free flowing as possible.

- 3.7 For any plan to be successful understanding the impacts of development on existing infrastructure, and then providing new additional infrastructure is key. This is where the possible concern with the WFPO presents itself at the moment. Some very early stage assessment work has been undertaken to attempt establish the transport infrastructure required. No detailed assessment or modelling has been undertaken to fully understand the implications of the locations chosen for development. The modelling and other transport related evidence should have ideally been more developed at this point. This would mean it would play a bigger role in determining the options, and not as is being proposed in this instance to be developed once the preferred option is chosen.
- 3.8 The full representation in relation to the transport evidence is contained in the response at appendix A. The implication of this is that, at this stage and until more is known about the transport implications of the proposed options, RBC cannot express any preference for option A or B, and further to that unfortunately cannot even support the core sites chosen by WFDC. It is envisaged that as WFDC begin to respond to the comments received on the WFPO, discussions will take place as to the requirements for the transport evidence base and work will begin to address the issues highlighted in RBCs response.

Summary of Response - Draft Worcestershire Rail Investment Strategy

- 3.9 The Draft Worcestershire Rail investment Strategy has been published by WCC, the focus of the strategy is the existing and some proposed new rail infrastructure across the County. It is envisaged that the strategy will help support LPT4 and also be used to lobby for rail investment up to 2043. The WDRIS is split up into 5 stages as follows.

Stage 1 – Current Travel Markets, Train Services & Accessibility
Stage 2 – Review of Worcestershire’s Development Proposals
Stage 3 – Rail Industry Plans & Gap Analysis
Stage 4 – Economic Testing Of Connectivity Options
Stage 5 – The Prioritised Conditional Outputs
Stage 6 – Making It Happen

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- 3.10 The strategy itself goes into great detail on the current position of the rail infrastructure across the county, and also the factors which will influence investment going forward. Much of the analysis and discussion understandably is very rail industry centric. Of the 6 stages it is stage 5 where the outputs of the strategy are presented. These outputs are far reaching and appear to be ambitious which is to be welcomed. The outputs are a mixture of the providing additional services on existing lines calling at more places across the county, and physical infrastructure improvements such as the electrification of lines and new parking facilities.
- 3.11 The full officer response can be seen at appendix B, whilst there is much to support and commend about the WDRIS, the key issues remains as per previous responses submitted by RBC on LTP4, the lack of an overall strategy for transport. There are no complimentary strategies for other forms of transport investment, meaning it is difficult to see how / if the improvements being identified in this strategy will maximise the potential of the whole transport network. It is also unclear how this strategy has and in future can directly respond to the development that is allocated in development plans drawn up at district level. Whilst the strategy does acknowledge that there is currently, and will be in future land released for development. It is difficult to see how these decisions about land releases have currently and will in future affect where rail investment takes place.
- 3.12 As with the comments in previous reports on LTP4 and also those contained in this report on the WFPO, the response expresses the need for a comprehensive transport strategy to be developed. This strategy should then help inform land use decisions, and also be used to secure the funding needed for the right investment to take place, at the right time across all forms of transport.

Customer / Equalities and Diversity Implications

- 3.13 There are no Customer / Equalities and Diversity Implications associated with this report.

4. RISK MANAGEMENT

- 4.1 The risks associated with not responding to these consultations is that RBCs views will not be taken into account by WFDC and WCC. Specifically in relation to the WFPO if further responses and attendance at future examinations are required it is essential that the council's views are expressed as clearly and early as possible.

5. APPENDICES

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Appendix A – RBC response to WFPO
Appendix B – RBC response to the WDRIS

6. BACKGROUND PAPERS

- WFPO Document
- WFPO Infrastructure Delivery Plan

- Worcestershire Draft Rail Investment Strategy

7. KEY

WFDC - Wyre Forest District Council
WFPO - Wyre Forest Plan Review preferred Option

WCC - Worcestershire County Council
WDRIS - Worcestershire Draft Rail Investment Strategy
LTP4 - Local Transport Plan 4

AUTHOR OF REPORT

Name: Mike Dunphy
Acting Development Plans Manager (Job Share – RBC Mondays and Fridays)

E Mail: m.dunphy@bromsgroveandredditch.gov.uk
Tel: 01527 881325

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Redditch Borough Council Response to Wyre Forest Local Plan Review Preferred option - August 2017

1 Thank you for the opportunity to comment on the Wyre Forest Local Plan Review Preferred option, the below comments at this stage represents an officer response. Due to the timescales for consultation, there have not been any appropriate Council meetings for this response to be considered formally. This process will take place in September and should any amendments be required as a result of the formal consideration by Redditch Borough Council we will advise you in due course.

2 The Council supports the aims and objectives of the plan and think that it has the potential to provide a strong base for planning in Wyre Forest once adopted, although a number of reservations do exist where clarity needs to be provided in order to the Councils concerns to be allayed. It must be stressed at this stage the Council wish to see all areas thrive and develop sustainably, and do not have an in-principal objection to Wyre Forest District Council allocating land for future growth, or developing policies to improve the quality of the environment across the District for its residents and visitors.

3 Our comments are restricted to the elements of the plan where possible issues may arise for Redditch as a result of the draft plan, whilst we have read and considered the remaining sections we do not feel it is appropriate or necessary for the Council to comment on policies developed to address local issues to Wyre Forest District only.

4 The Plan identifies a housing requirement of 5400 dwellings, 540 care home beds and 40 hectares of employment land, RBC has no reason to dispute those figures. The Council is also pleased to see in para 6.8 that under the duty to cooperate WFDC will continue to liaise with all adjoining authorities. It will be important for WFDC to continue this liaison as the plan progresses, it is acknowledged that Wyre Forest District does not form part of the wider Birmingham Housing Market Area (BHMA) and as such should not directly need to accommodate any additional growth needs arising from the BHMA. The continued liaison will be important to ensure that if all the needs of the BHMA cannot be met within the currently identified geographic area, then it could be that those areas on the periphery may need to assist in meeting those needs if it can be done sustainably. It is important the review of the Wyre Forest Local Plan has sufficient mechanisms in place to be able to respond appropriately to any requests to meet the needs of the wider BHMA should a request be forthcoming.

5 The main concern of the Council is the location of the larger core housing sites, the fact that a preferred option is not specified, and that we are requested to make a choice of option A or option B in relation to significant development. The core housing sites, and also the majority of the option A and B sites are all situated towards the eastern / north eastern extent of the urban area of Kidderminster. As the principal town the logic of allocating significant levels of development to the most sustainable settlement is understood and accepted.

6 Where the Council have concerns is the evidence which support these allocations, in particular the transport evidence which is required to support allocations of this size. It is clear from the Infrastructure Delivery Plan (IDP) that some consideration has been given to transport issues. What is concerning is that a preference for a preferred option is being sought without all the identified evidence i.e. the modelling through the Wyre Forest Transport Model (WFTM), and the transport background paper being available.

The IDP states at 3.1.4

It should also be noted that local impacts of individual potential development sites can be more easily identified; however, the cumulative impact of development on both the local and wider strategic network is difficult to quantify without undertaking modelling. As detailed above, the WFTM will be used to fully assess all development sites, both individually and cumulatively, to ensure a robust assessment of the likely transport related infrastructure is identified and all appropriate multimodal infrastructure identified to support the preferred option.

7 Attempts have clearly been made to establish the infrastructure requirements for both the core option, and also options A and B. A comparison of the different highways impacts of options A and B has also been provided, unfortunately, this level of analysis does not allow for a sufficiently informed decision on the merits of the various options to be reached at this stage. Similarly whilst it is welcomed that a list of schemes has been developed to identify possible mitigation, what is not clear is exactly what these schemes entail, when and how they will be delivered, and how much impact their introduction will have on both mitigating the impacts of development or addressing existing infrastructure concerns.

8 Option A appears to offer the prospect of an eastern relief road which amongst other things could reduce the congestion and improve the air quality within Kidderminster town centre, both of these results would undoubtedly be beneficial. What needs to be established is the impact of such a significant piece of infrastructure on areas outside of the District. Of particular concern would be what additional traffic as a result of significant development and improved infrastructure around the eastern edge of Kidderminster would then permeate to areas further east into Bromsgrove and then onto Redditch and the strategic network. The same point applies if option A does not become the preferred option, it is still likely that additional traffic could use the infrastructure in Bromsgrove and beyond as a result of option B, although without the bypass, again this needs to be established for an informed decision to be made on the pros and cons of the options.

9 The Council has concerns about the impacts on the A448 if additional trips are made into and through Bromsgrove to access the motorway network, or through the town to access Redditch. In order to address this concern and in line with the Councils response the recently published Draft LPT4. We would like to continue to engage with both WFDC and WCC to develop a wider transport strategy for north Worcestershire. The development of this strategy should help inform the production of local and district plans which have fully evidenced and coordinated transport information. The strategy alongside these local and district plans will then deliver the infrastructure required to allow the authorities to continue to grow and thrive in a coordinated and sustainable way.

Redditch Borough Council – Worcestershire Draft Rail investment Strategy Response

1 Thank you for the opportunity to comment on the Worcestershire Draft Rail Investment Strategy (WDRIS), the below comments at this stage represents an officer response. Due to the tight timescale for consultation, there have not been any appropriate council meetings for this response to be considered formally. This process will take place in September and should any amendments be required as a result of the formal consideration process we will advise you in due course.

2 The Council welcomes the ambitious plan for investment in rail infrastructure. It has long been recognised in many forums and documents including the infrastructure delivery plan, which accompanies the Councils recently adopted Borough of Redditch Local Plan No4 (BORLP4) that significant investment in all types of physical and social infrastructure are needed to support the development planned for across the Borough

3 It is acknowledged that the WDRIS supports the development of the Worcestershire LTP4 these comments have been made with previously submitted comments on the LTP4 in mind, and in some instances cover some of the same concerns. As it is supporting the LTP4 it would have been beneficial if the WDRIS was published for consultation at the same time as the LTP4 in order to provide a full and more coherent response to both documents.

4 As expressed in the Councils response to LTP4 a significant issues is the lack of an overall transport strategy for Worcestershire and in particular concern to RBC, north Worcestershire. The production of the WDRIS in isolation from an overall strategy or complimentary strategies for other forms of transport highlights this point further. It is difficult to judge what the impacts of the improvements for rail provision will actually make, bearing in mind that rail transport in all cases also relies on other forms of transport, walk/cycle/bus/car to access the rail services in the first instance. Without similar complimentary strategies and investment in these other forms of transport, there is a concern that the impacts of the investment in rail provision will not be fully be realised.

5 With these factors in mind we would echo previous comments submitted in relation to the LTP4 consultation, that an overall transport strategy for North Worcestershire is an essential project going forward. We would also reiterate the Council is committed to working with WCC and other stakeholders to prepare and implement a strategy which helps inform future land use choices and subsequently then delivers the infrastructure required.

6 An additional concern with the rail investment strategy is it is to internally focused on the rail network and not does not sufficiently link to other key influences. This is not just the other modes of transport as mentioned above, but also the wider development that is planned for across the Borough. It is acknowledged in chapter 4 that reference is made to the adopted BORLP4 as well as many other plans, which is welcomed. What is not clear is, if/how this information has directly

informed the conditional outputs in the later chapters of the plan. Whilst it is safe to assume that new development should place further pressure on the rail network, what is unclear is if the decisions for investment has clearly been linked to the location and quantum of further development.

7 Another important point to note it that future planning decisions will be made on new locations and quanta for growth which is acknowledged at various points within the strategy, these decisions will have an impact on the need for future rail infrastructure. It is important that an element of flexibility is built into the strategy in order for future land use decisions to be adequately supported by appropriate infrastructure. This further strengthens the needs for an overall transport strategy.

8 RBC are also concerned that not enough attention has been paid to facilities and services in relation to the Borough. The Council has previously expressed a desire for an express train linking Redditch with Birmingham along the cross city line, it is hoped that this train would only stop at University and then New Street. This express link alongside fair parity with the wider west midlands area would help and encourage people and businesses to locate in the Borough as they would be linked the major economic hub of the city by a fast and direct train service. It is disappointing that this has seemingly not been considered within this strategy, whereas the strategy has looked at, albeit to rule out providing further services from Redditch to the south, which has not been discussed with the Borough Council.

9 Parking improvements at railway stations have been included as a conditional output it is assumed this includes the 151 specified for Redditch in table 3.15. Reference is made to a draft WRIS2 car parking study, we have been advised that this study is not yet available which is disappointing. In order to comment further on the likelihood of any parking improvements being made this study should be provided as soon as possible and we would request a similar amount of time to respond to it.

Other minor comments are

10 Section 4 also incorrectly includes the Kidderminster / Bewdley area in the greater Birmingham HMA, para 2.48, 4.52 and then 5.4 of the phase 2 report identifies Wyre Forest as being outside the Greater Birmingham HMA.

11 The bottom of para 4.4.2 the document incorrectly states the Bromsgrove plan is still in the planning process.

RBC Development Plans

10.8.17

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**Date 12TH September 2017**LEISURE AND CULTURAL SERVICES - CONCESSION POLICY**

Relevant Portfolio Holder	Cllr P Witherspoon
Portfolio Holder Consulted	Yes
Relevant Head of Service	John Godwin (Leisure and Cultural Services)
Ward(s) Affected	All wards
Ward Councillor(s) Consulted	No
Key Decision / Non-Key Decision	Non-Key Decision

1. SUMMARY OF PROPOSALS

To introduce a concessionary policy for Leisure and Cultural Services that supports the Councils Corporate Plan, Strategic & Operational Purposes, the Sports and Physical Activity Strategy, our Commercial Objectives and maintains concessionary use by:

- Reviewing and updating the current concessionary pricing that is in operation within the department into a single cohesive document.
- Replacing the Reddicard scheme and revising the approach taken to user discounts by streamlining our pricing structure, whilst continuing to support those that need it most.
- Proposing that the services move away from generic concession schemes to a targeted approach that is based upon the ability to pay (in line with current Reddicard concessionary offer) to ensure price is not a barrier to participation; but where resident can afford to pay, they do so.
- To provide a concessionary policy that is built upon customer consultation and consideration of the impact on resident groups whilst being fit for purpose.
- Aligning the proposed policy with the current welfare reform and Universal Credit Scheme (UC) by offering concessions to residents who are eligible to receive benefits through UC and/or other in work and out of work benefits.
- To consider the impact that provision of free of charge swimming has upon the setting of fees and charges and the need to ensure the revised concessions policy is cost neutral/ has a marginal uplift in income based upon:

Option 1 To maintain FOC swimming for over 60's and under 16's.

Option 2 To move to affordability based system for overs 60's

Option 3 To move to affordability based system for under 16's

Option 4 To move to affordability based system for both over 60's and under 16's

- Addressing the impact the current Reddicard scheme has on pay & play/walk in users by reducing the headline charge so it is comparable and competitive with the local market to encourage non users, casual users and non-residents to use our facilities.
- Only offering concessions to groups where all users are in receipt of the 'set criteria' for pay and play activities only and to tailor the concessionary offer (as set out in the

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policy) to the specific services and user groups it supports to maximise participation and our flexibility to support residents to access services.

- Updating the current fees and charges based on the above principles alongside a review of our competitors so that we offer a pricing policy that is attractive to users and is clear and concise whilst supporting sales and marketing opportunities.
- Implementing the revised charges prior to the Council's scheduled budget setting process to run from the 1st January 2018 to the 31st December 2018 in order to minimise disruption to users and to ensure there is no negative impact upon the medium term financial plan (MTFP).

2. RECOMMENDATIONS

The Executive Committee is asked to **RECOMMEND** to Full Council that:

- 1) **The new Leisure & Cultural Services Concessionary Policy approved.**
- 2) **To consider the four options identified and select the preferred option for the future delivery of the Policy**
- 3) **The revised Fees and Charges supporting the new Policy which will run from 1st January 2018 to 31st December 2018 are approved.**
- 4) **Adjust the Head of Service variance to 30% and delegate responsibility to service managers in agreement with HOS.**
- 5) **Delegated authority be given to the Leisure and Cultural Services Head of Service to vary the Concessions Policy in conjunction with the Portfolio Holder within the first 12 months of operation, to address any unforeseen issues that emerge.**

3. Background / Service Implications

- 3.1 Leisure & Cultural Services currently operate a number of different concessionary schemes across its services as shown in section 3.2 & 3.3. Each of these schemes offer various types of discount for residents who participate in a number of services and activities.

These schemes have evolved over the years and have not been subject to a detailed review in recent times. During the project it became apparent that there is a lack of consistency; and in some cases, clarity on what the concession was trying to achieve and what user group or Council Purpose it was designed to support/benefit.

Furthermore it has also been identified that due to the large number of pricing categories that are in place, the current system has inadvertently increased the headline charge for non reddicard users disproportionately when compared to our competitors, thus has made the offer unattractive to walk in and pay and play users.

In order to move the service forward and support the Council's Corporate Plan and commercial aspirations, these inconsistencies need to be addressed to ensure that where offered to residents/users, there is clear link to the above documents/ purposes and can be easily understood and measured.

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As challenging as it may be to align all the concession schemes; given the wide range of services provided, we acknowledge the diverse range of delivery models and outcomes across Leisure and Cultural Services. Our aim is to ensure we propose a fair and transparent policy that allows us to compete in the market place whilst supporting all our residents by removing the financial barriers to accessing our services for those who most need the support.

The concessions that are proposed within the revised policy have been designed to clearly support the Council's Strategic Purposes and the Services Operational Purposes. They are firmly based upon the work that has been undertaken within this project and feedback that has been received during the review and the current service wide consultation.

The proposed policy will underpin the key themes within the Council Plan across a number of areas, with a specific focus upon the strategic purposes of:

- 'Give Me Good Things to See, Do and Visit'
- 'Help Me to Live my Life Independently'
- 'Keep My Place Safe and looking Good'

The single policy that is proposed is also designed to underpin the work that is currently being undertaken with regard to the L&CS Transformation Intervention that is due to report back to members on 31st October 2017 with the key themes as follows:

- Well Being & Enjoyment
- Health – Working in Partnership
- Commercial with a Social Conscience
- Reduce Inactivity
- Connecting Communities & People

As part of the review, officers have also consulted with the benefits department and taken advice on the current and future impact of the welfare reform. The proposal within the policy is based upon this feedback. As such, it designs to support those receiving in work and out of work benefits at a discount of 25% and 50% respectively.

3.2 Reddicard - Background

The Reddicard Scheme was introduced in 1998 to create a manageable concessionary pricing scheme and provide an information management system to offer enhanced marketing functions within the service. Over the years as technology has developed and through the growth of alternative marketing functions such as social media, the system has played less of a role in the marketing of the business and in many cases, now operates as a system to offer and log concessionary usage.

The system itself is based upon members agreeing a headline price and then approved discounts are applied based on the type of card that is used to access the services. The following shows the Adult Swimming fee and how the discount works:

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Adult Swimming 2017/18

Standard Price £	Reddicard Card Price £ (33% discount)	Concession Price £ [25% discount]
£5.60	£3.75	£2.80

The above is repeated for each different activity where a concession is applicable as each price has a headline price, reddicard price and concessionary card price. Along with other factors, this places a large administration burden on the service but more importantly leads to a very confused and convoluted pricing structure that in some cases, limits access to services and our ability to sell (as highlighted above) as other providers offer lower pricing points for the same activities.

Please see appendix 5 which overviews the cost of using local leisure centres for swimming.

The Reddicard was subject to a review in 2006/07 by an Overview and Scrutiny Sub Group, where although the main elements of the scheme did not change, it was agreed that the 50% discount for concession card holders offered at the time, against the Reddicard price, was reduced to the lower concession of 25% on the Reddicard price. Although the Reddicard price itself did not change.

The Reddicard concession scheme is predominantly operated within the Sports Centres and is the main concession scheme for the service. As such, this means it has the highest focus from a customer and Elected Member perspective.

Key Features of the **original** Reddicard scheme are as follows and within the set up, you will see a number of anomalies that the revised scheme looks to address to ensure the new scheme is user friendly, promotes participation and ease of access:

- Discount scheme based around a three tier pricing structure offering card holders a range of discounts on activities at Council Sports Centres and the Palace Youth Theatre (dependent on the type of card held).
- Reddicards are available for residents/non-residents across 15 categories and range from £10.30 for individual concession cards, £15.10 for a family concession and £30.25 for resident adults to £41.05 for a family resident. Non-resident cards are more expensive, on average 30% – 50% more as agreed as part of the annual F&C process. All standard cards, both resident and non-resident, offer the same discount against the non-card price. Only Redditch residents receive a concession discount, this is the same percentage, regardless of card type.
- Group bookings that book the facility on a casual basis, for example a hire of a Sports Hall for 5x5 football, were offered a concessionary price on the basis that only one person needed to have a concessionary Reddicard. The other players may not be concessionary card holders. Block bookings have always been excluded from the existing concessions scheme but have had to purchase a specific block booking Reddicard which balances the admin fee against the extra benefits they receive over standard Reddicard holders.
- Reddicard has numerous card types offering different concessions and has grown significantly over the years. This makes it difficult to administer for staff working in Leisure Services and this has increasingly restricted sales opportunities.

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- Card holders can book 14 days in advance for their activities compared to 6 days for non-card holders which limits our ability to add new users into the business as many sessions/activity spaces are booked well in advance.
- The current scheme is based upon pay and play usage only and does not offer concessions on monthly memberships.
- Disabled members receive free of charge access to health & fitness facilities without a needs or financial assessment
- The card scheme was initially linked to the 'Countdown' discount scheme whereby card holders could receive discounts in local retailers/ shops/ restaurants; but this element of Reddicard was removed many years ago when businesses started to introduce their own discount cards and schemes. This was also reliant on a third party company to promote and administer this scheme at a cost to the Council.
- To obtain a Reddicard for a concessionary discount the applicant must provide evidence of eligibility based upon receiving current benefits and this is assessed on a 12 month basis.

3.3 Background - Other Leisure and Cultural Concessionary Schemes

As well as the Reddicard there are a number of other concessionary schemes that operate within Leisure and Cultural services that have been developed by services to support users and have the potential to increase participation.

During the review these were assessed and it became apparent that these schemes have evolved over a number of years with differing objectives and as such, they do not all operate in the same way. In most cases, although there was a service rational for why it was in place, there were no links created to the Council's current Corporate Planning Process and key aspirations for our local community.

It was also noted during the review that in some cases, the ability to pay was not a consideration in the agreed rates that were being charged and that a greater commercial approach to charging was required. This would ensure service delivery was sustainable in the long term; given the Council budget position and that where appropriate, a suitable return was given to the council from organisations that were acting in a commercial manner; but not paying a commercial rate.

In other cases it was noted that where users groups had put forward a view that they could not sustain higher prices, the cost of attending such groups was very low and if these charges were to reflect the market rate this would enable RBC to charge the higher rate to safeguard the future of the services.

Within the proposed policy these concessions have been revised where appropriate and where possible brought into line with one another to ensure a consistent approach is developed. However you will note from the policy that there's not a 'one size fits all' proposed, as this would not be in the best interests of the service as we need to allow each service the flexibility to be innovative and to be able to respond to and compete in the local market.

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More detail of how each concession currently operates and a proposal for change is highlighted below. Full detail of the proposed scheme with definitions can be found in the proposed policy:

- **HOS 20% Plus or Minus**

Current: At present the HOS has 20% plus or minus discretion on the agreed fees and charges to allow for market variation and sales opportunities. This allows services to have some pricing flexibility to compete with other providers and local competitors.

Proposed: Flexibility is increased to 30% and this is delegated to services and site managers through the fees and charges process to increase the ability to compete and be responsive to changes in the market.

- **Forge Mill Museum and Visitor Centre**

Current: There are a number of adhoc arrangements in place where community groups and schools who hire rooms receive free or heavily discounted rates based on historic arrangements.

All individual and group prices are set via the Fees & Charges process and administered correctly.

Proposed: Concessions for admissions will fall in line with the standard concessions offered through the Policy which offers a 25 or 50% discount based on eligibility and production of a concessionary card.

Room hire fees will be set as per the F&C policy and will offer concessions of up to 75% as outlined within the proposed policy.

- **Allotment Service**

Current: Over 60's and those in receipt of benefits get a concession of 49, 48 or 33%; regardless of their ability to pay.

Proposed: Concessions for tenancies will become affordability based and will fall in line with the standard concessions offered through the Policy. We will now offer a 25% or 50% discount based on eligibility. In 2016 – 17 a total of 378 allotments were allocated to over 60's residents, all of whom received a standard discount on the annual cost. The range is dependent on the size of the allotment and whether it's supplied with or without water.

In line with the current policy, due to the nature of the water charges that are incurred, these will be excluded from the concession policy as these costs will be incurred at a standard rate and cannot be subsidised/proportioned across the portfolio.

- **Palace Youth Theatre**

Current: Customers using the Reddicard get a discounted rate from the headline charge of 50% and concession users will receive a further 25%. Additional concessions include 50% discount for siblings and 10% discount when booking two courses per week.

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Proposed: Concessions for admissions will fall in line with the standard concessions offered through the Policy which offers a 25% or 50% discount based on eligibility and production of a concessionary card.

The 10% discount for siblings will be implemented to support parents with 2 children attending these course but second session discount will not be offered.

- **Palace Theatre**

Current: Due to the contractual relationships with theatre hirers and promoters; discount on ticket prices are not included or available within the fees and charges offer from Redditch Borough Council.

A sliding concession is offered to local theatre groups/community organisations based upon the percentage occupancy of theatre during performance by the groups. The maximum discount is 15% and the aim is to support a diverse programme alongside assisting groups that may not have the resources to generate a profit from their performances; but still service the local community.

Proposed: No change.

Please note a change was made from a fixed 15% concession that was previously offered to a sliding concessionary scale based on ticket sales (as shown in the policy) in 2017/18 ahead of this review given the booking for theatre spaces are made up to 2 years in advance.

- **Community Centres**

Current: A six tiered pricing structure is in place that reflects different user patterns and the role such hirers play in providing services to the local community. The current scheme is based upon the size and number of people attending sessions and the profitability of the activity that takes place in RBC facilities in order that the session is sustainable but also reflects RBC investment into the provision of the service.

Proposed: No change, as the proposed policy is not suitable for this service due to the nature of the customer base and usage patterns. Therefore the six rates set offer the variety of prices required to enable customers and residents to use the facilities whilst meeting RBC's budgetary requirements.

- **Talented Athlete Scheme (Abbey Gold Scheme)**

Current: The scheme supports talented athletes by providing Free of Charge use of the Abbey Stadium when they reach key point on player path ways and can demonstrate they have the potential to reach elite status. Where funding for training may not be available, the scheme allows those athletes with financial difficulties to continue their development and training in the sport locally at Abbey Stadium.

Proposed: No change, given the excellent work the scheme does in developing local talent.

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- **Civic Suite**

Current: Groups who have historically had free room hire continue to get it regardless of ability to pay, based upon a 4 point matrix linked to limited local priorities. There is no financial assessment contained within the current matrix and if groups meet all four criteria, they can have free room hire. The Mayor can also offer free use up to 4 times each year for events of their own choice, this includes weekend use.

Proposed: A new concession scheme will implemented which offers an incremental concession scale whereby a customer group can accumulate more discount by meeting a number of eligibility criteria. The scale offers 25% 50% and 75% discount on the agreed fee.

The higher discount of 75% has been offered to enable community groups to still hire the facilities at a very heavily discounted rate, whilst also allowing RBC to cover its costs in providing services which the current scheme does not allow for.

The new scheme will only apply to new users and groups, existing users receiving free of charge use under the old concessionary scheme will continue to do so providing they remain regular users of the facilities.

The Mayor's free of charge events will continue with the current arrangements

- **Parks & Open Spaces –**

Current: Different groups of people including students can get a variety of discounts ranging from 80, 50, 48, 46% dependent on the reason for hire of land and the duration of hire.

Proposed: The current categories that are in place which reflect the market and user/ hirer patterns have been maintained but the applicable discount, criteria and duration have been change to reflect the standard approach within the policy.

The 25% and 50% scheme which is offered in the policy will be introduced by parks services as shown in the F&C information provided.

- **Arts and Events –**

Current: The charging structure for an organisation to attend a 1 day event large event is £60.00, a medium event is £40.00 and a small event is £20.00. Craft stalls get a 75% discount because it's assumed they make minimal profit and charities get 100% discount. At present, ability to pay is not reviewed in detail with regards to discount being agreed by the events team.

Proposed: A service specific model will now be used for events due to the varied nature of the services provided with a set of exclusion around food and beverage concessions and other commercial provisions as these will be procured or done via a competitive tendering process.

Set 'commercial' fees will now be in place for organisations hiring a stall and a discount up to 75% is available, as outlined within the proposed policy. The charging

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structure for an organisation to attend a 1 day event large event is £150.00, a medium event is £100.00 and a small event is £50.00

In cases where the 25% charge is cost prohibitive to small community based organisations who contribute the overall success of the event; the HOS discount can be applied to offer additional support.

Please note where activities undertaken by an organisation are of publicity, promotional or based on raising awareness of key local, regional or national issues and no charge is made either directly or at any follow on sessions for an activity no charge will be applicable.

Junior Activities

Within all of the above services the ability for juniors to pay (under 16's) is determined upon the parent or guardian to meet the eligibility criteria. This will be continued within the new scheme.

3.4 Key Considerations

As part of the review, when producing the proposed concession policy, a number of key considerations were looked at and these have been used as principles when developing the scheme. These are as follows:

- The need to ensure that the policy reflects the benefits that physical activity has on a wide variety of health and wellbeing related conditions/ the prevention of such conditions. As such we need to ensure that the policy supports all of the community to access facilities and services.
- The need to ensure that the policy shows that concessionary aspects of the scheme are protected and are not being taken away from those residents in need based on their income and current support received.
- The need to understand that some of these changes will not be popular or well received given it will impact on groups or individuals who have had heavily discounted usage for a long period of time. These situations will need to be carefully considered, managed and communicated.
- That the headline charge that was implemented was competitive with local providers based on benchmarking information, removed the historic issues of the current scheme and that the services could be responsive to and competitive when markets change.
- That adult swimming charges will be reduced to market value in order to increase participation and access despite the negative impact this will have on income generation. This will also support families accessing the service, should options 3 or 4 be implemented.
- That where residents and organisations could afford to pay; they did so to ensure the long term viability of the services. However charges should be kept as low as possible to promote value for money and increase access to services.

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- That the concession policy should only offer concessions for usage on activities that are charged at a full rate. Those sessions that are already discounted for a development reason or offered as a package and used as a sales tool should not be included as it would be incorrect to offer a discount on top of a discount. This excludes disabled memberships at the Abbey Stadium as these would be maintained but move to an affordability based approach and therefore disabled users falling under the relevant criteria will have a maximum of a 50% concession from the standard rate as shown in section 6.2.
- That we ensure there is clarity around the concessions policy and its implementation so that the proposed policy supports the wider transformation and commercialisation work that is currently being undertaken.
- We need to review any upcoming changes in local provision to ensure that we remain competitive and maintain our market share; for example the new sites opening in Bromsgrove and Northfield which will impact on swimming sales.
- That the policy is consistent, transparent and easily understood to reduce waste in our systems but also to allow robust marketing and sales opportunities to be developed.
- That we followed the advice of the benefits team to ensure that our policy supports the work of the team and was based up robust information and not overly complex or bureaucratic.
- To understand the impact on key user groups whilst implementing the proposed policy to ensure usage continues but the policy remains consistent across the service.
- That where we come across organisations who are not set up in an effective or sustainable manner we work with those organisations to support them through the change and where true hardship cases are shown, we agree an escalating price increase over the next 12 months to soften the impact they may experience.
- We also need to consider the effect that free of charge use has upon resident's perception of our services and to understand whether this devalues the products on offer, especially against our other local competitors.
- The need to offer a consistent approach unless there is a viable business or social reason why an offer should be varied. Where agreed, the reason should be documented.
- To assess and understand how other providers have set fees and charges for over 60's and under 16's swimming charges and to see if the previous research that was undertaken has been refreshed. To also understand usage patterns of those accessing the current scheme.
- The resetting of F&C's will take place outside of the annual budget setting process and in order to avoid two price increases in a three month period, we will set the prices from 1st January 2018 to 31st December 2018 at the 1st April 2018 level.

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- Once agreed, a marketing campaign and communication plan will be needed to publicise the changes. All bookings and customers will need to be written to and the changes discussed/agreed. During this time there need to be a consistent approach to any complaints that are received to ensure that the policy is not moved away from and prevent adhoc arrangements from being reintroduced.

3.5 Key Proposals

The revised Concession Policy for Leisure & Cultural Services can be found as Appendix 1. This sets out the:

- Purpose & Objectives of the Concession Policy.
- The scope, definition and eligibility of the Policy.
- How the Policy will be administered and operationally overseen
- The approach and application that will be followed for each service area

The key changes that the policy puts forward for agreement are as follows:

- That the reddicard and all other existing service based concession schemes will no longer operate from the 1st January 2018 when the new scheme and policy are implemented.
- We will no longer charge on a resident or non-resident basis and all fees and charges are set regardless of geographical location.
- Concessions related to swimming activities are restricted to Redditch residents only.
- That an affordability based approach will be introduced or that a service specific approach to discounts will be agreed as outlined in the policy, to deliver the key principals highlighted above.
- Concession would be based upon eligibility criteria as set within the concessionary policy.
- Catering and other retail concessions are excluded from the policy and will be managed at service level under competitive tendering processes.
- Concessions would not be offered for membership, discounted sessions and/or group booking unless all participants have the required concessionary cards.
- That concessionary and replacement cards would be charged for in all cases.
- This report will set the F&C's for L&CS from the 1st January 2018 to the 31st December 2018 to underpin the implementation of a new scheme.
- There will be an uplift in some charges that are currently paid by Reddicard holders.

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- Disabled users of the service that currently access free of charge will be subject to an affordability based charge.
- Dependent upon the decision made, free of charge swimming may or may not cease or may become a charged or concession based offer.
- If free swimming is maintained a charge will be implemented for a free swimming concessionary card.
- The changes to the scheme will be cost neutral/ have a marginal uplift in income. In many cases the admission charges for concessionary access will be lower as a result.
- The proposed name for the new Concession Card is 'Active Redditch' card.

All other changes related to services outside sports centres are highlighted in 3.3 with full details in the Concessionary Policy.

KEY ISSUES**4. Financial Implications****4.1 Reddicard**

Reddicard currently generates approximately £34k from card sales in income per annum. In order to mitigate this loss of income the revised scheme will be required to offer a cost neutral/ marginal uplift in income moving forwards.

This has been achieved by reviewing the current pricing points for each activity and as per the 2017/18 budget round, applying a 5% commercial approach to pricing to move our fees and charges in line with the market rates. This approach is shown as Option 4 within the report. However in order to meet the financial objectives of the project it has been necessary to increase some charges to above market rates; although it should be noted these remain considerably lower than the headline price that is currently in place under the Reddicard scheme. Full detail on these variances are shown in section 6.

Within the Medium Term Financial Plan (MTFP) the Council will have included the 2.5% increase in fees and charges per annum; outside of the Sports Centres this additional income will be accounted for within the 2018/19 budget round. The increased cost (up to market level as shown in all options) for Sports Centres have been included within the following cost model (option 4) in order to ensure the changes to the reddicard and the associated reduction in key fees do not impact upon the current MTFP. As such the additional income that will be generated by the higher cost (by an additional 2.5%) can only be considered as additional income for service areas outside of the Sports Centres, Civic Suite and Allotments.

The options presented also consider the impact of Free Swimming on the current fees and charges and show what changes could be on offer to this model dependent upon the preferred future model that is endorsed by members.

A detailed financial model has been completed for each of the options that looks at the historic sales for those areas, reductions in volume based upon implementing revised charges and models the proposed pricing structure from this report.

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A summary of which is listed below:

In order to ensure the models are cost neutral/ has a marginal uplift in income a number of key decisions were made.

Option One (continue free of charge swimming for over 60's and Juniors)

- Charge for FOC swim cards – Over 60's and Junior (£9.99)
- Set a uniform price (£9.99) for concessionary cards
- Some F&C increased above market rate
- Adult swim price £4.40

Option Two (charge for over 60's swimming)

- Fixed Charge with affordability based concession available.
- Charge for FOC swim cards – Junior only (£9.99)
- Set a uniform price (£9.99) for concessionary cards
- Charge for over 60's swimming within the model at fixed cost (no concession)
- Adult swim price £4.20
- Senior citizen price £2.10
- Some F&C increased to market rate but at a lower rate than option 1

Option Three (Charge for Junior swimming)

- Fixed Charge with affordability based concession available
- Charge for FOC swim cards – Over 60's only (£9.99)
- Set a uniform price (£9.99) for concessionary cards
- Charge for Junior swimming within the model at fixed cost (no concession)
- Adult swim price £4.20
- Junior price £2.10
- Some F&C increased to market rate but at a lower rate than option 1

Option Four (Remove free of charge swimming for over 60's and Juniors)

- Fixed Charge for both with affordability based concession available
- No charge for swimming card
- F&C reduced and at competitive rate
- Adult swim price £4.00
- Over 60's price £2.00
- Junior price £1.80

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**Date 12TH September 2017**4.2 Financial Model – Summary Based on Proposed Policy**

Activity	Option 1 (FOC over 60's & under 16's)£000	Option 2 (Free under 16's) £000	Option 3 (free over 60's) £000	Option 4 (Charge over 60's and under 16's) £000
Sale of Concessionary Card	13	13	13	13
Sale of Concessionary Cards to Free swimming	5	3	2	0
Costs above market rates from Sports Activities	12	0	0	0
Cost of increasing fees to market rate	20	27	30	27
Free Swimming 60+	0	20	0	18
Free swim 5 - 16 resident	0	0	6.5	6
Events Fees	1	1	1	1
Allotment Hire	2.5	2.5	2.5	2.5
Increased sales	0	10.5	10.5	20.5
Total Income	53.5	77	65.5	88
Current Reddicard Sales	-34k	-34k	-34k	-34k
Reduction from current F&C's	-15	-26	-23	-35
Total Loss	49	61	57	69
Surplus/Deficit from above	+4.5	+17	+8.5	+19

The income from these fees are based on a profiled model of customer retention based on 16/17 full year.

Any surplus generated from the changes recommended within the report will be shown within the service budget to offset current issues with income generation.

EXECUTIVE COMMITTEEDate 12TH September 2017**5. Legal Implications**

5.1 There are direct no legal implications contained within this report.

6. Customer / Equalities and Diversity Implications

6.1 The current Leisure and Cultural service concessionary schemes differ across the department and so offer various discount rates to groups/users leading to an inconsistent approach.

The new Concessionary Policy will address most of these but there will be some areas that need to remain independent due to the nature of the service. (See Appendix 1)

The new discount card scheme will offer a greater level of concession based predominantly on affordability based benefits based system for individuals and/or agreed discounts for organisations based upon their ability to pay and how closely their purposes align with those of the council. The level of concession for individuals is increased from a 25% discount to a 50% discount for those on the higher end of universal credit; giving greater financial support to those wishing to access facilities.

Clearly there may be a negative impact on some individual users and user groups if the policy is adopted, as the current reddicard price will no longer be on offer. However the new scheme will in many cases make the cost of access lower, in particular for those who do not currently use the reddicard scheme and offers greater sales opportunities due to the lower headline charge that is proposed.

In order to meet the financial objectives of the project it has been necessary to increase charges by 5% to cover the proposed fees and charges that will run for fifteen months. Some charges may be to above market rates; although it should be noted these remain considerably lower than the headline price that is currently in place under the Reddicard scheme.

The following table shows examples of where the cost of pay and play admission will be reduced to make the services more accessible and to promote the service as widely as possible. The 2018/19 price shown is indicative of the cost that would be applicable should no changes be made to the current scheme and fees and charges:

	17/18 Price	REDDICARD PRICE	18/19 Price	REDDICARD PRICE	OPTION 1	OPTION 2	OPTION 3	OPTION 4
SPORTSHALL PEAK	£67.50	£45.30	£71.00	£47.60	£47.50	£45.50	£46.50	£44.90
SPORTSHALL OFF PEAK	£43.30	£29.00	£45.50	£30.50	£32.50	£30.50	£31.50	£29.50
BADMINTON PEAK	£13.00	£8.70	£13.65	£9.15	£10.50	£9.50	£9.50	£8.75
BADMINTON OFF PEAK	£9.25	£6.20	£9.70	£6.50	£8.00	£7.20	£7.20	£6.25

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	17/18 Price	REDDICARD PRICE	18/19 Price	REDDICARD PRICE	OPTION 1	OPTION 2	OPTION 3	OPTION 4
ADULT SWIMMING	£5.60	£3.75	£5.90	£4.00	£4.40	£4.20	£4.20	£4.00
OVER 60 SWIM NON RES	£3.10	£1.95	£3.25	£2.20	£2.20	£2.10	£2.00	£2.00
JUNIOR SWIM NON RES	£3.10	£1.95	£3.25	£2.20	£2.20	£2.00	£2.00	£1.80
JUNIOR SWIMMING LESSONS	£68.35	£44.80	£71.75	£48.10	£51.50	£49.50	£49.50	£48.00
ONE TO ONE SWIMMING LESSONS	£15.00	N/A	£15.75	N/A	£22.00	£20.00	£20.00	£18.00
ADULT SWIMMING LESSONS	£81.40	£54.55	£85.50	£57.30	£60.00	£58.00	£58.00	£56.00

The following table shows examples of how offering a greater concession for those in most financial need has resulted in reducing fees and charges for non reddicard users and concession card holders. :

	2018/19 conc	Opt 1 25% conc	Opt 1 50% conc	Opt 2 25% conc	Opt 2 50% conc	Opt 3 25% conc	Opt 3 50% conc	Opt 4 25% conc	Opt 4 50% conc
SPORTSHALL PEAK	£35.70	£35.60	£23.75	£34.10	£27.75	£34.90	£23.25	£33.70	£22.45
SPORTSHALL OFF PEAK	£22.90	£24.40	£16.25	£22.90	£15.25	£23.60	£15.75	£22.15	£14.75
BADMINTON PEAK	£6.90	£7.90	£5.25	£7.15	£4.75	£7.15	£4.75	£6.60	£4.40
BADMINTON OFF PEAK	£4.90	£6.00	£4.00	£5.40	£3.60	£5.40	£3.60	£4.70	£3.15
ADULT SWIMMING	£3.00	£3.30	£2.20	£3.15	£2.10	£3.15	£2.10	£3.00	£1.50
JUNIOR SWIMMING LESSONS	£36.10	£38.60	£25.75	£37.15	£24.75	£37.15	£24.75	£36.00	£24.00
ONE TO ONE SWIMMING LESSONS	£18 set price	£18 set price	£18 set price	£18 set price	£18 set price	£18 set price	£18 set price	£18 set price	£18 set price
ADULT SWIMMING LESSONS	£43.00	£45.00	£30.00	£43.50	£29.00	£43.50	£29.00	£43.50	£29.00

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**Date 12TH September 2017**OVER 60 RESIDENTS**

	Opt 1	Opt 2	Opt 2 50% conc	Opt 2 100% conc	Opt 3	Opt 4	Opt 4 50% conc	Opt 4 100% conc
OVER 60 SWIM RES	FOC	£2.10	£1.05	FOC	FOC	£2.00	£1.00	FOC

5 – 16 YEAR OLD RESIDENTS

	Option 1	Option 2	Option 3	Option 3 50%	Option 3 100%	Option 4	Option 4 50%	Option 4 100%
JUNIOR SWIM RES	FOC	FOC	£2.00	£1.00	FOC	£1.80	£0.90	FOC

Full detail of the revised fees and charges for the service can be found at appendix 2. This shows the full impact of the charges and the individual changes to the applicable prices as part of this review.

- 6.2 At present, those Redditch residents receiving PIP funding (previously disability living allowance, incapacity benefit, etc.) can access the Abbey Stadium fitness suite and swimming pool on a free of charge basis while their disability concession Reddicard is valid.

Under the new scheme this will be replaced with a maximum concession of 50% and therefore correlate with disabled user's ability to pay based on the level of support or income they receive. This is in line with other local authorities that offer a concession based on affordability; not protected characteristics.

At present there are 234 disabled Reddicards in use. It is estimated that 150 of these are regular gym members who, under the new scheme will be liable to a monthly charge of between £12.50 and £17.50 for a gym membership, or a session charge of £3.30 or £2.20 per swim.

	2017/18 & 2018/19 charge	2018 – 19 25% conc	2018 – 19 50% conc
Gym Peak member	£0	£26.25 per month	£17.50 per month
Gym Peak member – 12 month	n/a	£24.00	£16.00
Gym off Peak member	£0	£21 per month	£14.00 per month
Gym Off Peak member	n/a	£18.75	£12.50
Adult swimming Opt 1	£0	£3.30	£2.20
Adult swimming Opt 2	£0	£3.15	£2.10
Adult swimming Opt 3	£0	£3.15	£2.10
Adult swimming Opt 4	£0	£3.00	£2.00

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- 6.3 There are also a number of casual pay and play users at Pitcheroak Golf Course who receive free of charge green fees if in possession of a Disabled Reddicard. As defined above they would be subject to a charge based on a 25% or 50% discount from the normal standard price.
- 6.4 Palace Youth Theatre: The new pricing structure will see the replacement of the 50% discount of a sibling with 10% discount. It is considered that this will not have an adverse effect on the success of the youth theatre and its offer. Should we need to stimulate the take up of the youth theatre offer, there is flexibility to use the HOS 30% discretion to create a special offer.
- 6.5 As part of the leisure and cultural services intervention survey, a question has been asked regarding the Council's approach to concessions. Significant qualitative feedback has been collated and offers an insight into resident's beliefs. Please see Appendix 4 for raw data showing the qualitative responses from the survey. This report is due to Executive Committee in October 2017.
- 6.6 The purpose of the impact assessment is to fully understand the impact that the new policy will have upon residents. It has been agreed with the Policy Team that the impact assessment is a live project running alongside the implementation and delivery of this policy moving forwards. It will work in correlation with the communications plan in gathering feedback and processing themes from our customers. Dependent on the option selected by members; different groups of customers may or may not be affected. (Please see background papers for Equalities Impact Assessment).
- 6.7 In cases where the change of policy adversely affects a group's ability to access our services, Hardship Guidance will be devised and delivered, in conjunction with the Equalities Team, to enable those residents affected to continue to fully access our services. The hardship policy would take into account the principles of a transition period from the existing arrangement to the new scheme and the specific characteristics of each individual group. Please see Appendix one; see section 'Hardship Guidance'.
- 6.8 Within the recommendation section of this report delegated authority has been requested for the Head of Leisure and Cultural Services to have the ability to vary the policy within the first 12 months within conjunction with the Portfolio Holder for Leisure & Cultural Services in order to respond to any unforeseen eventualities the policy may evoke. (see section 6.6 above)

7. RISK MANAGEMENT

- 7.1 Reputational Damage - There is a risk of negative publicity from those who will be impacted upon as a result of the change to the Fees and Charges and new Concession Policy.

From a reputational perspective, members of the public may feel that the Council has withdrawn a long standing provision that supports residents to access services. This may lead to negative press coverage and a misunderstanding of the benefits of the new scheme.

Service staff will work closely with the Communications Team to produce a strong and robust communications plan in advance of the implementation of the new scheme to ensure that miscommunication is minimised and that the benefits of the revised scheme

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are clearly understood and communicated at a local and strategic level. We will create service level marketing plans and user engagement schedules to ensure everyone is fully informed and aware of the new scheme.

We will monitor any complaints that the services receive to ensure we proactively manage communications with staff and customers in order to mitigate any reputational damage.

- 7.2 Loss of participation, income & bookings - the proposed income model is based on sales from 2016/17 and growth that has been achieved in 2017/18. Where prices have risen to reflect the true market value there is a possibility that users will stop accessing services, resulting in a shortfall in income generation at sites and in services.

Within the new proposed models there are a number of prices that are lower than the current charging model and by reducing the number of pricing points the actual charge applicable is more clearly understood. Members should note the pricing differentials that options 1, 2, 3 and 4 have on the proposed fees and charges.

Concessionary pricing within the new models is designed to increase access to services and in many cases by offering a two tier concessionary system, those receiving out of work benefits will pay a lower price than what is currently on offer.

As shown in section 6.5 the Council will be providing support to bookings to mitigate any loss of usage.

We will monitor usage levels, occupancy ratings and the number of hires/ cancellations that the service receives to ensure we proactively manage service delivery to achieve our income objectives and maintain customer satisfaction.

- 7.3 Potential legal challenges from user groups affected by the new policy are likely to be based on a misunderstanding of the proposed scheme or where there current bookings have increased in terms of cost.

The mitigation to this risk is shown in section 6.5, 6.6, 7.1 and 7.2 above. Should a situation occur where a potential challenge could be made, we will work with the respective Council departments to address these concerns to mitigate the risk.

8 APPENDICES

Appendix 1 - Leisure and Cultural Services Concessionary Policy.

Appendix 2 - Proposed New Fees and charges. Current V Proposed

Appendix 3 – Proposed Civic Suite Matrix

Appendix 4 – Raw data: Qualitative survey responses prior to Policy team analysis (up to 23/08/17)

Appendix 5 - Local Swimming Analysis (2017/18)

9. BACKGROUND PAPERS

2005/2006 Reddicard Report

Civic Suite Policy

Talented Athletic Scheme criteria & process (Abbey Gold Scheme)

Benchmarking 2016/17

Impact Assessment

EXECUTIVE COMMITTEE

Date 12TH September 2017

AUTHOR OF REPORT

Name: Julie Heyes, Business Development Manager

email: j.heyess@bromsgroveandredditch.gov.uk

Tel.: (01527) 64252 Ext: 1377



Appendix 1

Leisure and Cultural Services

Concessions Policy

Written by:

Leisure and Cultural Services

May 2017

Version 10

Purpose:

Redditch Borough Council is committed to delivering a coherent, supportive and inclusive approach to how we charge residents, community groups and sports clubs for the services that are provided through Leisure and Cultural Services.

We are dedicated to ensuring that our charging policies and practices supports the Council's Corporate Plan and Strategic Purposes and the wider policy objectives of our partners both within the Public sector and beyond.

Any concessions offered to individual customers and groups are firmly based on the understanding that where the ability to pay for service exists this should be the overriding principle that is adhered to at all times. . A two tiered concession scheme aims to better target those on low income to offer a higher rate of concession whilst reducing the cost to new users.

The Council is also committed to preventing price being a barrier to participation and ensuring that our residents have access to services that will mean they can become and remain physically active and engaged in their community for wider health and social benefits.

As such this policy and the participation measurer that will overview performance in these areas, looks to identify how and where we will support members of the local community to access services.

Objectives:

- To ensure that access to leisure and cultural facilities is affordable for all residents across the borough and that price does not prevent access.
- To promote health and wellbeing in key target groups by reducing financial barriers to accessing cultural and leisure facilities.
- To set out clear concession categories within the policy to offer sound and reasoned direction to guide employees and customers.
- To ensure continuity in the concessions we offer across all of our services in Leisure and Culture.
- To contribute to addressing the councils strategic purposes of:
 - Provide good things for me to see do and visit.
 - Help me to be financially independent.

- Help me to live my life independently (Health and Wellbeing).
- To contribute to the work of Worcestershire Health and Well Being Board, the Children and Young People's Plan, the CCG Strategic Plan and the Work of the Redditch Strategic Partnership by making physical activity an everyday choice within Redditch.
- To underpin the key aspects of the Sport and Physical Activity strategy, increase participation, player pathways and elite performance.

Scope:

This policy is limited to anybody that uses the services provided by Leisure and Cultural services and is a resident of Redditch.

Definitions:

The following definition will apply in connection with this policy:

Age Profiles:

- Junior = 0 - 15yrs
- Adult = 16 – 59yrs
- Senior = 60+Yrs

Carer - a person assisting an individual to access sport, cultural and leisure activities regardless of whether said assistance is paid or unpaid.

Leisure and Cultural Services – Community Centres, Art and Events, The Abbey Stadium, Sports Development, Forge Mill and Bordesley Abbey, The Palace Theatre, Parks and Open spaces.

Redditch Resident – A person who resides within the Redditch boundary and/or pays council tax to Redditch Borough Council.

Eligibility Criteria – The evidence base required to demonstrate why the concession is to be offered and maintained.

Eligibility:

The following are to receive a **25% discount** on the standard rate usage of facilities (exclusions apply; please see service specific areas for more information).

People receiving any of the following:

- Universal Credit (In Work)
- Housing Benefit

The following are to receive **50% discount** on the standard rate usage (exclusions apply; please see service specific areas for more information).

- Jobseekers Allowance (Income Based)
- Income Support
- Employment Support Allowance (Income Related)
- Universal Credit (Out of Work)
- Incapacity Benefit
- PIP

1. The concession card will be available for use across various leisure and cultural services and will be issued via the Abbey Stadium based upon their preferred operating platform and system.
2. The concessions policy covers all Leisure and Cultural services for concessionary discount as approved.
3. Eligibility is subject to the following:
 - An applicant will be required to provide proof of their eligibility at set periods and upon request to confirm that their eligibility remains in place.
 - The concession card must be produced at each visit for the discounted rate to be applied.
 - Should the concession card be lost the cost of replacement will be set by the service as part of the annual fees and charges policy and charged as deemed appropriate.
4. The concessionary discount is to be applied to the standard rates and charges for casual usage only. Membership, group bookings and all other discounted offers are not subject to the concession price unless otherwise advertised by the operator.
5. The concessionary entitlement shall be reviewed six monthly and annually as part of the fees and charges policy and shall be promoted twenty eight days prior to any changes.
6. Redditch Borough Council reserves the right to review concessionary cards and rates at their own discretion and make alterations as deemed necessary.
7. The head of service (HOS) has the flexibility to offer up to, an additional 30% discount of agreed fees and charges to allow for market variation and sales opportunities. This responsibility can be delegated to service managers.

Procedures:

1. All applications for the concession card should be made directly to the Abbey Stadium to determine eligibility.
2. All requests for concessionary discount at other leisure and cultural services must be discussed and proof provided to the relevant service. Please see service specific profiles for guidance.
3. Concession card holders will be asked to declare any changes in their personal circumstances which may impact on their eligibility for discounted rates. Failure to do so may result in the card being terminated.
4. The following table shows the proof of Eligibility required when requesting a concession card and the maximum duration a card will be issued for with our review:

% Discount	Evidence Required	Duration
25%	-Passport/birth certificate confirming DOB -Formal benefit letter dated within the last two months.	Six monthly (due to nature of changeable circumstances).
50%	-Passport/driving license/ official document proving DOB -Formal benefit letter dated within the last two months.	Annually

Responsibility: The implementation and monitoring of this policy is the responsibility of Redditch Borough Council's Leisure and Cultural Services department.

Dispute resolution: Any concerns, comments and disputes must be made directly to the manager of the appropriate service area in line with Redditch Borough Council's Complaints Policy. All queries will be responded to within ten working days. The final decision on all disputes resides with the Head of Service.

Hardship guidance: In cases where the change in fees and charges or concessions policy adversely affects a group's ability to access our services; a transition plan can be negotiated and agreed upon with the relevant service manager in conjunction with the Equalities Team, to enable those residents affected to continue to fully access our services. The hardship plan will consider the principles of a transition period and offer a flexible arrangement, gradually increasing the fees in affordable increments up to a maximum of a twelve month period dependent on each individual group's financial circumstances and ability to pay. Each case must be submitted to the appropriate service manager and will be treated individually to prevent barriers to our services whilst delivering continuity. All transition plans must be adhered to and completed by 31st March 2019.

Delegated authority has been given to the Leisure and Cultural Services Head of Service to vary the Concessions Policy in conjunction with the Portfolio Holder for Leisure and Cultural Services within the first 12 months of operation to address any unforeseen issues that emerge.

Service specific profiles and guides

Palace Theatre																
<p>The purpose of the concession provision is to support the sustainability of groups delivering a range of culturally beneficial activities which in turn support the operational and strategic purpose for the Palace Theatre and the wider community it serves.</p> <p>The Theatre applies a discount on a sliding scale to local community, theatre society & registered charity hiring the Palace Theatre for their productions.</p> <p>The Borough Council acknowledges that there are differences in the quality, public appeal and financial viability across these sectors and the concession scale targets those in most need whilst supporting the more able providers to be sustainable.</p> <p>The maximum discount for qualifying Local Community groups, Theatre Society's & Registered Charity is a maximum of 15%, the discount reduces on a sliding scale based on the volume of ticket sales achieved for performances.</p> <p>The concessionary scale is detailed in fig1 below</p>																
Ticket Sales	<65 %	66 %	67 %	68 %	69 %	70 %	71 %	72 %	73 %	74 %	75 %	76 %	77 %	78 %	79 %	80 >
Discount received	15%	14 %	13 %	12 %	11 %	10 %	9%	8%	7%	6%	5%	4%	3%	2%	1%	0%
<p>Eligibility Criteria</p> <p>The discount scheme will only be available to groups or organisations who can meet at least one of the following criteria;</p> <ul style="list-style-type: none"> • Local Community (based within the Redditch boundary & non profit making) • Theatre Societies (non-profitmaking noted in the societies constitution)with a close association to the Redditch area. • Registered Charity 																
<p>Application</p> <p>Eligibility will be assessed on application to the Theatre Manager at the initial booking and contractual stage of all applications. All ticket sales will be reconciled within one week of the final performance and a detail sales account provided to the hirer. The overall percentage discount will be applied against total seats sold against the total seats available for sale</p>																
<p>Exemption</p> <p>None</p>																

Sports Development

Talented Athlete Scheme (Abbey Gold Scheme)

Redditch Borough Council supports sportspeople of a County or National level to access free sporting facilities at the Abbey Stadium. This is to support and help athletes meet their potential, and understanding that funding for training and development is not always available. The scheme supports talented athletes where funding for training may not be available and allows those athletes with financial difficulties to continue their development and training in the sport locally at Abbey Stadium. The scheme has a positive impact on the Redditch community with agreement from the athlete to become a local sporting ambassador, attending physical activity events across the Borough during the lifetime of their membership. The impact a positive role model has on the local community can improve social cohesion, increase participation rates and reduce segregation. Membership on the scheme is restricted to 5 places per sports club and has an average of 10 memberships per year.

The scheme is administered by the Sports Development Team.

Access includes the gym and swimming facilities, and is restricted to off-peak times.

Eligibility Criteria

To be eligible for the scheme you must:

- Attend school or college, work or reside within the Borough and;
Currently compete at county, regional, national or international level in a Sport England recognised sport, in any age group

*National is deemed as either being a member of a national team/squad or currently being ranked in the top 10.

*County is deemed as someone who has been invited to compete for Worcestershire in the last year in any Sports England recognised sport.

- Agree to take part in Council organised or sponsored promotional events for which only travelling expenses will be paid during membership of the scheme and for two years afterwards and;
- Agree to become a local Sporting Ambassador during your membership of the scheme and support the work of the Sports Development Team on up to 3 occasions per year.

Application

To become an Abbey Gold member, you will need to complete an application form which is processed through the Sports Development Team.

Supporting evidence from your governing body will be required upon application (e.g. a letter from your Governing Body confirming that you are currently representing the sport at a county or national level). We are not able to accept copies of sport rankings, team selection lists or newspaper clippings.

Once your membership has been confirmed, Abbey Stadium will be informed of your membership and will be able to arrange your induction.

Exemption

There will be no change to the current scheme and it will continue to be offered due to the benefits that the scheme provides to the community.

Civic Suite Room Bookings

The previous Civic Suite Concessionary Policy had been used for over 20 years and provided 'free of charge' use as long as there was no additional cost to the Council and that it didn't conflict with Council business. It was created to support local organisations to service their residents and communities.

As part of the commercialisation agenda the concessions review and new policy has evoked a need to review all existing room hire arrangements to ensure a fair and equitable approach is honoured across leisure and cultural services.

The recommendations for eligibility moving forwards have been designed to support local groups to service the community and its residents where there is a not for profit or cost recovery model in place.

The revised procedure now includes a matrix which outlines the criteria required to gain different levels of discount for existing and new customers.

Eligibility Criteria

First Tier – 25% Reduction for groups – this will be determined by the following criteria:

1. Registered Charity
2. Community Interest Company
3. Social Enterprise
4. A not for profit community group

Second Tier – a 50% Reduction for groups listed above – who also meet the following criteria:

5. The Charity / CiC / Social Enterprise can clearly demonstrate where they support the Council's Strategic Purposes.
6. The Organisation/Group/Charity is either Redditch Based or provides a Service to Residents in Redditch.

Third Tier – a 75% Reduction for groups listed above – who also meet the following criteria:

7. A group that doesn't charge an annual membership and provides all its services 'free of charge' to its users.

In order for a group to achieve the second tier discount they must have first met the criteria set out in tier one. In order for a group to receive the maximum discount of 75% they must have met criteria in both tier one and two.

Application

The organisation must declare their interest in a concessionary rate to the room bookings staff upon making a booking. This can be done via email, telephone or in person.

Suitable evidence will be required to establish the groups entitlement for example registered charity number, copy of financial records proving the organisation doesn't make a profit/ doesn't charge for services or membership and a case study demonstrating their support of Redditch Borough Councils strategic purposes and how they provide a service to Redditch Residents.

Exemption

Council business remains an entitlement thus is not chargeable. Political parties' members groups and political groups of elected council members will remain exempt from charges.

Existing free of charge customers will be honoured and may continue as long as bookings continue as *regular.

** Regular- once a quarter for regular hire or within twelve months for annual events.

Concessions only apply to customers using the facilities Monday-Friday.

Community Centres

The community centres service operates a six tier pricing structure which offers a set rate dependent on the organisation. No additional concessions are offered as there is already an element of discount reflected in the various rates.

The purpose of different rates is to ensure that the each group is charged fairly and in line with a. what they charge for attendance b. any profit they make; in addition to the contribution they make to the wider community. The current tiered structure is already based on 'the ability to pay' and 'reducing barriers' so is deemed fit for purpose.

Eligibility Criteria

Standard rate 3: Established group rate who charge an entry fee to more than 30 participants. 100% charge.

Standard rate 2: Middle band catering groups with 15-30 charged participants. 20% discount from the top rate.

Standard rate 1: Business start-up rate who cater for 15 or less participants whilst they try to establish themselves as a regular booking. 30% discount from the top rate.

PreSchool rate: Applicable to pre schools hiring the centres for long periods of time which recognises the operation of a business vs the customer value. 60% discount from the top rate

Voluntary rate: For registered charities and groups who provide free access to the end user. Not for profit. 70% discount from the top rate.

Function rate: For private hire of facilities mainly used for parties. 40% discount from the top rate.

Application

Customers will be assessed via telephone/email/in person when making a booking with the community centres team, to establish which rate is applicable for their organisation. This rate will be discussed and agreed at booking process and will be reviewed regularly to ensure the chargeable rate is still relevant.

Exemption

There will be no change to the current scheme and it will continue to be offered. The need for a six tier pricing structure means that more flexible discounted rates were needed as opposed to the policy's standard 25% and 50% discount. Due to the commercial element of room bookings; it would be challenging to offer further concessions based on individual circumstances when our bookings are made by groups.

Parks and Open Spaces

The purpose of the concession provision is to help support the sustainability of groups delivering a range of community beneficial activities that support the operational purpose for parks and green spaces in addition to Redditch Borough Council's strategic purposes.

We acknowledge the differences in commercial company's and entities that have the capacity to significantly benefit from access to the Boroughs parks and open spaces in comparison to not for profit organisations.

The parks service applies a discount of a set percentage to reflect these acknowledged differences in provision. The available discount for qualifying groups is 50% and 25% from the set commercial rate in line with this policy.

New fees have been introduced to take into account access to the Boroughs parks and green space for commercial filming, stills photography and sound recording. These activities were offered free of charge historically but there has been no resistance to the fees which have been presented during the trial.

Eligibility Criteria

- Registered Charity (25% discount)
- Not for Profit Organisations (25% discount)
- Students who can demonstrate that there is a definite educational requirement (50% discount)
- Non funded partners with shared health and wellbeing objectives (50% discount)

Application

Eligibility will be assessed on application to the Parks and Green Space Stewardship team at the initial booking and contractual stage of all applications. Evidence for any one of the above criteria is noted by an Officer.

Exemption

- All food catering provision in Parks and Green Spaces are managed through a competitive tendering process and also take into account any onsite catering restrictions.
- For events that take place in Parks and Green Spaces are governed by and administered by the Arts and Events Team, please refer to the Arts and Events guide.
- The provision for organised sports pitch provision and any applicable concession is noted in the Abbey Stadium guide who administer the sports pitch provision
- The above criteria excludes all Borough led initiatives and activity provision e.g. park run

Arts and Events

The Arts and Events Team deliver a diverse range of events across the calendar year including Holocaust, Bandstand, Street Theatre and Firework events. The number of people attending the events varies in size from a few hundred to many thousands.

The charging structure sets a commercial rate at 100% charge for businesses and then offers a concession, based on the eligibility criteria below.

The charging structure is also based on the description of 3 sizes of events – small, medium and large. The size of the event is based on historic attendance and may consider other factors such as weather. If an event has an ‘unexpected’ attendance then reconciliation for the appropriate rate will be made following the event.

Size	Classification	Commercial Rate
Small Event	100 attendees or less	£50
Medium Event	101-499 attendees	£100
Large Event	500 attendees or more	£150

Eligibility Criteria

- Businesses and stalls that make a profit are charged at the commercial rate.
- A concession of 50% off the commercial rate is available for community craft stalls that sell items to cover their costs and make a minimal profit.*
- A concession of 75% off the commercial rate is available for registered charities and ‘not for profit’ organisations/ stalls.

Application

Customers will be assessed via telephone /email/ in person when making a booking with the Arts and Events Team, to establish which rate is applicable for their organisation. This rate will be discussed and agreed at the booking stage.

Exemption

The catering provision at events is excluded from the concessions policy and is managed through a competitive tendering process which also takes into account any onsite catering restrictions.

*Craft stalls making a minimum profit will be deemed by and monitored by the service manager. The term ‘minimum profit’ will allow for up to a 50% profit of the stall charge.

Forge Mill Museum and Bordesley Abbey

There are two elements to concession provision within these facilities including :

- Customer concessions on admission
- School trips
- Concessions available on room hire

There is a set fee for admission which has further concessions available in line with the policy and set out through the fees and charges process. There is commercial charge for room hire with concessions available dependent on the customer group.

Eligibility Criteria

The admission fee for the museum is set out in fees and charges. The following groups of people are entitled to a concession on this rate.

- 25% discount for those who fall within the first category in this policy (in work benefits)
 - 50% discount for those who fall within the second category (out of work benefits)
- The criteria for these concessions is laid out in the main body of this policy*

Room hire follows the same process as the Civic Suite. There is a set commercial rate and the table below demonstrates the concessions available and criteria.

First Tier – 25% Reduction for groups – this will be determined by the following criteria:

1. Registered Charity
2. Community Interest Company
8. Social Enterprise
9. A not for profit community group

Second Tier – a 50% Reduction for groups listed above – who also meet the following criteria:

10. The Charity / CiC / Social Enterprise can clearly demonstrate where they support the Council's Strategic Purposes.
11. The Organisation/Group/Charity is either Redditch Based or provides a Service to Residents in Redditch.

Third Tier – a 75% Reduction for groups listed above – who also meet the following criteria:

12. A group that doesn't charge an annual membership and provides all its services 'free of charge' to its users.

Application

Customers visiting the museum will be assessed on entry at the museum on producing a valid concession card.

Customers will be assessed via telephone /email / in person when making a booking with the Museums Team, to establish the rate that is applicable.

Exemption

Redditch residents and those paying council tax to Redditch Borough Council are entitled to free admission to the museum on a Wednesday.

Youth Theatre

The Palace Youth Theatre (PYT) offers 6 weekly sessions, on 2 evening a week during term time, to children and young people at the Palace Theatre. The age range of those attending is from 5 years old to 18 years old. As a part of PYT we run a weekly session for young adults with learning difficulties.

PYT offers 3 types of weekly sessions –

1. **Out There** – Focuses on developing drama skills, personal development and community performances.
2. **On Stage** – Focuses on the annual stage production taking place in July.
3. **AIM (Adventures in Movement)** – For young adults with learning difficulties from aged sixteen.

The costs for PYT are within Fees and Charges and set on an annual basis.

The concessions available on the prices set out in fees and charges are in line with this policy and offer a 50% and 25% discount dependent on the paying parent/guardian's eligibility.

Eligibility Criteria

- 25% discount for those who fall within the first category in this policy (in work benefits)
- 50% discount for those who fall within the second category (out of work benefits)
- An additional 10% discount is available for one sibling attending the same sessions.

The criteria for these concessions is laid out in the main body of this policy

Application

Customers will be assessed via telephone /email / in person when making a booking with the Youth Theatre, to establish the correct rate that is applicable. Appropriate evidence will be required to determine eligibility, in line with the guidance in the main body of this text.

Exemption

None

Allotments
<p>The purpose of the concession provision is to encourage those residents that can demonstrate that price is a barrier to full access of the service and to encourage increased activity and improve customer's health and wellbeing to those on low income.</p> <p>The Allotment fees structure operates across the three plot size allotment offer (see fig 1 for detail) tier pricing structure offers a % concession rate from the full price dependent on the status of the hirer.</p> <p>The discount offer for plots with mains water is set at a lower percentage discount which reflects the additional cost for the service provision.</p> <p>Allotments concessions are in line with the policy and will offer a 50% or 25% discount based on the criteria set out in the earlier policy body.</p>
<p>Eligibility Criteria</p> <ul style="list-style-type: none"> • 25% discount for those who fall within the first category in this policy (in work benefits) • 50% discount for those who fall within the second category (out of work benefits) <p><i>The criteria for these concessions is laid out in the main body of this policy</i></p>
<p>Application</p> <p>Eligibility will be assessed on application to the Parks and Green Space Stewardship team at the initial booking and contractual stage of all applications. Evidence for any one of the established criteria is noted by an Officer and proof of status will be reviewed in line with the policy recommendations.</p>
<p>Exemption</p> <p>Plots where water is available will be exempt from the concession scheme and will be charged on a full cost recovery basis divided equitably on a site by site basis between all plot holders as per the conditions of hire.</p>

The Abbey Stadium
The centre provides free of use access during all public swimming sessions for all Redditch residents aged 60 + and between 5 – 16 years of age.
<p>Eligibility Criteria</p> <p>Only available to Redditch residents over the age of 60 and between 5 – 16 years of age.</p> <p>Residency is classed as payment of own/parents/guardians council tax to Redditch Borough.</p>
<p>Application</p> <p>Application is made at The Abbey Stadium on production of current evidence of residency and date of birth. Once approved, the applicant will purchase a concession card and their details are then input directly on the till operating system.</p>
<p>Exemption :</p> <p>All free swimming will remain based on the evidence requirements as detailed above.</p> <p>This will apply to just the Abbey Stadium after the council withdraws operation from the Kingsley Sports Centre.</p> <p>Please see the Armed Forces Policy for further guidance regarding memberships and offers.</p>

Reviewed by	Date	Next review
Author: Samantha Skilbeck	23 rd June 2017	2018
Approved by:		

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Appendix 2 - Leisure & Cultural Services

Service Category	Gross charge 1st April 2016 £	Gross charge 1st April 2017 £	Gross charge 1st April 2018 (2017+ 5%) £	NEW Net proposed 2018 charge £	VAT applied £	NEW Gross proposed 2018 charge £	Income model 4 charges £
Abbey Stadium							
Abbey Stadium - Sports hall Peak							
Charge	84.50	84.50	88.75	73.94	14.79	88.75	44.90
Concession 25	56.10	56.10	58.90	55.45	11.09	66.55	33.68
Concession 50	42.20	42.20	44.30	36.97	7.39	44.35	22.45
Abbey Stadium - Off Peak							
Charge	54.10	54.10	56.80	47.34	9.47	56.80	29.50
Concession 25	36.60	36.60	38.45	35.50	7.10	42.60	22.13
Concession 50	27.30	27.30	28.65	23.67	4.73	28.40	14.75
BADMINTON (PER COURT 40 MINUTES)							
Peak							
Charge	12.40	13.00	13.65	11.38	2.28	13.65	8.75
Concession 25	8.20	8.60	9.05	8.53	1.71	10.25	6.56
Concession 50	6.20	6.50	6.85	5.69	1.14	6.85	4.38
Off Peak							
Charge	8.80	9.25	9.70	8.09	1.62	9.70	6.25
Concession 25	5.70	6.00	6.30	6.07	1.21	7.30	4.69
Concession 50	4.30	4.50	4.75	4.05	0.81	4.85	3.13
ABBNEY STADIUM - CENTRE MEMBERSHIPS							
Single - Peak 12 month contract	n/a	32.00	33.60	28.00	5.60	33.60	32.00
Single - Off Peak 12 month contract	n/a	25.00	26.25	21.88	4.38	26.25	25.00
Single- Peak no contract	n/a	35.00	36.75	30.63	6.13	36.75	35.00
Single- Off Peak no contract	n/a	28.00	29.40	24.50	4.90	29.40	28.00
Joining Fee	25.80	27.10	28.45	23.71	4.74	28.45	28.50
Day pass/ Pay as you go OFF PEAK						5.50	5.50
Day Pass / Pay as you go	6.70	7.05	7.40	6.17	1.23	7.40	7.40
Exercise to Music Studio Session	4.60	4.85	5.10	4.25	0.85	5.10	5.10
Exercise to Music Studio Session (Les Mills)	5.70	6.00	6.30	5.25	1.05	6.30	6.30
Annual Pass	n/a	350.00	367.50	306.25	61.25	367.50	350.00
TRAMPOLINING & GYMNASTICS – 10 WEEKS							
Abbey							
Charge	69.50	72.95	76.60	63.83	12.77	76.60	52.50
Concession 25	45.80	48.10	50.50	47.87	9.57	57.45	39.38
Concession 50	34.50	36.25	38.05	31.92	6.38	38.30	26.25
PARTIES							
Bouncy / Sports Castle Parties							
Charge	163.00	171.15	179.70	149.76	29.95	179.70	145.00
Concession 25	108.60	114.05	119.75	112.32	22.46	134.80	108.75
Concession 50	81.80	85.90	90.20	74.88	14.98	89.85	72.50
LEISURE TIME (Abbey)							
Charge	5.20	5.60	5.90	4.90	0.98	5.90	6.00
Concession 25	3.30	3.55	3.75	3.68	0.74	4.40	4.50
Concession 50	2.60	2.80	2.95	2.45	0.49	2.95	3.00
SWIMMING							
Adult							
Charge	5.20	5.60	5.90	4.90	0.98	5.90	4.00
Concession 25	3.30	3.55	3.75	3.68	0.74	4.40	3.00
Concession 50	2.60	2.80	2.95	2.45	0.49	2.95	2.00
Junior/Senior							
Charge	5.20	5.60	5.90	4.90	0.98	5.90	1.80
Concession 25	3.30	3.55	3.75	3.68	0.74	4.40	1.35
Concession 50	2.60	2.80	2.95	2.45	0.49	2.95	0.90
Under 5's							
Small Wet side party	50.40	54.20	56.90	47.43	9.49	56.90	65.00
Large Wet side party	99.80	107.30	112.65	93.89	18.78	112.65	120.00
Fun Inflatable Session							
Charge	5.20	5.60	5.90	4.90	0.98	5.90	4.00
Concession 25	3.30	3.55	3.75	3.68	0.74	4.40	3.00
Concession 50	2.60	2.80	2.95	2.45	0.49	2.95	2.00
Ladies Night							
Charge	5.20	5.60	5.90	4.90	0.98	5.90	4.00
Concession 25	3.30	3.55	3.75	3.68	0.74	4.40	3.00
Concession 50	2.60	2.80	2.95	2.45	0.49	2.95	2.00
Junior Swimming Lessons							
Charge	65.10	68.35	71.75	71.77	14.35	86.10	48.00
Concession 25	43.10	45.25	47.50	53.83	10.77	64.60	36.00
Concession 50	32.60	34.25	35.95	35.88	7.18	43.05	24.00
One hour lane Hire							
Charge	20.60	21.65	22.75	18.94	3.79	22.75	18.00
Concession 25	13.90	14.60	15.35	14.21	2.84	17.05	13.50
Concession 50	10.30	10.80	11.35	9.47	1.89	11.35	9.00
Adult Swimming Lessons – 30 mins							
Charge	81.40	81.40	85.45	85.47	17.09	102.55	56.00
Concession 25	54.10	54.10	56.80	64.10	12.82	76.90	42.00
Concession 50	40.40	40.40	42.40	42.74	8.55	51.30	28.00
Abbey- Gala Hire - 3 hour duration							
Charge	318.30	334.20	350.90	292.43	58.49	350.90	351.00
Abbey - Gala Hire - Additional Hour							
Charge	53.00	55.65	58.45	48.69	9.74	58.45	58.50
Abbey & Kingsley - Pool Hire							
Charge	50.50	53.05	55.70	46.42	9.28	55.70	57.50
Hire of Instructor							
Charge	21.60	22.70	23.85	19.86	3.97	23.85	24.00
One to one Swimming lessons- 30 mins duration							
Charge	n/a	15.00	15.75			15.75	15.75

Service Category	Gross charge 1st April 2016 £	Gross charge 1st April 2017 £	Gross charge 1st April 2018 (2017+ 5%) £	NEW Net proposed 2018 charge £	VAT applied £	NEW Gross proposed 2018 charge £	Income model 4 charges £
BADMINTON (PER COURT 40 MINUTES)							
Peak							
Charge	12.40	13.00	13.65	11.38	2.28	13.65	8.75
Concession 25	8.20	8.60	9.05	8.53	1.71	10.25	6.56
Concession 50	6.20	6.50	6.85	5.69	1.14	6.85	4.38
Off-Peak							
Charge	8.80	9.25	9.70	8.09	1.62	9.70	6.25
Concession 25	5.70	6.00	6.30	6.07	1.21	7.30	4.69
Concession 50	4.30	4.50	4.75	4.05	0.81	4.85	3.13
TRAMPOLINING & GYMNASTICS – 10 WEEKS							
Arrow Vale							
Charge	69.50	72.95	76.60	63.83	12.77	76.60	50.50
Concession 25	45.80	48.10	50.50	47.87	9.57	57.45	37.88
Concession 50	34.50	36.25	38.05	31.92	6.38	38.30	25.25
SPORTS - OUTDOOR FACILITIES							
GOLF							
18 hole Adult							
Charge	14.00	14.00	14.70	12.25	2.45	14.70	14.75
Concession 25	11.00	11.00	11.55	9.19	1.84	11.05	11.06
Concession 50	9.00	9.00	9.45	6.13	1.23	7.35	7.38
9 hole Adult							
Charge	10.50	10.50	11.05	9.19	1.84	11.05	11.25
Concession 25	8.00	8.00	8.40	6.89	1.38	8.25	8.44
Concession 50	7.00	7.00	7.35	4.59	0.92	5.50	5.63
18 hole Junior							
Charge	9.50	9.50	9.95	8.31	1.66	9.95	9.95
Concession 25	7.00	7.00	7.35	6.23	1.25	7.50	7.46
Concession 50	6.00	6.00	6.30	4.16	0.83	5.00	4.98
9 hole Junior							
Charge	7.00	7.00	7.35	6.13	1.23	7.35	7.35
Concession 25	4.50	4.50	4.75	4.59	0.92	5.50	5.51
Concession 50	3.50	3.50	3.70	3.06	0.61	3.70	3.68
ATHLETICS							
Adult - individual charge							
Charge	6.70	6.90	7.25	6.04	1.21	7.25	3.75
Concession 25	4.20	4.35	4.55	4.53	0.91	5.45	2.81
Concession 50	3.30	3.40	3.55	3.02	0.60	3.60	1.88
Monthly				15.00	3.00	18.00	18.00
Junior - individual charge							
Charge	3.10	3.20	3.35	2.80	0.56	3.35	2.75
Concession 25	2.10	2.15	2.25	2.10	0.42	2.50	2.06
Concession 50	1.60	1.65	1.75	1.40	0.28	1.70	1.38
Bromsgrove and Redditch- individual member	1.10	1.15	1.20	1.01	0.20	1.20	1.80
Bromsgrove & Redditch Athletics Club Rental hire	4,704.00	4,845.10	5,087.35	4,239.46	847.89	5,087.35	4,845.10
FOOTBALL - ADULT (INC. CHANGING FACILITIES)							
Abbey Stadium/Ipsley/Old Forge/Greenlands							
Charge	85.00	89.25	93.70	78.09	15.62	93.70	89.25
Concession 25	56.10	58.90	61.85	58.57	11.71	70.30	66.94
Concession 50				39.05	7.81	46.85	44.63
FOOTBALL - JUNIOR (INC. CHANGING FACILITIES)							
Abbey Stadium/Morton Stanley Park/Ipsley/Old Forge/Greenlands/Kingsley							
Charge	43.30	45.45	47.70	39.77	7.95	47.70	47.70
Concession 25	29.40	30.85	32.40	29.83	5.97	35.80	35.80
Concession 50				19.88	3.98	23.85	23.85
Abbey Stadium/Morton Stanley Park/Ipsley/Old Forge/Greenlands. Without changing facilities.							
Charge	28.80	30.25	31.75	26.47	5.29	31.75	31.75
Concession 25	19.10	20.05	21.05	19.85	3.97	23.80	23.80
Concession 50				13.23	2.65	15.90	15.90
Small Sided Football							
Charge	14.40	15.10	15.85	13.21	2.64	15.85	15.85
Concession 25	9.60	10.30	10.80	9.91	1.98	11.90	11.90
Concession 50				6.61	1.32	7.95	7.95
SPORTS DEVELOPMENT CHARGES							
Adult fitness Sessions	3.10	3.25	3.40	2.84	0.57	3.40	3.40
Community exercise class	3.00	3.15	3.30	2.76	0.55	3.30	3.30
Health & Well Being Sessions	2.10	2.20	2.30	1.93	0.39	2.30	2.30
Curriculum Cost	19.60	22.05	23.15	19.29	3.86	23.15	23.15
Schools Hire – lunchtime / after school sessions	21.60	22.05	23.15	19.29	3.86	23.15	23.15
Inclusive Activities	2.50	3.00	3.15	2.63	0.53	3.15	3.15
PSI Falls Prevention	3.00	3.00	3.15	2.63	0.53	3.15	3.15
Activity Referral	15.50	17.00	17.85	14.88	2.98	17.85	17.85
Junior Sports Sessions	3.10	3.25	3.40	2.84	0.57	3.40	3.40
YOUTH THEATRE CHARGES							
10 week terms (Tues & Sat 2 hrs)							
Charge	108.20	111.45	117.00	97.52	19.50	117.00	117.00
Concession 25	72.10	74.25	77.95	73.14	14.63	87.75	87.75
Concession 50	35.00	36.05	37.85	48.76	9.75	58.50	58.50
10 week terms (Mon 1 hr)							
Charge	54.10	55.70	58.50	48.74	9.75	58.50	58.50
Concession 25	36.10	37.20	39.05	36.55	7.31	43.85	43.85
Concession 50	17.00	17.50	18.40	24.37	4.87	29.25	29.25
Optional Direct Debit Fee							
Charge	6.20	6.40	6.70	5.60	1.12	6.70	6.70
Concession 25	6.20	6.40	6.70	4.20	0.84	5.05	5.05
Concession 50	6.20	6.40	6.70	2.80	0.56	3.35	3.35

Service Category	Gross charge 1st April 2016 £	Gross charge 1st April 2017 £	Gross charge 1st April 2018 (2017+ 5%) £	NEW Net proposed 2018 charge £	VAT applied £	NEW Gross proposed 2018 charge £	Income model 4 charges £
Proposed Pricing Structure 2016/17 - Community Centres							
Function Rate: A closed or private party booking.							
Voluntary Rate: A registered charity OR non profitable organisation who provide free access to the service user.							
Pre-School Rate: Initial rate for pre-school bookings, to be reviewed after 6 months following submission of annual accounts.							
Standard Rate 1: A new business venture and/or an activity that attracts no more than an average of 15 participants are charged to attend.							
Standard Rate 2: An organisation or group that charges an attendance fee that attracts between 15-20 participants.							
Standard Rate 3: An organisation or group that charges an attendance fee that attracts more than 30 participants.							
COMMUNITY CENTRES							
Batchley - Main Hall (Per Hour)							
Function Rate	18.00	19.00	19.95	17.17	3.43	20.60	20.60
Voluntary Rate	10.10	10.65	11.20	10.01	2.00	12.00	12.00
Pre-School	11.00	11.60	12.20	11.45	2.29	13.75	13.75
Standard Rate 1	23.70	25.00	26.25	20.03	4.01	24.05	24.05
Standard Rate 2	26.00	27.45	28.80	22.89	4.58	27.45	27.45
Standard Rate 3	31.00	32.70	34.35	28.61	5.72	34.35	34.35
Oakenshaw							
Main Hall							
Function Rate	18.00	19.00	19.95	17.17	3.43	20.60	20.60
Voluntary Rate	12.70	13.40	14.05	10.01	2.00	12.00	12.00
Pre-School	14.00	14.75	15.50	11.45	2.29	13.75	13.75
Standard Rate 1	23.70	25.00	26.25	20.03	4.01	24.05	24.05
Standard Rate 2	26.00	27.45	28.80	22.89	4.58	27.45	27.45
Standard Rate 3	31.00	32.70	34.35	28.61	5.72	34.35	34.35
Small Hall							
Function Rate	16.00	16.90	17.75	13.57	2.71	16.30	16.30
Voluntary Rate	10.10	10.65	11.20	7.92	1.58	9.50	9.50
Pre-School	11.00	11.60	12.20	9.05	1.81	10.85	10.85
Standard Rate 1	19.10	20.15	21.15	15.83	3.17	19.00	19.00
Standard Rate 2	20.70	21.85	22.95	18.10	3.62	21.70	21.70
Standard Rate 3	24.50	25.85	27.15	22.62	4.52	27.15	27.15
Windmill							
Main Hall							
Function Rate	18.00	19.00	19.95	17.17	3.43	20.60	20.60
Voluntary Rate	12.70	13.40	14.05	10.01	2.00	12.00	12.00
Pre-School	14.00	14.75	15.50	11.45	2.29	13.75	13.75
Standard Rate 1	23.70	25.00	26.25	20.03	4.01	24.05	24.05
Standard Rate 2	26.00	27.45	28.80	22.89	4.58	27.45	27.45
Standard Rate 3	31.00	32.70	34.35	28.61	5.72	34.35	34.35
Small Hall							
Function Rate	16.00	16.90	17.75	13.57	2.71	16.30	16.30
Voluntary Rate	10.10	10.65	11.20	7.92	1.58	9.50	9.50
Pre-School	11.00	11.60	12.20	9.05	1.81	10.85	10.85
Standard Rate 1	19.10	20.15	21.15	15.83	3.17	19.00	19.00
Standard Rate 2	20.70	21.85	22.95	18.10	3.62	21.70	21.70
Standard Rate 3	24.50	25.85	27.15	22.62	4.52	27.15	27.15
Winyates Barn							
Function Rate	18.00	19.00	19.95	17.17	3.43	20.60	20.60
Voluntary Rate	10.10	10.65	11.20	10.01	2.00	12.00	12.00
Standard Rate 1	23.70	25.00	26.25	20.03	4.01	24.05	24.05
Standard Rate 2	26.00	27.45	28.80	22.89	4.58	27.45	27.45
Standard Rate 3	31.00	32.70	34.35	28.61	5.72	34.35	34.35
Winyates Green							
Function Rate	18.00	19.00	19.95	17.17	3.43	20.60	20.60
Voluntary Rate	10.10	10.65	11.20	10.01	2.00	12.00	12.00
Pre-School	11.00	11.60	12.20	11.45	2.29	13.75	13.75
Standard Rate 1	23.70	25.00	26.25	20.03	4.01	24.05	24.05
Standard Rate 2	26.00	27.45	28.80	22.89	4.58	27.45	27.45
Standard Rate 3	31.00	32.70	34.35	28.61	5.72	34.35	34.35

Service Category	Gross charge 1st April 2016 £	Gross charge 1st April 2017 £	Gross charge 1st April 2018 (2017+ 5%) £	NEW Net proposed 2018 charge £	VAT applied £	NEW Gross proposed 2018 charge £	Income model 4 charges £
Forge Mill							
Admission (individual)							
Adult							
Charge	5.10	5.25	5.50	4.59	0.92	5.50	5.50
Concession 25	4.10	4.20	4.40	3.45	0.69	4.15	4.15
Concession 50				2.30	0.46	2.75	2.75
Child							
Charge	1.70	1.75	1.85	1.53	0.31	1.85	1.85
Concession 25	1.00	1.05	1.10	1.15	0.23	1.40	1.40
Concession 50				0.77	0.15	0.90	0.90
Family -up to 4 people							
Charge	11.40	11.75	12.35	10.28	2.06	12.35	12.35
Concession 25	9.10	9.35	9.80	7.71	1.54	9.25	9.25
Concession 50				5.14	1.03	6.15	6.15
Wednesday ONLY* Non Reddicard holder prices apply	FREE	FREE	FREE				
Groups Bookings							
Admission, refreshments and guided tour of one site							
Charge	STN	STN	STN				
Reddicard	STN	STN	STN				
External talks + Costs							
Charge	60.80	62.60	65.75	54.78	10.96	65.75	65.75
Concession 25				41.08	8.22	49.30	49.30
Concession 50	50.00	51.50	54.10	27.39	5.48	32.85	32.85
School Bookings							
Archaeological Activity Centre	38.20	39.35	41.30	34.43	6.89	41.30	41.30
Victorian role play	38.20	39.35	41.30	34.43	6.89	41.30	41.30
Victoria role play wheel unavailable	38.20	39.35	41.30	34.43	6.89	41.30	41.30
FM (history of needle-making)	38.20	39.35	41.30	34.43	6.89	41.30	41.30
FM (processes & Machinery)	38.20	39.35	41.30	34.43	6.89	41.30	41.30
Local History of Redditch	38.20	39.35	41.30	34.43	6.89	41.30	41.30
Temporary exhibition with activities	38.20	39.35	41.30	34.43	6.89	41.30	41.30
Marketing/Business students	38.20	39.35	41.30	34.43	6.89	41.30	41.30
Teacher Led sessions	38.20	39.35	41.30	34.43	6.89	41.30	41.30
Special Needs Groups	FREE	FREE	FREE	15.00	0.00	15.00	15.00
Room Hire							
½ day all Other Groups	46.40	47.80	50.20	41.83	8.37	50.20	50.20
Concession 25				31.37	6.27	37.65	37.65
Concession 50				20.91	4.18	25.10	25.10
Concession 75				10.46	2.09	12.55	12.55
All day	77.30	79.60	83.60	69.65	13.93	83.60	83.60
Concession 25				52.24	10.45	62.70	62.70
Concession 50				34.83	6.97	41.80	41.80
Concession 75				17.41	3.48	20.90	20.90
Ground Event Hire	STN	STN	STN				
Allotment Charges							
Large (<254m2)							
Water	80.00	82.40	87.00	97.02	19.40	116.40	116.40
No Water	64.90	66.85	70.20	70.19	14.04	84.25	84.25
Concession 25 Non Water				52.64	10.53	63.15	63.15
Concession 50 Non Water				35.10	7.02	42.10	42.10
Medium (>177<254m2))							
Water	58.00	69.75	73.25	73.24	14.65	87.90	87.90
No Water	44.30	45.65	47.95	47.93	9.59	57.50	57.50
Concession 25 Non Water				35.95	7.19	43.15	43.15
Concession 50 Non Water				23.97	4.79	28.75	28.75
Small (>177m2)							
Water	37.00	48.10	50.50	50.51	10.10	60.60	60.60
No Water	25.80	26.55	27.90	27.88	5.58	33.45	33.45
Concession 25 Non Water				20.91	4.18	25.10	25.10
Concession 50 Non Water				13.94	2.79	16.75	16.75
Redditch Outdoor Events & Outdoor Fitness– Hire of Parks and Open Spaces							
Outdoor Event Space							
Small Attendance = 0-100							
Commercial Rates				50.00	0.00	50.00	50.00
Concession 50				25.00	0.00	25.00	25.00
Concession 75				12.50	0.00	12.50	12.50
Medium 101- 499							
Commercial Rates				100.00	0.00	100.00	100.00
Concession 50				50.00	0.00	50.00	50.00
Concession 75				25.00	0.00	25.00	25.00
Large 500+							
Commercial Rates				150.00	0.00	150.00	150.00
Concession 50				75.00	0.00	75.00	75.00
Concession 75				37.50	0.00	37.50	37.50
Outdoor Fitness Session - Commercial							
Summer Fee (Apr to Sept)							
Commercial Rates Per Day	382.70	n/a		401.84	0.00	401.85	401.85
Concession 25				301.38	0.00	301.40	301.40
Concession 50				200.92	0.00	200.90	200.90
Winter Fee (Oct to Mar)							
Commercial Rates Per Day	163.80	n/a		171.99	0.00	172.00	172.00
Concession 25				128.99	0.00	129.00	129.00
Concession 50				86.00	0.00	86.00	86.00
Annual Fee							
Commercial Rates Per Day	437.20	n/a		459.06	0.00	459.05	459.05
Concession 25				344.30	0.00	344.30	344.30
Concession 50				229.53	0.00	229.55	229.55

Service Category	Gross charge 1st April 2016 £	Gross charge 1st April 2017 £	Gross charge 1st April 2018 (2017+ 5%) £	NEW Net proposed 2018 charge £	VAT applied £	NEW Gross proposed 2018 charge £	Income model 4 charges £
Parks and Open Spaces Hire							
Summer Fee (Apr to Sept) One day maximum usage per week	n/a	400.00	420.00	420.00	0.00	420.00	420.00
Concession 25				315.00	0.00	315.00	315.00
Concession 50				210.00	0.00	210.00	210.00
Summer Fee (Apr to Sept) Two days maximum usage per week	n/a	650.00	682.50	682.50	0.00	682.50	682.50
Concession 25				511.88	0.00	511.90	511.90
Concession 50				341.25	0.00	341.25	341.25
Summer Fee (Apr to Sept) Three days maximum usage per week	n/a	700.00	735.00	735.00	0.00	735.00	735.00
Concession 25				551.25	0.00	551.25	551.25
Concession 50				367.50	0.00	367.50	367.50
Winter Fee (Oct to Mar) One day maximum usage per week	n/a	200.00	210.00	210.00	0.00	210.00	210.00
Concession 25				157.50	0.00	157.50	157.50
Concession 50				105.00	0.00	105.00	105.00
Winter Fee (Oct to Mar) Two days maximum usage per week	n/a	400.00	420.00	420.00	0.00	420.00	420.00
Concession 25				315.00	0.00	315.00	315.00
Concession 50				210.00	0.00	210.00	210.00
Winter Fee (Oct to Mar) Three days maximum usage per week	n/a	600.00	630.00	630.00	0.00	630.00	630.00
Concession 25				472.50	0.00	472.50	472.50
Concession 50				315.00	0.00	315.00	315.00
Annual Fee One day maximum usage per week	n/a	520.00	546.00	546.00	0.00	546.00	546.00
Concession 25				409.50	0.00	409.50	409.50
Concession 50				273.00	0.00	273.00	273.00
Annual Fee Two days maximum usage per week	n/a	850.00	892.50	892.50	0.00	892.50	892.50
Concession 25				669.38	0.00	669.40	669.40
Concession 50				446.25	0.00	446.25	446.25
Annual Fee Three days maximum usage per week	n/a	1,000.00	1,050.00	1,050.00	0.00	1,050.00	1,050.00
Concession 25				787.50	0.00	787.50	787.50
Concession 50				525.00	0.00	525.00	525.00
Trial fee (1 day per week - MAX 4 week trial)	n/a	100.00	105.00				
Bandstand Hire T/Centre							
Commercial Rates Per Day	Price on application	Price on application	Price on application				
Community Rates Per Day	26.80	27.60	29.00				
Charities / Not For Profit Organisations Per Day	26.80	27.60	29.00				
Band Stand							
Criteria and eligibility guidance notes attached in events toolkit							
Additional Costs for Outdoor Event Space:							
1 Set up and Clearance charged @ 50% of applicable rate							
2 Any event in excess of 1999 attendees is STN							
Additional Costs for Outdoor Fitness Space:							
1 Set up and Clearance charged @ 50% of applicable rate							
CIVIC SUITE COMMERCIAL CHARGES							
Committee Room 1:							
4 hour minimum - Standard	51.50	53.05	55.70	55.70	0.00	55.70	55.70
Concession 25				41.78	0.00	41.80	41.80
Concession 50				27.85	0.00	27.85	27.85
Concession 75				13.93	0.00	13.95	13.95
8 hour minimum - daytime and/or evening	68.00	70.05	73.55	73.55	0.00	73.55	73.55
Concession 25				55.16	0.00	55.15	55.15
Concession 50				36.78	0.00	36.80	36.80
Concession 75				18.39	0.00	18.40	18.40
Committee Room 2/3:							
4 hour minimum - daytime	104.00	107.10	112.45	112.46	0.00	112.45	112.45
Concession 25				84.34	0.00	84.35	84.35
Concession 50				56.23	0.00	56.25	56.25
Concession 75				28.11	0.00	28.10	28.10
8 hour minimum - daytime and/or evening	147.50	151.95	159.55	159.55	0.00	159.55	159.55
Concession 25				119.66	0.00	119.65	119.65
Concession 50				79.77	0.00	79.75	79.75
Concession 75				39.89	0.00	39.90	39.90
Council Chamber:							
4 hour minimum - daytime	147.50	151.95	159.55	159.55	0.00	159.55	159.55
Concession 25				119.66	0.00	119.65	119.65
Concession 50				79.77	0.00	79.75	79.75
Concession 75				39.89	0.00	39.90	39.90
8 hour minimum - daytime and/or evening	241.00	248.25	260.65	260.66	0.00	260.65	260.65
Concession 25				195.50	0.00	195.50	195.50
Concession 50				130.33	0.00	130.35	130.35
Concession 75				65.17	0.00	65.15	65.15
Full Civic Suite: Monday to Saturday (including servery)							
4 hour minimum - daytime	241.00	248.25	260.65	260.66	0.00	260.65	260.65
Concession 25				195.50	0.00	195.50	195.50
Concession 50				130.33	0.00	130.35	130.35
Concession 75							
8 hour minimum - daytime and/or evening	437.50	450.65	473.20	473.18	0.00	473.20	473.20
Concession 25				354.89	0.00	354.90	354.90
Concession 50				236.59	0.00	236.60	236.60
Concession 75				118.30	0.00	118.30	118.30
Full Civic Suite: Sunday - exceptional (including servery)							
4 hour minimum - daytime	274.00	282.20	296.30	296.31	0.00	296.30	296.30
Concession 25				222.23	0.00	222.25	222.25
Concession 50				148.16	0.00	148.15	148.15
Concession 75				74.08	0.00	74.10	
8 hour minimum - daytime and/or evening	498.50	513.45	539.10	539.12	0.00	539.10	539.10
Concession 25				404.34	0.00	404.35	404.35
Concession 50				269.56	0.00	269.55	269.55
Concession 75				134.78	0.00	134.80	134.80

Service Category	Gross charge 1st April 2016 £	Gross charge 1st April 2017 £	Gross charge 1st April 2018 (2017+ 5%) £	NEW Net proposed 2018 charge £	VAT applied £	NEW Gross proposed 2018 charge £	Income model 4 charges £
CIVIC SUITE COMMERCIAL CHARGES							
Equipment Hire							
OHP/Screen	21.60	22.25	23.35	23.36	0.00	23.35	23.35
TV/Video	21.60	22.25	23.35	23.36	0.00	23.35	23.35
Conferencing Sound System	21.60	22.25	23.35	23.36	0.00	23.35	23.35
Flipchart stand							
4 hour minimum - daytime	7.20	7.40	7.75	7.77	0.00	7.75	7.75
8 hour minimum - daytime and/or evening	8.20	8.45	8.85	8.87	0.00	8.85	8.85
Other Fees							
Security	Market Rates	Market Rates	Market Rates				
Retainer	227.10	233.90	245.60	245.60	0.00	245.60	245.60
CIVIC SUITE - REFRESHMENT CHARGES							
Teas and Coffees							
Commercial - per cup	1.00	1.05	1.10	1.10	0.00	1.10	1.10

Activity	Option 1	Option 2	Option 3	Option 4
Sports Hall Hire - Peak	£47.50	£45.50	£46.50	£44.90
Sports Hall Hire – Off Peak	£32.50	£30.50	£31.50	£29.50
Badminton - Peak	£10.50	£9.50	£9.50	£8.75
Badminton – Off Peak	£6.50	£8.00	£7.20	£6.25
Adult Swim	£4.40	£4.20	£4.20	£4.00
Junior Swim	FOC	£2.00	£2.00	£1.80
Over 60's Swim	£2.20	£2.10	£2.10	£2.00
Adult Swim Lessons	£60.00	£58.00	£58.00	£56.00

Appendix 3

Civic Suite Room Bookings

The previous Civic Suite Concessionary Policy had been used for over 20 years and provided 'free of charge' use as long as there was no additional cost to the Council and that it didn't conflict with Council business. It was created to support local organisations to service their residents and communities.

As part of the commercialisation agenda the concessions review and new policy has evoked a need to review all existing room hire arrangements to ensure a fair and equitable approach is honoured across leisure and cultural services.

The recommendations for eligibility moving forwards have been designed to support local groups to service the community and its residents where there is a not for profit or cost recovery model in place.

The revised procedure now includes a matrix which outlines the criteria required to gain different levels of discount for existing and new customers.

Eligibility Criteria

First Tier – 25% Reduction for groups – this will be determined by the following criteria:

1. Registered Charity
2. Community Interest Company
3. Social Enterprise
4. A not for profit community group

Second Tier – a 50% Reduction for groups listed above – who also meet the following criteria:

5. The Charity / CiC / Social Enterprise can clearly demonstrate where they support the Council's Strategic Purposes.
6. The Organisation/Group/Charity is either Redditch Based or provides a Service to Residents in Redditch.

Third Tier – a 75% Reduction for groups listed above – who also meet the following criteria:

7. A group that doesn't charge an annual membership and provides all its services 'free of charge' to its users.

In order for a group to achieve the second tier discount they must have first met the criteria set out in tier one. In order for a group to receive the maximum discount of 75% they must have met criteria in both tier one and two.

Application: The organisation must declare their interest in a concessionary rate to the room bookings staff upon making a booking. This can be done via email, telephone or in person. Suitable evidence will be required to establish the groups entitlement for example registered charity number, copy of financial records proving the organisation doesn't make a profit/ doesn't charge for services or membership and a case study demonstrating their support of Redditch Borough Councils strategic purposes and how they provide a service to Redditch Residents.

Exemption: Council business remains an entitlement thus is not chargeable. Political parties' members groups and political groups of elected council members will remain exempt from charges. Existing free of charge customers will be honoured and may continue as long as bookings continue as *regular.

** Regular- once a quarter for regular hire or within twelve months for annual events.

Concessions only apply to customers using the facilities Monday-Friday.

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Appendix 4

'Should concessionary fees apply to those receiving in/out of work benefits?'

Yes = 62.57% (341 respondents) No = 37.43% (204)

Comments for 'Should concessionary fees apply to those receiving in/out of work benefits?'

Many culture services are "free" anyway (Parks). It may also stigmatise those on benefits if they were to get cheaper fees.

if someone can afford to use a service they should pay. if they cant they should have help. it shouldn't be down to personal characteristics like age. I totally disagree with free swimming for over 60's. how can it be justified when many 60 year olds are financially stable, still in work and able to pay.

The council should see helping those that are more vulnerable as its priority.

Needs to be Affordable to pensioners and improves health of population

people on low incomes should always have the use of these facilities, still pay but at a discount but everytime use, because the benefits may change within the year

Answered no because I have no opinion and there wasn't an option for that.

Only disability allowance.

Without it I'd be unable to afford to swim as it's a ridiculous amount otherwise

Everyone should have access to services whether they can afford it or not so lowering the price for certain people might get them to use it more

Everyone should pay the same price

They deserve cheaper prices.

Unemployed should not be disadvantaged

They already receive benefits so should not receive any further subsidies

It's good value already

My mom is 84

Because I work I should not be charged more

No I think people on benefits get enough for nothing give the working people a break for once

I used to have a Reddicard. I'm a single parent who works part time. Redditch has a very diverse population and facilities should be available for all to use.

Only for family activities. Not gym membership etc.

Amenities should be as inclusive as possible

I am retired

Same should apply to all

Encourages them to stay out of work for longer

Facilities should be affordable to all, not just discounted for those in benefits.

To encourage their children to still have good opportunities for leisure, development, sport

Having previously been in this position, there is not much expendable income to pay for extras such as clubs or gym membership

They get enough already because they are on benefits.

Keep active whilst out of work may help reduce local nhs impact

Only for those who can't work not won't work.

Comments for 'Should concessionary fees apply to those receiving in/out of work benefits?'

I think there should be a level of concession for those receiving in/out of work benefits but not to the detriment of those of us who aren't in receipt of benefits. We cannot afford to subsidise to a high level but recognise the need for all to be able to access services/facilities.

Services need to be accessible for all. Those on low incomes particularly need help to engage

But only if disabled or a person has medical conditions

No matter how good your services are, if they are not affordable they will not be used - particularly by those who may need it most. Leisure and cultural services link closely with health and social care including health promotion, mental health, as well as combating loneliness. This can lead to an improved society. I think there needs to be a better link between local governments and NHS / Social services. This means more partnership working (working smarter!) not just more money.

I pay a lot of tax that is wasted to be given to other people or wasted on pointless 'services' like this. They should pay their way

Working families are just as low on disposable income

It depends. As someone on low wage but no benefits I do get cross that I cannot afford things that maybe people on benefits can. Not against benefit concession per se, just sometimes seems unfair to people in low pay employment.

To find facilities when on a low income or benefits is important for individuals and families, not only for their well being but for their physical and mental health. If it is available and affordable they will still be able to feel part of their community otherwise it is another point of 'difference' and isolation

Yes if they are truly in need

Why should those that work but receive a low income get penalised when some that don't work get paid more in benefits and can benefit from concessions etc

Supporter of justice and related policies

I was on maternity leave and had decided to take a year off. I signed up for a swimming class and was told it was £40. Those on benefits could pay £10. I was unpaid at the time of my but didn't qualify. It just led to segregation and anger from many parents. It should be the same cost for everyone.

Concessions should apply to those who have worked and are now on less due to their pension, maybe even students struggling to pay for their tuition but for everyone else it should be the same, why should those who work hard have to pay more than someone who gets benefits and doesn't work, seems the harder you work the worse off you are

Especially for children who deserve to use these facilities but cannot due to parents being unable to work (particularly those who are affected by disabled family members)

Personal point here-I've never received benefits why should I be penalised?

Many working people/families have little disposable income and they need help to engage in programs too. A fair amount for everyone

The services are already subsidised by the public purse.

Apologies but I don't know how best to answer this question as I guess a lot of the types of Customer may not use the facilities provided

No, it should be fair pricing for everyone.

I think that children should get a concessionary rate regardless, and maybe working parents as they have to pay out additional costs such as Child care provision which can prove expensive, I think Carers should also receive a discount.

Though I think benefits for all Redditch residents is also important

But only for sport type activity so as to keep them fit for work. E.G. swimming. Use of sport facilities.

So that people on lower incomes don't miss out on the benefits to health and mental well being of taking part in sports and leisure activities.

This is often funded by increasing the price for employed people which prices them out of using the service

to help them back to work - but not on longterm benefit/not wanting to work

Use of the gym etc is not always easy to afford when you are in employment therefore I would find it unfair if those on benefits were able to access the services for a cheaper price

should have one price for all, just because you work doesn't mean you have more money. A fair price for all should apply

Difficult as not in this circumstance but believe money should be channeled towards more necessary support - already lots of free things with parks/park runs/C25k etc

People feel bad enough not working and doing something helps them to become more positive about life.

Comments for 'Should concessionary fees apply to those receiving in/out of work benefits?'

Yes if you are in receipt of tax credits not just income support any similar as this would help both the customer and the venue

General low income concessions would be appreciated for those of us working but not earning much.

I work hard and get no concessionary benefit for working, my budget is tight as a single mum but just scrape together enough to go to gym, there are free activities should they wish to use them

Everyone should be entitled to use the facilities and have the opportunity to save money not just those on benefits

Pro idea it applies to all pensioners not just those on pension credits.

Only disabled or over 60 and under 16 should qualify for concessionary rates

Or those receiving carers allowance who are otherwise not working as they aren't entitled to any financial support at all!

I work full time, have 2 children, a large mortgage to pay and full time nursery fees to pay, I have very little surplus money left at the end of each month (£78 to be exact) and I have to manage without concession rates because I'm not "entitled" to them, I'm pretty sure people on benefits have similar surplus money available if not more.

Though they do currently seem overly generous. Children with working parents not receiving benefits are disadvantaged by the amount their parents have to pay for each individual club.

I work really hard to earn money to spend time at attractions and also pay taxes to fund council & community.

I think it is important that ALL activities in the borough are accessible to all!

concessionary benefits give families on low income the opportunity to educate their children in water safety, and promote educational growth

It should apply to all

To assist everyone to lead a healthy lifestyle

Because it's too expensive otherwise

People can't afford it otherwise

I believe too many people see claiming benefits as the easy option and are reluctant to work hard for their money

Encourage more people to use the services.

Because everyone should be able to access affordable events, regardless of whether they work or not. Some families in employment still struggle to afford activities.

if my household goes out to work all hours ..i feel that I should to be able to have discount on prices etc..not just if your on benefits you get them..

It helps people out of work spend time positively - time spent positively means less time spent negatively and fitness activities invariably improve mental health.

i work hard so that i can afford to pay for whatever i need, why should i subsidise those that choose not to work

Equality of access

Those not receiving benefits of any kind are still keeping to a budget, we have to make provision for our families too and are constantly being targeted to pay more in every way. It sounds harsh but if money is tight then joining a gym or having nights at the theatre is not the answer. There are lots of free amenities that we all benefit from. By allowing concessionary fees you will put the process up for others to compensate.

Benefits leave very little else beyond providing for basic needs and keeping active and involved is important.

Already receive enough help. Should pay if want to use service.

The services should be accessible to all at a rate that is affordable by all

Accessibility and wanting to better yourself - if concessionary fees did not apply these people would simply lose the option to improve

To make exercising available to all at a reasonable cost.

Because a reduced fee is better than nothing even if it's only £1 it all helps with overhead costs, meaning those paying full prices are not paying over the top to cover the concessionary fee

Comments for 'Should concessionary fees apply to those receiving in/out of work benefits?'

It's not fair.
No because it makes it unfair on the people who do actually work full time and especially in jobs like looking after children, they don't get much money for their jobs even though they have a lot of responsibility.
To help develop healthy lifestyles
Everyone should be offered the same discounts regardless of financial status
Dependent on length of time recieved benefit.
Affordability dor those in need
They receive state funding for life; why djould raxpayers subsidise again? Also they have time to get out and use free facilities such as parks in the day. There are already schemes to support these groups. Why should those in work subsidise, because this is in reality what it would mean.
Don't know
I feel that this is unfair , as those receiving such benefits are also provided with substiuece in many other aspects
Encourage people to be active. It saves costs incurred elsewhere if you put barriers in the way of accessing leisure and arts provision. (Loaded question, btw)...
depends on the individual situation, there are many low income people now who don't get benefits but still can't afford to come
Obviously.
To motivate and encourage everyone to be more active and therefore healthier
This encourages people from all walks of life to get involved
Keeping fit / socialising / in a friendly atmosphere is key to a happier community.
They are on s loe income
Health costs will be reduced overall if people are active
I work why should I pay for someone else who is not making a contribution to the up keep
I work and can't afford many leisure activities for the whole family
I revive maternity pay and get no concession as its wrong sort of benefit. If others who get a lot more than me can't afford it then don't do it.
Should be standard affordable prices. Those on maternity leave receive nothing and can be extremely vulnerable
to encourage motivation
I currently get sickness benefits and the Abbey stadium gym is vital to my wellbeing and management of my condition but I have to fund it all myself. I have offpeak for cost but when I'm not so good I can't attend without the support of my carer who works in the daytime and we also cannot afford to pay his membership so I just don't go
If your able to work and choose not to, then I don't think you should get discounts.
We are a couple with 1 child and with only my partner working on min wage we struggle to afford to do many health/fun family activities due to the cost. But would use and do more if they were more affordable.
Because lots of people who are out of work suffer from depression and a lack of self worth. Being able to engage in physical activity helps body and mind and may help improve their health and employability.
It penalises those who work and may also be struggling.
May encourage them to become more active
I feel ii is important for people to access these facilities regardless of income for health and well being
I work full time and struggle with paying Gym fees, but I find the money to do it as I need it to unwind. It's no fair that I have to pay a higher fee as I am unable to go to the gym off peak due to work. If people receiving benefit want to use a gym they should pay for it out of there benefit money at the same rate as everyone else!
Just because I work in still struggle to pay
Everyone should be treated equally

Comments for 'Should concessionary fees apply to those receiving in/out of work benefits?'

You can budget for the monthly fee on benefits
We are a hard working, home owning family, but would benefit from reduced, family friendly prices.
Increases morale
We are all using the same facilities so should pay the same.
Availability for all
For certain activities.....yes.... Swimming or something beneficial. But palace theatre is more of a treat so no
For 'jobseekers, no, because they should not be encouraged by having life easy without a job. Life should be hard to make want to get a job.
On the other hand if someone has medical reasons to not work then yes they should as it would be unfair to penalise someone because the actually cant work.
These should also apply to carers and disabled children
so that everyone can benefit
Too complicated and costly to administer.
Health and leisure is vital to all residents
Feels fair that those on lower incomes receive encouragement to access activities etc especially those with chn
There are too many doors shut to individuals with disability both physical and invisible. Sometimes value for money doesn't happen.
E.g.: swimming lessons I had to pay 3x more for 1-1 because my child needed a calmer quieter setting. Paying fur attractions and having to leave within a short time due to my child ASC and not coping. As working parents we are now looking into how to overcome this.
To encourage community participation and exercise
Benefits are sufficient and wage eaners could be close to same income figure with no benefit available to them
Lower fees will make it more accessible to people on low incomes especially disabled
People should still have access to services regardless of their financial situation
Because the services need money to run so if people on benefits want to use them they should contribute
Raising expectations, empowering those who may otherwise be prevented from opportunity
I'm actually not sure, but if it would encourage parents to take their children swimming or be more active and improve their mental and physical health then it's got to be a good thing
Will help get more people out
Why should those who work and earn money have to pay more than those who don't?!
To encourage participation and not be exclusive on financial grounds.
depends on reason why not working
Only those claim out of work benefits should have concessionary fees
Any concessions will effectively increase the price for those who do not qualify
Especially for low income working families
Encouraging them to use the services they would struggle to afford.
People who cannot afford should not be excluded.
things such as gym memberships and going to see shows are a luxury. some people work hard to afford such luxuries.
Definitely because they are already disadvantaged and being involved in events and exercise etc will help their morale. I think that some exceptions should be made for people on a low income but not in receipt of benefits as well though as they seem to be struggling too, if not more.
N/A
People who are genuinely unemployed should should not be socially excluded because of their inability to pay the full price.

Comments for 'Should concessionary fees apply to those receiving in/out of work benefits?'

They need to be included in the community and encouraged to improve their potential

Ill health need to keep fit well try to

all should pay the same rate, if you cannot afford it don't buy it.

Many families are on very low income and would probably use more of the facilities if they got discounted rates.

I think should keep to how this is now as I think the system would be abused

Only should be encouraged into work

With the current financial situation, everyone is having to cope with the increased cost of living that generally does not match any pay increment, so any concessionary allowance should be spread equally to lower the overall cost.

Any society needs to look after those who are less fortunate. Sport and the arts can help self esteem and in a social context build a network of people that may help them find employment and maybe rise the ranks through the improvement of self confidence.

As previous... I have been out of work, the incentive to get back to work or improve your lot is greater if you are suddenly losing out on what others have.

It should be relatively affordable for all to be able to access services.

Benefits should not be given to those not working with the exception of disabled. If prices are reasonable then it is not necessary.

How about people on low incomes who don't get benefits!?

But it's important that full payers don't end up paying more because of it. More access to children services for those not on benefits too. E.g. Parent courses

No discrimination; ask for evidence of entitlement if necessary.

Me and my son would love to do more activities but as i only work part time i can very rarely afford it

Because these people are disadvantaged already by not be able to go anywhere as they can afford only basics.

People have to work for there money then get penalised

So all Redditch residents can use

It might attract a range of users

Some families still struggle to afford things even if both parents work

Because everyone should be given a fair chance to do things in the community and not always being able to afford to puts a stop to this

Good to encourage people to take part in local activities

Although for a short period of time maybe

Fees and Charges are high for those in receipt of benefit and they would be the ones who would benefit most from concessions.

It depends - gym facilities & active facilities should be more affordable to the elderly & children to enable them to access easier.

although I've only been out of work once I found it very difficult at the time to pay full price for fees that you would normally take for granted.

why should people at work fund those out of work

Important that people remain healthy and active.

The council should be encouraging people to use their services not reserving them for those who can afford them

So long as they really qualify and don't look on it as a perk!!

Concessionary fees should apply to visitors of pensionable age too

No but a recommendation of a donation instead

To make activities accessible for all

I believe we should all bare the cost of our local services, whether we work or not. We all use them, so why shouldn't we all pay for them.

People on low income should receive discounted rates

Comments for 'Should concessionary fees apply to those receiving in/out of work benefits?'

Already receiving benefits. No justification for double concessions.

to encourage people to use

Those that pay in should benefit most

Unfair! I work 6 days a week, 8-6pm and I don't get freebies!!! I struggle as it is to get by and HAVE NEVER claimed!!! Why should we be giving our hard earned taxes to more people who don't work so they can enjoy swimming and going to gyms I can't even afford!! Makes me so upset! Prioritise the workers please.

Why can't services be subsidised for all locals. People on benefits may already be getting relief in council tax which helps to fund the facilities. Where other residents are paying for the facilities and the benefits.

If they genuinely could do with the help, maybe need to receive several benefits?

A lot of people gaining in and out of work benefits choose to be in that position.

this apply for elderly and disabled. everyone else should pay the same

To enable everyone to use the facilities

A small fee should be applied.

Increased usage of facilities by larger group of people

I feel that if the benefits are of a reason to do with physical and mental health and it I am serious then maybe yes but if it is a case someone has chosen not to work I feel that this is an unacceptable reason to be granted concessionary rates

I am on a very restricted budget

Kids still need to have fun and get out and if parents can't afford kids are stuck in house

Unemployed, and their children, still need to stay fit and healthy

Broadens life activities - encourages interaction with others. Good for mental health. Increases chances of getting back to work.

I work hard for my income and are now getting fed up of all the freebies going to non-workers

We can all experience unemployment

Its fair

As it can mean more people able to do somethings

All should share the cost

with checks on finance of individual/groups if necessary so to stop benefit cheats

only for people on benefits should. they get a discount of a certain percentage off fee

only if reasonable £10 for disabled membership for a year this should be a monthly fee

why should there be a difference in price

Should be free for disabled people to help them develop and help them

Because its a lot of money

A reduced rate at least

support should be given to those who need it most, not just because of age like free swimming for over 60's who could easily pay for that facility and children whose parents could easily afford it as well.

Education is priceless!

should be made fair for all

affordable for all

Benefits should be sufficient if fees are set affordably

Redditch facilities add to quality of life & should be accessible to all residents at reasonable cost

Comments for 'Should concessionary fees apply to those receiving in/out of work benefits?'

I have to work hard to be able to afford things for myself and children.

To make it more affordable for those on a lower income

Cheap already and a lot of services are free

If it encourages residents to use the facilities then that is a good thing in my opinion, but making it slightly cheaper for those who perhaps would not use the facilities otherwise. Keeping the facilities in use improves the community, continues to employ people and enrich the local people.

If you're on benefits, you need every penny you get. Concession army fees would help people to engage in more activities, thus enriching their lives.

Reddicard is available for discounts.

They have less disposable income but would still benefit from the services

Physical wellbeing is closely related to mental wellbeing. It gives people improved self esteem and confidence and will help them develop skills to apply in work contexts, give them confidence in themselves, their applications and interviews.

Not all. Jobseekers perhaps, retired perhaps.

Only for a certain time frame.

Depends what it is though

People that work full time with no benefits struggle just as much as benefits claimants. Also I think life on the dole is made far too comfortable. Prices should be same for all - reddicard should offer some discount but again same for all not more for benefits claimants

including elderly

It should be a luxury to attend gym, swimming etc. If working families can't afford it then they will go to places that don't charge e.g. parks etc. Don't believe people on benefits should get it cheaper than anyone else

Depends on the reason of being out of work. If there isn't a valid reason (disability/mental health) then the same costs should apply. Lots of people that work struggle too.

Especially when facilitate better health and well being

By charging fees the less well-off will feel disenfranchised with certain sections of the community becoming more polarized and disaffected.

available to everyone that receives any benefit

The price should be right for all. The individuals in work should not get a concession. Those out of work probably won't not do something just because of a pound saved here or there especially if embarrassed into admitting they are catered for by a concessionary scheme.

Perhaps more people would use a service if they could pay less.

As long as this does not make services excessively expensive for those paying taxes and not receiving benefits

Don't punish the poor further

Gives access to all

But not if it means the other fee paying customers are subsidising these concessionary fees

often these people have more disposable income then those of us who receive no help

To make it affordable for all

Affordable for everyone

If it helps the people get back into work for example using facilities at the abbey stadium

No discrimination. Apply means test/checks where necessary.

Unfair to exclude those on low income

Not everybody can afford them

Not sure. It might give them more incentive not to get a job.

Comments for 'Should concessionary fees apply to those receiving in/out of work benefits?'

To encourage everyone to use the facilities

Costs should be set the same for all.

I think people should be rewarded for choosing to work. Temporary Concessionary fees could be rewarded when a person begins a job after claiming job seekers. Concessionary fees should apply for those who's health and mental / social wellbeing would benefit for these services

Those on low income should have more access

Because money doesn't grow on trees ☹️

RBC should be campaigning to improve these benefits, not use Council Tax funds to subsidise certain user groups.

It would enable people to use facilities which otherwise they may not be able to afford.

I think we all deserve concessionary fees, the trouble with benefits is it ends up better not to work as workers pay for everything we should encourage work.

Health, wellbeing and fitness should be able to be accessed by everyone despite a set of circumstances that may not be directly their fault.

To encourage them to use the services / facilities on offer

Allowing them to engage with the Redditch community and to use what we have on offer instead of sourcing it else where due to it being cost effective else where.

Not sure

To help them socialise

The more money generated the better to safeguard our facilities

They are part of the local community

To encourage retired people to look after health, free swimming is a fantastic thing for the people of Redditch.

Do not know who is entitled to out of work benefits and so cannot say.

I'm on a low income - costs prevent me from accessing many services

I think provision should be accessible for all but also it shouldn't be those who are working and not entitled to benefits that end up paying more to cover this. A balance is needed so everyone feels they are able to access the facilities.

genuine reasons for most applications for benefit, if withdrawn then uptake of sports services could decrease resulting in impact upon health

People in need of benefits need to feel that they are able to continue to participate if we are not to create a 2 tier society

As a pensioner I enjoy my free swimming sessions, it helps me keep fit and hopefully out of needing the NHS.

If you are on minimum wage, unwaged, or not on benefits why shouldn't you receive the same concessions. We all pay the same tax, so should all pay the same.

they tend to get enough help.

There are many grant funded schemes that are available or could be created for these groups. You need to be commercially minded so you want those with disposable income that can support the service and will pay for the add ons like products from the museum or drinks/food from the cafe etc

Only for those with positive need for those benefits not dole dossiers.

I dont see why people who cant be bothered to work should receive concessionary rates? Disability is one thing but why should i have to pay more of my hard earned cash when someone playing the system get them and their kids in for free??

Health and wellness are key to good environment all infrastructure is important

subject to use and encouraging activity for those who are inactive - this should be measured

The unemployed require financial help

It depends on individual circumstances, and therefore that they should be means tested and not automatically applicable for all.

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L&CS Concessionary Policy Review – Swimming Analysis

	Redditch Borough Council	Birmingham City Council	Worcester City Council	Dudley MBC	Stratford DC - Studley	Wychavon DC	Wyre Forest DC	Bromsgrove District Council
Adult Swim	£5.60	£4.30	£3.90	£4.70	£3.95	£4.20	£4.25	£3.90
Over 60's Swimming	Residents - FOC Non residents £3.10 no card £1.95 standard card [no concessions]	£3.10 with PTL card	£2.95 (with 25% concession) – Over 75's are offered FOC	£2.70 (fixed price)	£1.80 (fixed price)	£2.00 (with concession*)	Senior £2.75	£2.00(concession)
Junior Swim	Residents - Non residents £3.10 no card £1.95 standard card	£2.70	£1.95 (Fixed)	£3.50	£3.95	£3.00	£2.75 (under 8's FOC)	£2.90
Under 16 Swimming Charge	FOC – Resident As above	£1.90 with PTL card	£1.95 (Fixed)	£1.75 with concession	£1.80 (Concession)	£2.00 with concession	FOC during School holidays (mon to Fri 1pm-3pm only)	£2.40
Is Card used for Concession Y/N	Yes	Yes	Yes	Yes	Yes	Yes	tbc	Yes
Card Cost – Purchase £ Replacement£	Various depending on card type (£10 - £30 depending on residential status)	£6 to purchase p.a. £5 replacement card	£5 p.a.	£5 p.a. Adult £2.50 p.a. Child	tbc	£5 (6 monthly)	tbc	£5 (6 monthly) £5 replacement card
Operator/Provider	RBC	Birmingham Community Leisure Trust	Freedom Leisure	DMBC	Everyone Active	Wychavon Leisure Trust	Places for People	Wychavon Leisure Trust
Brief of Concession Types	All concession card holders receive 25% price reduction against standard card prices. Disabled card holders receive FOC gym and swimming usage.	Maximum 20% off full price for all concessions	Under 25's & over 60s 25% discount 50% Concession for anyone in receipt of benefit	Offers 50% to those in receipt of most benefits and do not need to be resident to qualify	Various discount is offered on swimming – over 60's – students and unemployed	Wychavon offer various discounts dependent on the activity with a concession card – not all activities offer discounts	50% discount is offered on swimming with a concession card – not all activities offer concessions	50% discount is offered on swimming with a concession card – not all activities offer concessions

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REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**

12th 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 Executive is asked to RECOMMEND to the Council that:
- i. From March 2018 Redditch Borough Council will introduce and Bromsgrove DC will to 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 Service, 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**

Table 2: Cost of Service per Subscription for RBC to pay BDC

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

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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

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

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

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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.
- 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

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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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%
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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.
- 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

⁷ 2014/15 Data taken from Waste Data Flow

⁸ Bird, A, 2017 Energy for Waste Conference, Local Authority Recycling Advisory Committee

⁹ Waste not able to be recycled, reused or composted

¹⁰ Figures taken from Waste Data Flow 2016/17

¹¹ From the clearance of fly tipped green waste and compostable street sweepings

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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

AUTHOR OF REPORT

Name: Anna Wardell-Hill
email: a.wardell@bromsgroveandredditch.gov.uk
Tel.: 0152 7881715

Appendix 2

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

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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

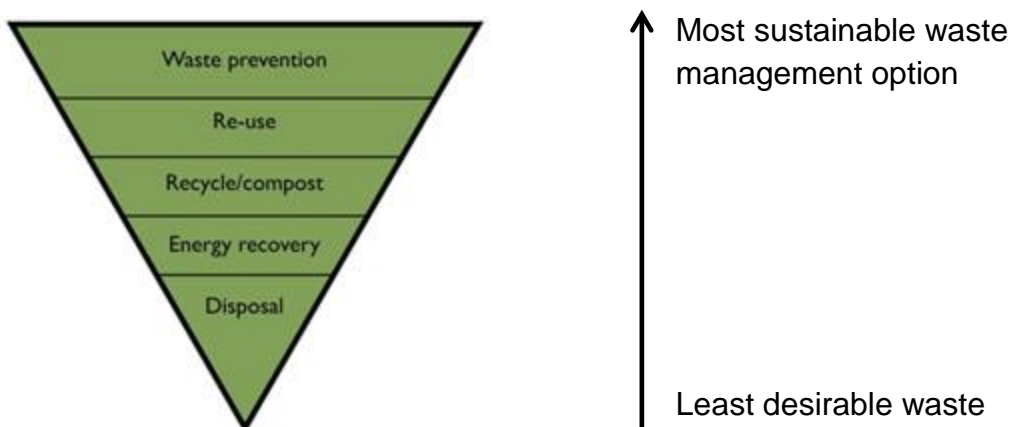
For clarification, the following materials are not accepted in garden waste collections due to the natural aerobic composting methods available to Herefordshire and Worcestershire authorities:

- 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 this approach, the Waste Management Planning Guidelines (shortly out for consultation), request that all developers

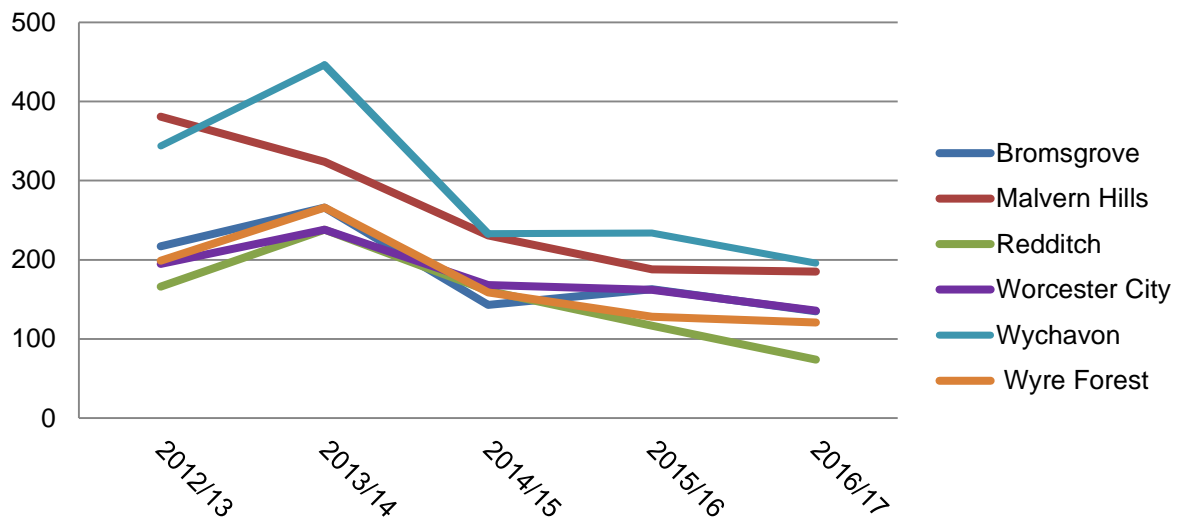
¹ First Review 2011

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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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

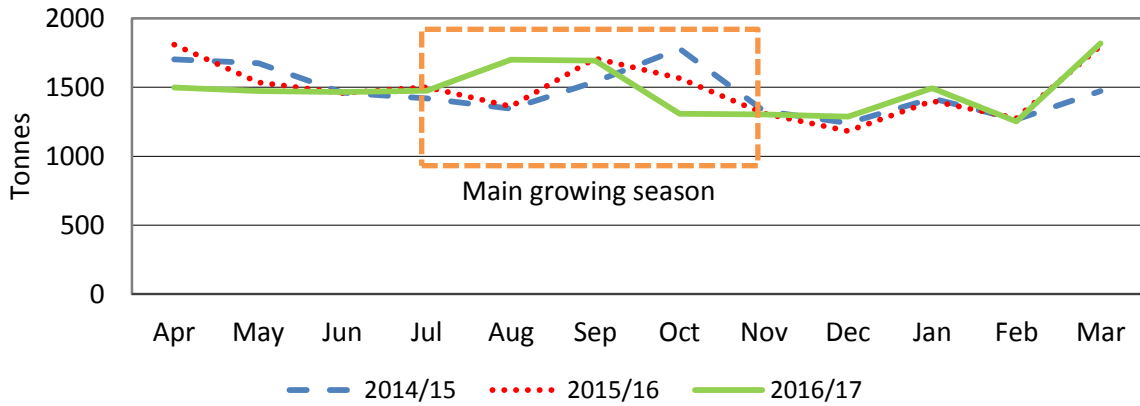


Figure 4: BDC 3 Year Residual Waste Profile

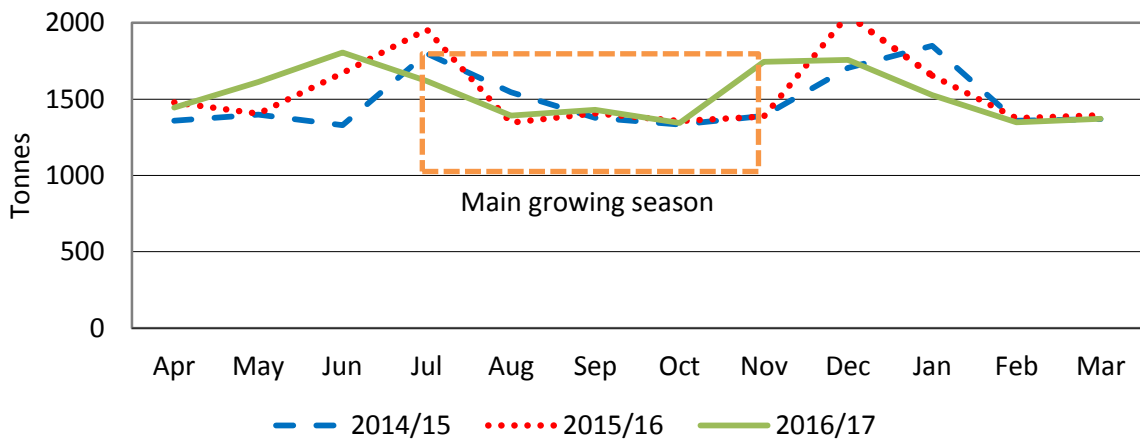
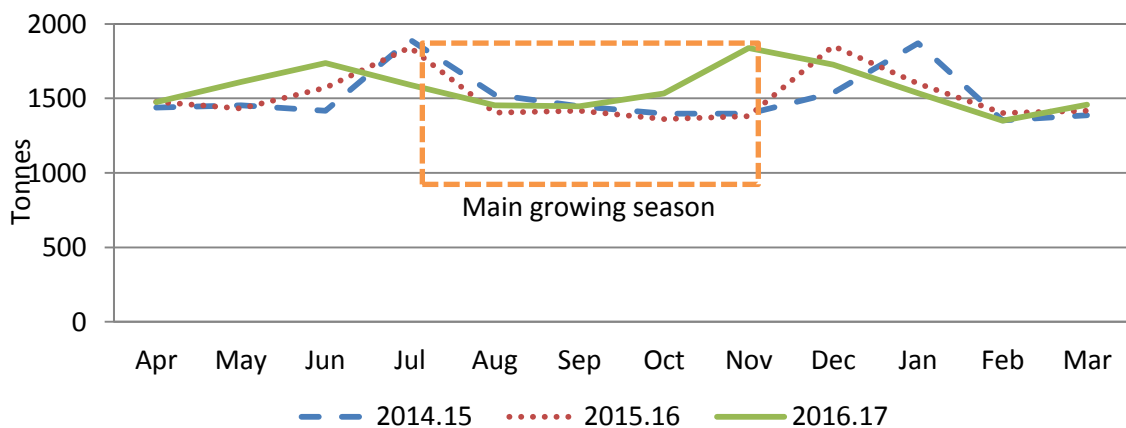


Figure 5: Worcester City 3 Year Residual Waste Profile



- 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.

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

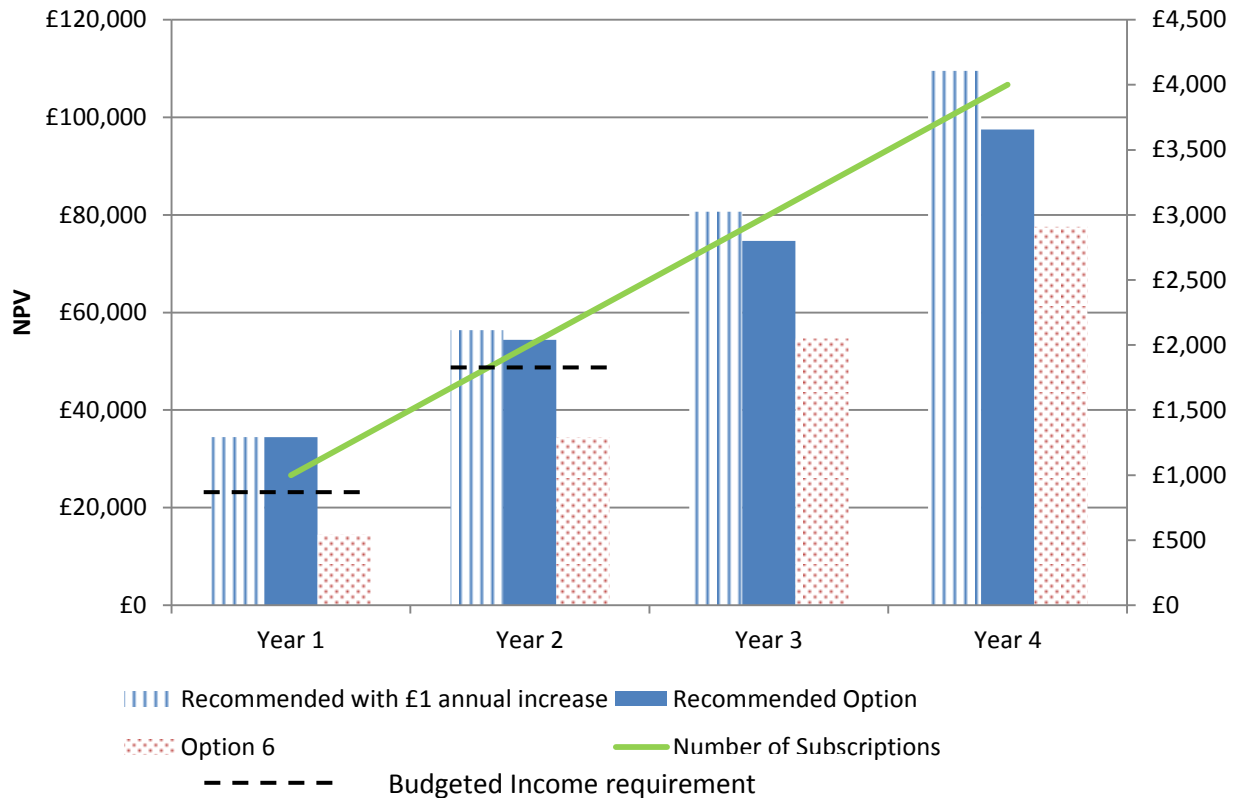
Viability of Recommended Option

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.

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 7²⁶
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."

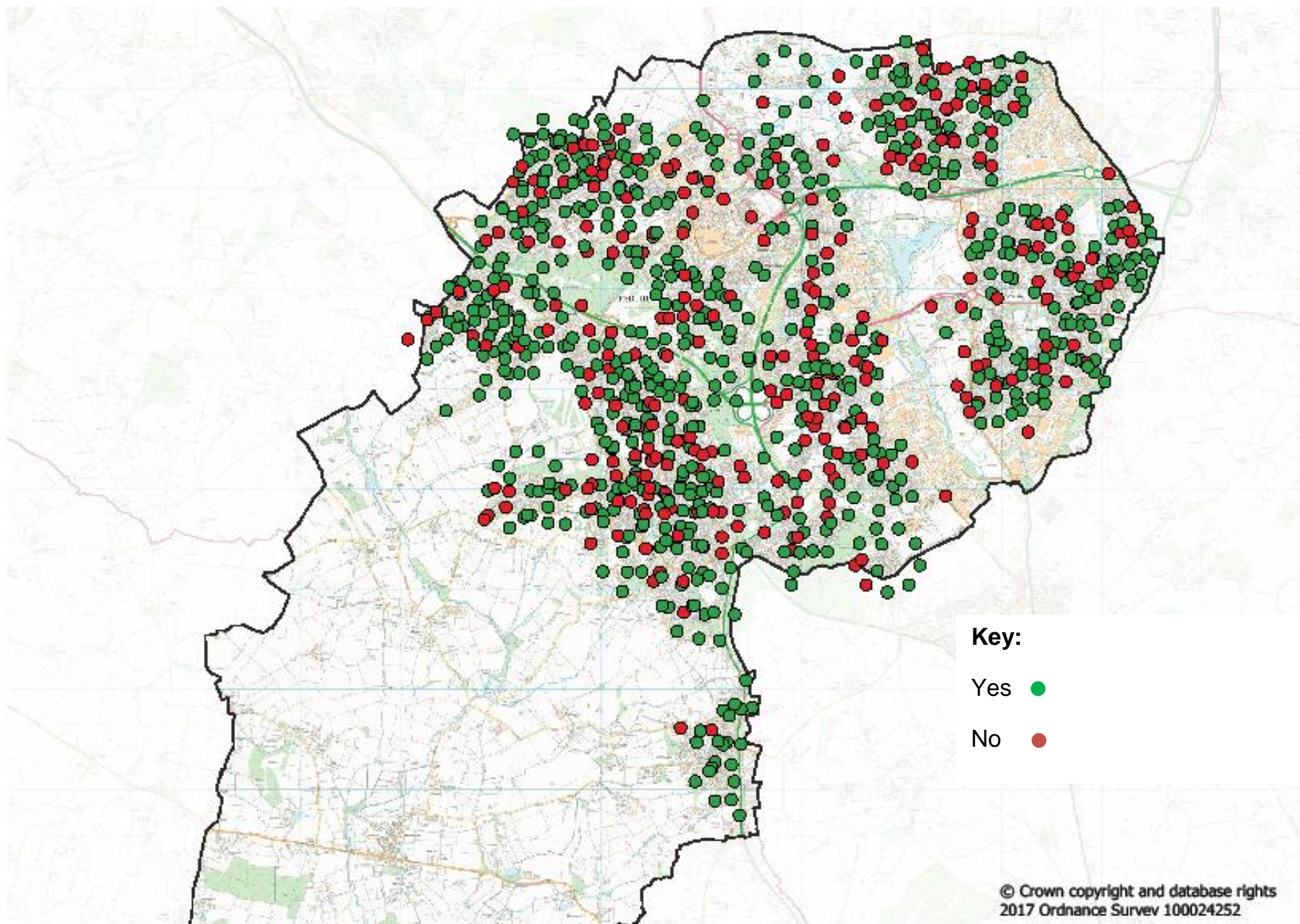
c. Belief the Current council tax should cover the service

"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.

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.

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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REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**12th September 2017**VOLUNTARY & COMMUNITY SECTOR GRANTS PROGRAMME 2018/19**

Relevant Portfolio Holder	Councillor Bill Hartnett, Community Leadership & Partnership inc. Voluntary Sector
Portfolio Holder Consulted	Yes
Relevant Head of Service	Judith Willis, Head of Community Services
Wards Affected	All
Ward Councillor Consulted	N/A
Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 This report contains recommendations as to the funding split and themes for the Voluntary and Community Sector (VCS) grants process for 2018/19. See Appendix 1. The theme titles are aligned with the Council's Strategic Purposes.
- 1.2 The Executive Committee is asked to consider a change to the Help Me to Live My Life Independently £35k pot for discounted childcare to widen out the scope of this theme to enable organisations to bid for funding for general projects focussed on children and young people.

2. RECOMMENDATIONS

The Executive Committee is requested to RECOMMEND that

the themes and percentages of funding be allocated for the 2018/19 voluntary and community sector grants process as set out in Appendix 1.

3. KEY ISSUES**Financial Implications**

- 3.1 The current voluntary and community sector grants budget is set at £240,000. This report recommends the continuation of this budget allocation in 2018/19. The £75,000 Investing Grant which is part of this funding is currently built into the 3 year contract for Financial and Problem Solving Services which was awarded in March 2017 to Citizens Advice.

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Background

- 3.2 Each year the Grants Team look at how the Grants Programme can best serve the local VCS while aligning the programme to the Council's Strategic Purposes. For 2018/19 the Major Grants pot will have scope to fund £146,000 worth of projects.
- 3.3 The Grants Programme also includes the Stronger Communities Grants which are smaller grants of up to £500 which enables small groups to deliver a wide variety of projects. There is £15,000 worth of funding available for this pot. Examples of projects funded to date for 2017/18 include:
- Friendship and support group at Winyates;
 - Tidy Lives project to tackle issues around hoarding;
 - Babysitting course for young people;
 - Community craft sessions; and
 - Wellbeing Day at a local hospice.

A full list of all funded organisations is published on the Council's website.

Legal Implications

- 3.4 The Council needs to continue to ensure that it has a transparent and fair grants scheme, ensuring that we comply with the Local Government Transparency Code 2014.
- 3.5 Under Section 137 of the Local Government Act 1972, the Council has the power to incur expenditure which in its opinion is in the interest of and will bring direct benefit to its area or any part of it or all or some of its inhabitants. The direct benefit accruing must also be commensurate with the expenditure to be incurred.
- 3.6 There is a further power to make grants to voluntary organisations providing recreational facilities under Section 19 of the Local Government (Miscellaneous Provisions) Act 1976.

Service / Operational Implications

- 3.7 The themes and proposed split of funding for the 2018/19 Grants Programme was last updated in September 2016 and reflects the Council's Strategic Purposes and customer demand. During 2017, the

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Mental Health Services for Young People Scrutiny Task Group recommended from their review that a new theme be added to the Grants Programme for projects which help people experiencing mental health and wellbeing problems. The Executive Committee did not endorse this recommendation but it was stipulated that effort should be made to promote the fact that mental wellbeing issues could be tackled through applications for projects across all of the current themes.

- 3.8 The Grants Team has taken this into consideration and will aim to achieve this by: expanding the guidance notes to make it explicit that projects focussing on good mental health and wellbeing are welcomed across the themes; make sure that this is highlighted in the workshop event which is held in October at the launch of the Grants Programme; and ensure that this is explained to any organisations or groups that seek advice about the Grants Programme, its themes and the types of projects which fit the conditions for each theme.
- 3.9 Every year, Officers review the themes for the Grants Programme with a view to ensuring that they are still relevant and fit the Council's Strategic Purposes. Currently, under the Strategic Purpose of Help Me to Live My Life Independently, the Council awards £35k for organisations providing low cost discounted childcare and play schemes. Whilst this type of service provision fits broadly within the spirit of a number of the Strategic Purposes, it is service delivery specific. The remainder of the other pots available in the Grants Programme do not fund whole service delivery. However, where they have done in the past, i.e. in the case of the Financial and Problem Solving Advice service, a move has been made to contract rather than grant fund them. It is therefore suggested that this theme area be tweaked slightly and opened out to invite bids for funding for general projects whose target audience is children, young people and families. If this were to be approved it is suggested that the remaining £30k for the other part of the Help Me to Live My Life Independently funding theme be targeted at adults and older people.
- 3.10 In addition, it has been found over previous years that the £10K pot available under the Help Me to Be Financially Independent Strategic Purpose for delivery of financial independence projects aimed at children and young people has been undersubscribed. If Members agree to re-profile the £35k as detailed in the paragraph above, it is suggested that £5k from the Financially Independent Strategic Purpose Theme be added to this to make the pot up to £40k. A further £1,000 from this pot will also be moved to the Stronger Communities Programme Pot to make this up to £16,000 for the year.
- 3.11 Officers therefore propose that this funding for 2018/19 is as follows:

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**12th September 2017

Strategic Purpose	Funding allocation 2017/18	Funding Allocation 2018/19
Help me to be financially independent	£75,000 rolled into the 3 year contract awarded to Citizens Advice (Year 1). £10,000 awarded for projects which provide preventative projects around financial issues for children and young people	£75,000 rolled into the 3 year contract awarded to Citizens Advice (Year 2). £4,000 awarded for projects which provide preventative projects around financial issues for children and young people.
Help me to live my life independently	£35,000 for discounted childcare provision £30,000 for projects tackling a range of issues under this theme at any target audience.	£40,000 (£5,000 moved from the Strategic Purpose pot above) for projects tackling issues relating to children, young people and families. £30,000 for projects tackling issues relating to adults and older people.
Provide good things for me to do, see and visit	£6,000	£6,000
Keep my place safe and looking good	£15,000	£15,000
Help me run a successful business	£50,000	£50,000
Stronger Communities Grant Programme - 3 rounds per year	£16,000	£16,000 (£1,000 moved from Help Me to be Financially Independent pot).

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From the £240,000 budget, £4,000 is retained for the delivery of training to the VCS and to facilitate external funding.

- 3.12 To enable the Council to deliver its Grants Programme, Officers will need to continue to work closely with the Communications Team to ensure that a full and informative guide to the new procedure is implemented and that Officers are engaging with the full range of VCS organisations and groups within the local area.
- 3.13 By working closely with BARN & local VCS organisations on delivering our long term training & support, we can ensure that the sector will receive an agreed standard of training with the Council ensuring that we receive value for money. Outcomes initially identified are:
- **Increase volunteers skills in bid writing**
 - **Facilitate events that invite external funders to Redditch**
 - **Encourage partnership working within the Boroughs VCS**
 - **Event to raise awareness of local VCS organisations**

Customer / Equalities and Diversity Implications

- 3.14 The 2017/18 Grants Programme has supported 20 projects under the main grant fund with 21 projects/events being funded in the first two rounds via the Stronger Communities fund.
- 3.15 The 2017/18 Grants Programme received 43 applications from organisations, with the Programme seeing several new organisations applying to the programme who had not applied to this fund previously.

4. RISK MANAGEMENT

- 4.1 Where needed the Grants Officer identifies external funding streams and invites external organisations to host events to raise awareness of the funding streams they have available to the local VCS. Officers have also made themselves available for one to one sessions to support funding applications for both internal and external opportunities. Redditch Borough Council's grant programme is widely advertised both locally and county wide.
- 4.2 The Council has an approved Grants Policy which clearly sets out how grants are awarded. It alleviates the risk to the Council from any organisations receiving funding and which then subsequently closes. It also encourages organisations to be not solely reliable on this grant funding.

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5. APPENDICES

Appendix 1 - Themes and funding split

6. BACKGROUND PAPERS

- Local Government Transparency Code 2014
- Voluntary Sector Task Group Report 2014
- Reference Executive Committee report 2010

AUTHOR OF REPORT

Name: Judith Willis
E Mail: judith.willis@bromsgroveandredditch.gov.uk
Tel: 01527 64252 Ext. 3348

Appendix 1

Help me to be financially independent

**Recommended funding = £5K for the Delivery of Projects under the
“Financially Independent” banner**

5K - Investing Grant

Key Project Support Area - Maximum grant of £5K for delivery of a financial independence prevention project aimed at children and young people with outcomes that:

- Deliver innovative workshops to deliver to children and young people within schools around managing finances;
- Provide budgeting life skills for young people;
- Highlight the long term impact of career choices/poor budgeting/debt; and
- Encourages a long term ethos of saving.

Help me to live my life independently

**Recommended funding = £70K for the delivery of projects under the
“independent living” banner**

**40K Investing Grants - Maximum grant of 10K. For delivery of projects that
support children, young people and families covering the following:**

- Discounted childcare for local children most in need;
- Discounted holiday play schemes for local children;
- Children and young people with low/medium level mental health/wellbeing issues;
- Learning & Personal Development projects for families on low incomes;
- Working with young people to tackle housing issues including benefit entitlements, affordability, and accessibility to housing;
- Projects that support and target looked after children and care leavers;
- Intergenerational/Cross cultural projects;
- Local Community Youth Clubs;
- Supporting families back into work;
- Employment support;
- Raising aspirations of children and young people;
- Digital inclusion;
- Projects that support Health & Fitness;
- Training opportunities for Volunteers; and
- Prevention and/or tackling alcohol & drug issues;

30K Investing Grants - Maximum grant of 6K for each project submitted.
For delivery of projects that support projects aimed at Adults and Older People covering the following:

- Residents with low/medium level mental health/wellbeing issues;
- Learning & Personal Development projects for those on low incomes;
- Intergenerational/Cross cultural projects;
- Local Community Clubs - e.g. Older People, Cultural, disabilities etc.;
- Supporting local residents back into work;
- Employment support;
- Raising aspirations
- Digital inclusion;
- Projects that support Health & Fitness;
- Projects tackling isolation and loneliness;
- Dementia/Alzheimer's support projects;
- Training opportunities for Volunteers; and
- Prevention and/or tackling alcohol & drug issues;

Provide me with good things to do, see and visit

Recommended funding = £6K for the delivery of projects under things to do, see and visit in the Borough

6K Investing Grants - Maximum bids for each project submitted of 3K. For delivery of projects that support:

- Support for Community improvement projects;
- Support for Families with additional needs to participate in local activities;
- Projects to encourage Enterprise in young people;
- Projects that increase youth participation;
- Project that supports older peoples participation.

Keep my place safe and looking good

Recommended funding = £15K for the delivery of projects under keeping safe and looking good banner

15K Investing Grants - Maximum bids for each project submitted of 5K.
For delivery of projects that support:

- Domestic abuse projects;
- Projects that support ex-offenders;
- Projects that support environmental issues;
- Projects that support Community engagement;
- Projects that support Anti-social behaviour reduction;
- Projects that support reduction in Crime.

Help me run a successful voluntary sector business

50K - Investing Grant - Maximum grant of 10K for each project submitted
Key Project Support Area - For delivery of on-going support (core funding) for local services to include outcomes that:

- Provide services that support the Council's Strategic Purposes;
- Provide services that support local disadvantaged residents;
- Offer local volunteering opportunities;
- Work closely with partner/counterpart organisations;
- Deliver services that reflect the needs of residents;
- Provide training/up skilling opportunities for Staff & Volunteers.

Stronger Communities**Community Grant Fund - Total £16K****For the delivery of local grassroots community projects/events**

£16K Giving Grants Maximum bid of £500.00 per project submitted in each round

For delivery of projects: Hosted by local community groups - these groups will not need to be formally constituted but will be required to have a recognised role within the community they represent.

- Community support and participation projects.
- Three Rounds at approximately £5,000 per round for community grants.
- Community groups invited to bid for up to £500 for delivery of local projects/events.

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REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

12 September 2017

Dignity at Work

Relevant Portfolio Holder	Cllr Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Deb Poole – Head Of Transformation & Organisational Development
Ward(s) Affected	N/A
Ward Councillor(s) Consulted	N/A

1. SUMMARY OF PROPOSALS

- 1.1 Members are asked to consider the Dignity at Work Policy.
- 1.2 The Council, together with the Trade Unions are committed to working towards creating a working environment in which all employees are treated fairly, with dignity and respect, and where a zero tolerance approach to harassment, discrimination, bullying or victimisation is taken.
- 1.3 The policy was written by a working group comprising of representatives from Human Resources, Employees, Management, Trade Unions and Phone a Friend Volunteers.
- 1.4 The Policy has been seen and commented upon by the CMT, Trade Unions and the Staff Survey Programme Board who are supportive of this Policy

2. RECOMMENDATIONS

Executive is requested to **RECOMMEND** to Council the approval of the Dignity at Work Policy.

3. KEY ISSUES**3.1 Financial Implications**

There are no direct financial implications arising from this policy.

3.2 Legal Implications

Unlawful discrimination, as legally set out by the Equality Act 2010, means treating a person or group of people less favourably based on a protected characteristic. The protected characteristics are; age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. It can be either direct or indirect.

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- Direct discrimination is treating someone less favourably because of one or more of the attributes above and is determined through comparisons with how others have been treated in similar circumstances.
- Indirect discrimination happens when there is a policy or a rule or a way of doing things that might appear on the surface to be fair or neutral, but which has an unequal effect on certain groups of people.

The legal position in terms to bullying is more complex and there is no separate legislation which deals with workplace bullying in isolation. Bullying might be part of discriminatory behaviour or related to different legal principles. Employees who bully or harass a colleague may find, where a claim is proven, that their actions break criminal as well as civil/ employment law and become personally liable to pay compensation.

3.3 Service / Operational Implications

These policies are applicable to all service areas throughout the council.

The Dignity at Work Policy will be available to all employees on the Orb or in hard copy format where appropriate.

3.4 Customer / Equalities and Diversity Implications

The implementation of the Dignity at Work Policy will minimise the risk associated with bully / Harassment / Discrimination.

4. RISK MANAGEMENT

Implementation of the new Dignity at Work will help limit any future claims.

5. APPENDICES

Appendix 1 - Dignity at Work Policy

AUTHOR OF REPORT

Name: Becky Talbot Human Resources and Organisational Development Manager
email: becky.talbot@redditchandbromsgrove.gov.uk
Tel.: 01527 64252 ext 3885

Draft Dignity at Work Policy

1.Introduction

The Council, together with the Trade Unions are committed to working towards creating a working environment in which all employees are treated fairly, with dignity and respect, and where a zero tolerance approach to harassment, discrimination, bullying or victimisation is taken.

The aims of this policy are to ensure the following:

- All employees understand their Roles and Responsibilities
- All employees are aware and can follow the Key Principles of Dignity at Work
- All employees have an understanding of what constitutes harassment, discrimination, bullying or victimisation
- All employees have an understanding of how to tackle Dignity at Work issues informally
- All employees know where they can go to seek support for Dignity at Work related issues, and feel confident that the organisation will treat them fairly and equally.

This policy should be read in conjunction with the following policies:

- Code of Conduct
- Equalities Strategy
- Whistleblowing Policy
- Disciplinary Policy
- Social Media Policy
- Grievance Policy
- Safeguarding Policy
- Equal Opportunities Policy

Please contact your manager if you do not have access to these policies.

2. Key Principles of Dignity at Work

1. The Council expects all employees to recognise their responsibilities in relation to Dignity at Work and:
 - behave in a way that respects the rights and dignity of others
 - treat others fairly
 - value differences in others and the contribution they make
 - be open and constructive in our communications
 - demonstrate a commitment to upholding the Council policies on equality and diversity
2. The Council will not tolerate bullying, harassment, discrimination or victimisation and complaints will be handled, confidentially as far as possible.
3. The Council will promote an environment in which people who are subject to inappropriate behaviour or witness it feel able to raise complaints without fear of victimisation.
4. All staff are encouraged to bring to the attention of managers any examples of any unfair treatment they have witnessed or strongly suspect is taking place.
5. The Council encourage staff to deal with any harassment, discrimination, bullying or victimisation through informal resolution where appropriate. Seeking to address the situation informally can lead to a quicker resolution that causes minimal disruption to relationships.
6. On occasion, individual perceptions of behaviour may differ, perhaps due to differences in attitude, values, experience or culture, and what one person would consider acceptable behaviour may be unacceptable to another. The defining factor in determining if behaviour amounts to harassment is that the behaviour is unacceptable to the recipient and could 'reasonably be considered' to amount to harassment.
7. If, at any time, there is evidence that allegations of harassment, discrimination, bullying or victimisation have been made vexatiously* or maliciously, or that false information has been provided or that the complainant has otherwise acted in bad faith then disciplinary action may be taken.
8. Any allegation of harassment, discrimination, bullying or victimisation will be treated seriously and will be investigated and anyone found to have behaved unacceptably may be the subject of disciplinary action.
9. The Council will support all parties involved in the process, including those who have had allegations made against them.

* Vexatiously – an accusation made without sufficient grounds and serving only to cause annoyance to someone

3. Dignity at Work – Definitions

The Council ultimately wish to see all harassment, bullying, discrimination and victimisation removed from the organisation. In addition to this the organisation has a specific legal responsibility to safeguard the protected characteristics of individuals from harassment, bullying and discrimination and victimisation relating to those said characteristics. Our procedures set out the process by which all of those unwanted behaviours are addressed for the benefit of all our staff and contractors.

3.1 Definition of Harassment

Harassment is unwanted conduct relating to a protected characteristic that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for the person.

Harassment can be between two individuals or it may involve groups of people. It might be obvious or it might be insidious. It may be persistent or an isolated incident. Harassment is not necessarily face to face, it may occur through written communications, visual images (for example pictures of a sexual nature or embarrassing photographs of colleagues), email and telephone.

Examples of harassment may include spreading rumours, ridiculing or demeaning, undermining a competent worker, making unwelcome sexual advances, touching, standing too close, display of offensive materials, making decisions on the basis of sexual advances being accepted or rejected.

3.2 Definition of Bullying

Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power to undermine, humiliate, denigrate or injure the recipient.

In addition the Council recognises that bullying does not need to be deliberate; someone may demonstrate bullying behaviour, without intending to. Bullying may be obvious or it may be more covert. Whichever form it takes, it is unwarranted and unwelcome to the individual and will often cause embarrassment, fear, humiliation or distress to an individual or group of individuals.

Obvious Signs	Less Obvious Signs
Open aggression, threats, abuse and obscenities, shouting and uncontrolled anger triggered by trivial situations.	Excessive supervision and monitoring and being excessively critical about minor things with malicious intent.
Humiliating, ridiculing or belittling in front of others, persistent criticism or sarcasm.	Taking the credit for the other person's work but never the blame when things go wrong.
Personal insults and name-calling, spreading malicious rumours.	Overruling an individual's authority without warning or proper discussion.
Freezing out, ignoring, excluding to isolate victim.	Setting impossible objectives or changing targets without telling person.
Never listening to other's point of view, always cutting across people.	

3.3 Definition of Victimisation

Victimisation is where a person is treated less favourably than other people because, for example, that person has brought proceedings, given evidence, or complained about the behaviour of someone who has been bullying, harassing or discriminating against them.

3.4 Electronic Bullying/ Harassment and the Use of Social Networking Sites

Electronic bullying/harassment can take place through electronic media, for example, email, instant messaging, social networking websites (e.g. Facebook, Twitter, blogs), or text messages. When sending emails, all members of staff should consider the content, language and appropriateness of such communications

If instances of what might be online harassment or bullying are reported they will be dealt with in the same way as if they had taken place in a face-to-face setting.

3.5 Definition of Unlawful Discrimination and the Law

Unlawful discrimination, as legally set out by the Equality Act 2010, means treating a person or group of people less favourably based on a protected characteristic. The protected characteristics are; age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. It can be either direct or indirect.

- Direct discrimination is treating someone less favourably because of one or more of the attributes above and is determined through comparisons with how others have been treated in similar circumstances.
- Indirect discrimination happens when there is a policy or a rule or a way of doing things that might appear on the surface to be fair or neutral, but which has an unequal effect on certain groups of people.

The legal position in terms to bullying is more complex and there is no separate legislation which deals with workplace bullying in isolation. Bullying might be part of discriminatory behaviour or related to different legal principles. Employees who bully or harass a colleague may find, where a claim is proven, that their actions break criminal as well as civil/ employment law and become personally liable to pay compensation.

4. Roles and Responsibilities

It is the responsibility of all staff and contractors to:-

- Report to an appropriate person* any issues relating to Dignity at Work
- Report any incidents relating to dignity at work they may have witnessed, and participate in any further investigation
- Understand the Key Principles of Dignity at Work and work with the Council to promote zero tolerance of harassment, discrimination, bullying or victimisation.
- Attend training related to Dignity at Work and any other relevant training

It is the responsibility of anyone in a supervisory role to:-

- Ensure that all employees understand the Key Principles of Dignity at Work, and work with the Council to promote zero tolerance of harassment, discrimination, bullying or victimisation
- Ensure the fair and consistent application of the Dignity at Work Policy
- Work with employees to resolve issues fairly, quickly and consistently when raised, and seek support from Human Resources if and when required

It is the responsibility of the Human Resources Department to:-

- Advise and support line managers and those in supervisory roles in a consistent and timely way, in cases where further action may be required.
- Provide specialist advice and training to those in supervisory roles to assist them to manage Dignity at Work.
- Advise line managers and employees on the policy, procedure and relevant legislation and how it should be applied.

It is the responsibility of Directors/ Heads of Service /Elected Members to:

- Attend training related to Dignity at Work and any other relevant training
- Ensure the fair and consistent application of the Dignity at Work Policy/ Guidance.
- Support and communicate the Key Principles and policy/guidance to the organisation.
- Ensure that all employees understand the Key Principles of Dignity at Work, and work with the Council to promote zero tolerance of bullying and harassment.

*See list of appropriate internal contacts on page 6

5. Tackling Dignity at Work Issues Informally

Raising a complaint of harassment, discrimination, bullying or victimisation whether on an informal or formal basis can be difficult. The sooner issues are raised the easier they are to tackle.

In most cases it is beneficial to begin by tackling the situation informally. Below are some options available for you to follow if you feel you can tackle the issue informally. If you feel you need support in going through these options then please go to the next section 'Reaching out for support'.

Tackling Dignity at Work issues informally

Option 1
Try talking to the person?

This is useful when the working relationship is stable, and the issue is recent not when threats or violence have been involved

- Before talking to them....
- Identify the behaviours
 - Keep a record be specific
- During the meeting....
- Describe the behaviour
 - Say it is unwanted
 - Describe how it makes you feel
- Describe what appropriate behaviour looks like
- Seek agreement
- Benefits....
- Issues can be resolved quickly

Issue Resolved

- Not resolved
- Try another option
 - Grievance Policy
 - Talk to support contact page 10

Option 2
Address in writing

Useful when talking to the person hasn't resolved the issues
Or a meeting is not possible. Not appropriate when the person is not able to deal with the potential responses to the communication or not prepared to talk about the difficulties

- Before writing the communication...
- Identify the behaviours that need to change
 - Identify alternative and appropriate behaviours
- When writing the communication....
- Clearly describe the negative behaviours and why they are unwanted
 - Describe how you want the situation to change
- What shouldn't you do....
- Don't make it too long
 - Don't personalise the bad behaviours
 - Don't be too emotional
- Benefits....
- Allows preparation
 - Enables you to say what you want

Issue Resolved

Option 3
Reach out for support

If you feel unable to go through Option 1 or 2 on your own, you can reach out to the support contacts on Page 10

- Not resolved
- Try another option
 - Grievance Policy
 - Talk to support contact pg 10

5.2 The Formal Process – The Grievance Procedure

If informal resolution has been unsuccessful/inappropriate or instances raised are of a severe nature then the issue(s) will need to be resolved under the Council's Grievance Policy.

Details of the grievance procedure can be found on the Orb, or by contacting your line manager, trade union, HR or Phone a Friend. If Dignity at Work issues are dealt with under the Grievance Policy they will immediately progress to the Formal Stage One.

6. Reaching out for Support

There are a number of internal and external contacts you can talk through any issues with in the first instance.

Internal Contacts

NOTE: *Whilst it will always be the aim to maintain confidentiality during any discussion that takes place on any of these matters, it may be the view of the internal contact that you are speaking to that the issue is so serious that an immediate investigation should be instigated, this will include any safeguarding issues (please refer to the safeguarding policy). It will be the role of the contact chosen to inform you of this at the outset of any discussion.*

Phone a Friend

There are a number of trained employees who are available to talk to and give support towards working to a possible resolution. You can contact them on the phone, via email or face to face in a meeting. If the issue is about your supervisor they will make your supervisors' manager aware of the situation where necessary to ensure that any action can be supported.

The purpose of the phone a friend is to be an impartial support; they will also be expected to sign a confidentiality statement. Contact details for the Phone a Friend volunteers can be found on the Orb under Staff Support: [Phone a Friend](#)

Line Manager/ Supervisor

You can talk to your supervisor if you have experienced or observed harassment, bullying, discrimination or victimisation, or if a complaint is made against you. If the issue is about your line manager you may wish to talk to one of the other contacts in the first instance.

Colleague

Sometimes discussing the issue with a colleague will help, they may be aware of the issue, they may be subjected to the same, and they may even have witnessed the issue. You should be aware that they may not wish to discuss the issue and should not be made to do so.

Human Resources or Union Representatives

You have the right at any time to discuss the issues with a Human Resources or Union representative.

External Contacts**Employee Assistance Programme (EAP)**

The EAP offer around the clock, free and confidential assistance on a number of issues including, work, family and relationships, daily living, life events, personal issues such as stress and depression. Access to support can be on line by visiting www.workplaceoptions.com or Freephone:0800 243 458. Further details can be found on the Orb.

Equality and Human Rights Commission:

The Equality and Human Rights Commission challenge discrimination, and protect and promote human rights.

Citizen Advice Bureau

The Citizen Advice Bureau provides free, independent, confidential and impartial advice to everyone on their rights and responsibilities. They value diversity, promote equality and challenge discrimination.

Stonewall

Stonewall are an organisation that are working for equality and justice for lesbians, gay men and bisexuals.

Opportunity Now

Opportunity Now is the campaign on gender diversity from Business in the Community.

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REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

12 September 2017

Human Resources & Organisational Development Strategy

Relevant Portfolio Holder	Cllr Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Deb Poole – Head of Transformation & Organisational Development
Ward(s) Affected	N/A
Ward Councillor(s) Consulted	N/A

Introduction

Employees of Redditch Borough Council are our most valuable asset. Human Resources (HR) Management and Organisation Development (OD) makes a key contribution towards the strategic direction of the Council, Council Plan and Council Approach.

This HR and OD strategy sets out the approach that Redditch Borough Council is going to take to ensure that we have employees with the right skills, in the right place, at the right time to enable the organisation to deliver our Strategic Purposes. To enable the authority to move forward and to continue to deliver services in the most effective way, it is essential that we continue to review and develop the way the organisation operates. This includes:

- ensuring that we have an appropriate organisation culture (“the way we do things around here”);
- better use of resources aligned to business needs;
- shared services structures which facilitate more flexible working;
- all underpinned by a focus on the wellbeing of our employees.

This corporate strategy should be read in conjunction with the Council Plan.

1. SUMMARY OF PROPOSALS

- 1.1.1 To agree for recommendation to Council the new Human Resources Organisational Development Strategy.

2. RECOMMENDATIONS

Executive is requested to **RECOMMEND** to Council

That the Human Resources & Organisational Development Policy attached at Appendix 1 be approved and adopted.

3. KEY ISSUES**Financial Implications**

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**12 September 2017

- 3.1 There are no direct financial implications arising from this report; however, having a robust Human Resources Organisational Development Strategy will help the Council to understand and ensure we have a workforce with the right skills, in the right place, at the right time to enable the organisation to deliver its strategic purposes

Legal Implications

- 3.2 There are no Legal Implications arising from this report

Service / Operational Implications

- 3.3 The strategy is a corporate strategy and therefore will support all parts of the Council to move forward and continue to deliver services in the most effective way, ensuring resources are aligned to business need both now and in the future.
- 3.4 The strategy has been seen and commented upon by the Trade Unions who are supportive of its contents.

Customer / Equalities and Diversity Implications

- 3.5 Indirectly the Human Resources & Organisational Development Strategy will have a positive impact on our customers, resources will be aligned to business need and the skills of our workforces will continue to be aligned to the changes needs of the business.

4. RISK MANAGEMENT

- 4.1 There are no risk management implications arising directly from this report.

5. APPENDICES

Appendix 1 - Human Resources & Organisational Development Strategy

AUTHOR OF REPORT

Name: Deb Poole, Head of Transformation and Organisational Development
email: d.poole@bromsgroveandredditch.gov.uk
Tel.: 01527 64252 ext 3000

Name: Becky Talbot Human Resources and Organisational Development Manager
email: becky.talbot@redditchandbromsgrove.gov.uk
Tel.: 01527 64252 ext 3885

Redditch Borough Council

Human Resources and Organisation Development Strategy

1 Introduction

Employees of Redditch Borough Council are our most valuable asset. Human Resources (HR) Management and Organisation Development (OD) makes a key contribution towards the strategic direction of the Council, Council Plan and Council Approach.

This HR and OD strategy sets out the approach that Redditch Borough Council is going to take to ensure that we have employees with the right skills, in the right place, at the right time to enable the organisation to deliver our Strategic Purposes. To enable the authority to move forward and to continue to deliver services in the most effective way, it is essential that we continue to review and develop the way the organisation operates. This includes:

- ensuring that we have an appropriate organisation culture (“the way we do things around here”);
- better use of resources aligned to business needs;
- shared services structures which facilitate more flexible working;
- underpinned by a focus on the wellbeing of our employees.

This corporate strategy should be read in conjunction with the Council Plan.

The role of Human Resources and Organisation Development (HR and OD) is to provide professional support and leadership around delivery of its component parts. It is recognised that ultimately line managers are responsible for the competence, performance, development and health and wellbeing of their employees.

HR and OD are pivotal in enabling the delivery of Strategic Purposes and developing the organisation to meet the needs of our customers. Working in partnership with strategic and operational management the HR and OD team can support the effective use of employee resources now and for the future. At a strategic level, by understanding the links between organisational success and the role that employees play, HR and OD can help improve performance. At an operational level the HR and OD team supports successful delivery of services by providing advice, information and guidance that is both practical and user friendly, to both employees and managers.

Building and maintaining good employee relationships through collaborative working with Trade Unions and other partners is essential for organisational effectiveness and the delivery of this strategy.

Underpinning many of the elements of this HR and OD strategy is a requirement for excellent communication throughout the organisation. Without this we are unlikely to achieve our aim of moving forward and being able to deliver our strategic purposes. To attain excellent communication we need to have in place:

- Communication that is open, honest, direct and all-encompassing.
- Employees who are encouraged to speak out about what is important to them and managers who actively listen without judgement.
- Communication channels that work for individuals as well as for the organisation and encourage employee participation.

Fundamental to achieving this it is that the organisation works in conjunction with the Communications Team to bring about the necessary changes.

We are committed to equality and value diversity within our workforce, including direct employees and volunteers. We aim to embed these commitments in our policies, procedures and working practices, and in all our relationships whether with colleagues, service users, communities or partner organisations. We will help our employees to understand and accept their personal responsibility, to recognise and value differences and the contribution that each person makes to the way we deliver our services.

We do not tolerate discrimination, nor do we tolerate either direct or indirect behaviours that are intended to bully, harass, isolate or victimise others for reasons connected to individual differences. We strive to ensure that no one will receive less favourable treatment and everyone will be given the opportunity to grow and flourish.

1.1 Our Approach

The Council Plan states that our approach is to:

“... lead the way for the future of reshaped public services, enriching the lives of our citizens by providing high quality services to all, as well as radically improving outcomes for those most in need, by removing barriers and solving their underlying problems.

We will meet our challenging goals by designing all of our services from a customer perspective accepting that they differ from area to area, community to community. This approach will enable us to work with partners and towards organisational change. This includes posing questions around whether we are the right people to do what we determine is necessary.

We will treat our workforce fairly, with respect and honesty, engaging their passion and talent and growing leaders.”

1.2 Strategic Purposes

The council has six outward facing Strategic Purposes. These are:

- Provide good things for me to do, see, visit
- Keep my place safe and looking good
- Help me run a successful business
- Help me (back) to be financially independent
- Help me live my life independently
- Help me find somewhere to live in my locality

These purposes drive what services we deliver to our customers. There is also one internal Strategic Purpose for enabling services which is:

- Enable others to work / do what they need to do (to meet their Purpose)

1.3 Corporate Principles

The Council Plan contains eight principles which underpin the work that we do going forward to deliver our Strategic Purposes. These are:

1. Design all our services from the customer's perspective to ensure we respond to the needs of our communities;
2. Help people to help themselves where appropriate;
3. Be corporately responsible by ensuring we meet our ethical, environmental and social responsibilities, and that services support our communities to develop;
4. Constantly innovate, to make the best use of our resources to ensure we deliver efficient, quality services and eliminate waste;
5. Make decisions and provide challenge based on data, evidence and learning;
6. Use the Council's unique position in the community to encourage and support change amongst partners and other agencies;
7. Put the customer at the heart of what we do, treating people and issues fairly, with respect and honesty;
8. Identify the best way to work, to satisfy customers' needs, by pushing departmental and organisational boundaries.

Together these principles form the basis of the organisational culture or "how we do business around here", and will impact on the styles of leadership and management adopted by the council.

2 HR and OD Strategy Framework

The HR and OD strategy is structured around the following framework:

- Leadership and Management Development
- HR Policies and Strategies
- Recruitment, Retention and Workforce Planning
- Reward and Recognition
- Health, Safety and Wellbeing
- Performance Management
- Skills Development
- Employee Relations

- Employee Engagement

2.1 Leadership and Management Development

Effective Leadership and Management are strongly valued and recognised as essential to all aspects of the Councils' success. Particularly in terms of enabling clear leadership and direction to take the council forward and to fully engage and support employees. It is therefore critical to the organisations' success that we:

- Enhance the leadership and management capability and skills to develop management styles which enable the organisation to meet the challenges ahead.
- Leaders and managers understand and fulfil their roles in enabling their departments to deliver successful outcomes.
- Fully embrace systems thinking principles and strengthen our managers' skills in this area.
- Strengthen systemic leadership capability to be able to respond to change in an agile and flexible way.
- Facilitate a collaborative, fair and transparent workplace culture where employees are actively engaged and work as one team across directorates and between authorities to deliver Strategic Purposes.
- Support managers to actively manage their teams and employees, taking responsibility and accountability for their role as managers, whilst ensuring that the contribution of employees is valued and appreciated.
- Ensure that there are mechanisms which a) allow employees to try new ways of working without fear of failure and b) encourage creativity in service delivery.

It is essential that the leadership style employed by the authority creates an environment in which managers are able to manage in the new way, supporting employee and encouraging them to try new things.

2.2 HR Policies and Strategies

Policies and strategies are essential to ensure that as an organisation we support and manage employees in a way that is fair, compliant and flexible to meet the needs of the business. To enable this to happen it is important to review policies and strategies to ensure that they are appropriate and necessary going forward.

It is important that these HR policies and strategies support the culture we want to develop and that our employees and managers have the required behaviours and skills to implement them.

2.3 Recruitment, Retention and Workforce Planning

Key to the success of the Council is ensuring that we recruit the right employees, with the right knowledge, skills and attitude to deliver excellent customer care and services to meet the needs of our customers. It is also crucial to plan for the future and retain employees with key skills and knowledge, whilst ensuring that these skills and knowledge are transferred to other employees. To enable us to do this we need to:

- Ensure that our recruitment processes enable us to attract, engage and retain a talented and motivated workforce that is responsive to change.
- Support our employees to fulfil their potential, and ensure that they possess the right skills to meet future needs through access to effective learning and development.
- Undertake succession and workforce planning to predict potential skills gaps, develop and improve the way we work and how we develop our ability to identify the right people, at the right cost with the right skills both for now and the future.

2.4 Reward and Recognition

Reward and recognition is a key issue for both employees and the Council if we are to attract high calibre candidates and motivate employees to deliver sustained high performance. We will work to ensure that we:

- Appreciate and value employees' contributions and achievements, recognising and celebrating successes.
- Continue to ensure our pay processes are fair and equitable across the organisation.
- Review National Terms and Conditions as appropriate in partnership with Trade Union Representatives and develop approaches to reward and recognition which are reflective of where we are going as a business.
- Actively pursue opportunities to provide benefits to employees that allow their salaries to stretch further by the means of a range of enhanced non-pay benefits while recognising the impact of the current economic climate.
- Promote the benefits of working in Local Government.

2.4 Health, Safety and Wellbeing

As an ethical employer, we will continue to provide a safe and healthy working environment that promotes employee well-being. This has the additional benefit of delivering increased job satisfaction, improved morale, employee retention, increased performance and reduced cost of employee absence. We will build on our current health and wellbeing activities by:

- Enhancing the opportunity, where possible, for employees to achieve appropriate work life balance.
- Reviewing relevant policies and processes to support employee wellbeing.
- Promote and deliver appropriate mental wellbeing support to employees. We will do this by using the most current thinking or schemes available to us such as the Five Ways to Wellbeing.
- Regularly monitoring the wellbeing of our employees.
- Continuing to participate in national and local wellbeing initiatives which benefit the wellbeing of our employees

2.5 Performance Management

It is essential that leaders and managers provide a clear sense of direction and purpose at both an organisational and employee level to ensure that employees understand what is expected of them.

It is then critical that performance management is in place as a means of gauging how the organisation is delivering against the strategic purposes at an individual level. As such it is essential and integral to ensuring service delivery. To enable this to happen we will have an agreed approach to short-term and longer-term performance management.

2.6 Skills Development

In order to deliver customer-focussed services both now and in the future, it is important to develop our employees to ensure that they have the skills, knowledge and experience needed. With this in mind it is essential that, with the on-going pressure on budgets and the need to work more flexibly, we find more creative ways to meet the demand for training and development. To achieve this we will:

- Identify current skills and the skills required for the future.
- Ensure that roles and skills are reviewed on a regular basis.
- Put in place flexible and robust training and development plans.
- Look at more sustainable models of training and development going forward.

2.7 Employee Relations

Employee Relations focuses on both individual and collective relationships in the workplace, with an increasing emphasis on helping line managers establish trust-based relationships with employees. Positive employee relations, with high levels of employee involvement, commitment and engagement will help improve the effective delivery of our Strategic Purposes as well as contributing to employees' wellbeing and levels of satisfaction.

In changing times we need to increase the focus on the individual relationships within the organisation. This is because organisational success is becoming increasingly dependent on delivery by employees. This focus is in addition to supporting the relationship that we have with the Trade Unions, and the benefits that this brings to successful employee relations. This will have implications for both HR and OD and for managers.

Skills will now be required within the organisation to carry out consultation and data collection, interpret employee attitudes, spotting early signs of conflict and reaching an early resolution of differences. Managers will need technical and softer skills to be the effective people managers essential to a successful employment relationship. By developing such skills in our managers, we will create greater levels of confidence and competence, enabling them to build a positive employee relations climate to enhance business performance.

The current positive relations with the Trade Unions remain a cornerstone of our employee relations approach and we will continue to work in partnership with the unions as we move the organisation forward.

As a result of the increased focus on individual relationships, employee engagement has become a key part of the employment relationship.

2.8 Employee Engagement

Employee engagement is important as it has a direct impact on the level of discretionary effort that employees are willing to put into their work. It is generally defined as an employee's willingness to go the extra mile, the extent to which they feel valued and the passion they have for their work.

The more our employees feel engaged, the more discretionary effort they will apply and the better their performance will be. This is particularly important giving the changing nature of the local government environment as budgetary restrictions and efficiencies require us to work in a more business-focused manner. Employees will be operating in a different environment which will therefore require them carry out their role in different ways which may require different skills, mind sets and behaviours. We therefore need to:

- Understand the thoughts and feelings of our employees.
- Ensure that there are appropriate mechanisms that are open and accessible to all employees.

- Share findings with employees and take action where appropriate.

3 Summary

The successful delivery of the HR and OD strategy is reliant upon the commitment and engagement corporately of all employees and managers. Whilst all elements of the strategy are important, the order and timescales for moving them forward will vary depending on the needs of the business, and the impact of other changes, internal and external, to the council. The HR and OD Team will help to support and drive through organisational change whilst working collaboratively with Service Areas to bring about the best outcomes for the organisation and for our customers.

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REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

12 September 2017

JOB EVALUATION

Relevant Portfolio Holder	Cllr Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Deb Poole – Head Of Transformation & Organisational Development
Ward(s) Affected	N/A
Ward Councillor(s) Consulted	N/A

1. SUMMARY OF PROPOSALS

- 1.1 Members are asked to consider the Job Evaluation Policy.

This policy sets out the formal process for re-evaluating posts within the authority.

- 1.2 All of the above Policies have been agreed by the Job Evaluation Steering Group which includes Trade Union Representatives from UNISON, GMB and Unite.

2. RECOMMENDATIONS

Executive is requested to **RECOMMEND** to Council the approval of the Job Evaluation Policy.

3. KEY ISSUES**Financial Implications**

- 3.1 There are no direct financial implications arising from this policy.

Legal Implications

- 3.2 Job Evaluation is a key element of the Single Status Agreement of the National Joint Council (NJC) for local Government Services.

- 3.3 The Council has a legal duty under Single Status to introduce a robust and equitable Job Evaluation scheme which is compliant with Equal Pay legislation.

The Job Evaluation Policy sets out the internal arrangements and process for evaluating job roles.

Failure to implement a Policy and Process for evaluating roles may leave the Authority open to Equal Pay claims.

EXECUTIVE COMMITTEE12 September 2017

Service / Operational Implications

- 3.4 These policies are applicable to all service areas throughout the council.
- 3.5 The Job Evaluation Policy will be available to all employees on the Orb or in hard copy format where appropriate.

Customer / Equalities and Diversity Implications

- 3.6 The implementation of Job Evaluation will minimise the risk associated with Equal Pay claims and will provide a model for the Council to assess all posts in a robust and efficient way.

4. RISK MANAGEMENT

- 4.1 Implementation of the new Job Evaluation Policy will help limit any future claims,.

5. APPENDICES

Appendix 1 - Job Evaluation Policy

AUTHOR OF REPORT

Name: Becky Talbot Human Resources and Organisational Development Manager

email: becky.talbot@redditchandbromsgrove.gov.uk

Tel.: 01527 64252 ext 3885

JOB EVALUATION POLICY

1. Introduction

The aim of a job evaluation scheme is to provide a systematic and consistent approach to defining the relative value of jobs within an organisation. It compares different jobs to determine size and value against a range of established factors. Only the job is evaluated, not the person doing it, nor is it concerned with the total volume of work, the number of people required to do it, the scheduling of working, or the ability of the job holder.

2. Job Evaluation Scheme

All evaluations will be carried out using the Local Government Single Status Job Evaluation scheme developed by the National Joint Council for Local Government Services, also known as the NJC Scheme (Gauge). The scheme consists of 13 factors which are:

1. Knowledge
2. Mental Skills
3. Interpersonal Skills
4. Physical Skills
5. Initiative and Independence
6. Physical Demands
7. Mental Demands
8. Emotional Demands
9. Responsibility for People
10. Responsibility for Supervision
11. Responsibility for Financial Resources
12. Responsibility for Physical Resources
13. Working Conditions

3. Evaluation Procedure

A post or group of posts will be subject to the job evaluation process in the following circumstances:

- a new post is created
- an employee believes there has been a substantial change to their role
- where a management review of the post results in a substantial change to the duties and responsibilities of the post
- as part of a regular review of the Job Evaluation scheme, as agreed with the Trade Unions.

4. New Posts

4.1. Definition of New Post

A post will be regarded as 'new' for the purposes of Job Evaluation where the duties and responsibilities identified in the job description have not existed as a whole before.

The grade for the new post will be determined using the procedure outlined in this policy prior to the commencement of any recruitment procedures either internally or externally, unless alternative arrangements are agreed by Senior Management. This procedure should be built into the recruitment timetable accordingly.

4.2. Documentation Required

The line manager will be responsible for devising the Job Description and Person Specification for the new post. The manager will be required to provide all necessary documents as advised by Human Resources. These documents must be submitted to Human Resources. Where possible, the line manager should identify a comparable post to aid the evaluation.

4.3. Evaluation

Human Resources, line manager and / or Head of Service will then undertake a formal evaluation using the NJC Scheme (Gauge). Any issues or concerns from either Human Resources or manager are noted for consideration outside the formal setting of the evaluation.

4.4. Audit

Stage 1

The evaluation will be audited by another job analyst, paying particular attention to any areas of concern. Where necessary, the evaluation will be revisited by Human Resources, line manager and / or Head of Service and subsequently re-audited.

Stage 2

The evaluation will be audited by the Job Evaluation Review Panel who will consist of a member of the Corporate Management Team, Trade Union representative and a Human Resources representative. The Panel will consider where the factor scores sit within the organisation, and may, if needed, refer the post for further evaluation.

5. Career Graded Posts

Where the new post is career graded each level within the career grade will be evaluated independently. Separate paperwork should be completed for each level within the career grade, to include Job Description / Person Specification.

6. Double Testing

Where a post scores level 7 in the Knowledge factor and level 6 in Initiative and Independence it will be double tested under the Hay Job Evaluation Scheme to determine whether it should be evaluated outside the NJC scheme (Gauge) or whether it should remain within the NJC Scheme (Gauge). Further information on double testing can be found in Appendix 1.

7. Re-Evaluations

7.1 Requests for Re-Evaluation

An employee or the manager has the right to request a re-evaluation of the grading of their post if there has been a substantial changes to the duties or responsibilities of their post, or where there has been a transfer of duties from elsewhere such that the character of the post is substantially altered. However, such a request may not be made within 12 months of either:

- their appointment to the post, or
- the date of notification of any previous evaluation process

Whoever instigated a re-evaluation is required to complete the necessary paperwork as advised by Human Resources.

If an employee requests a re-evaluation they must ensure they have the support of their line manager before submitting a request for re-evaluation. If a line manager does not support the request for re-evaluation it will be referred to the HOS, the HOS decision will be final.

7.2 Documentation Required

A revised job description and person specification should be submitted to Human Resources highlighting the aspects of the post that have changed. The employee will also be required to complete any necessary paperwork in advance of the panel.

7.3 Re-evaluation

Human Resources will undertake a formal re-evaluation using the NJC Scheme (Gauge). The employee and line manager will be invited to attend.

7.4 Audit

Stage 1

The evaluation will be audited by another independent Human Resources Advisor.

Stage 2

The evaluation will then be audited by the Job Evaluation Review Panel who will consist of a member of the Corporate Management Team, Trade Union representative and a Human Resources representative. The Job Evaluation Review Panel will consider where the post's factor scores sit within the organisation, and may refer the post for further re-evaluation.

7.5 Effective Date of Changes to Salary

All changes to salary will be effective from the date that the request for re-evaluation is signed off by the line manager / Head of Service.

7.6 Salary Protection

In the event that the grade determined for the post is lower than the employee's existing grade, salary protection will apply. This will be for a period of 12 months. Please refer to the Re-organisation and Change Policy for full details on salary protection.

8 Appeals

8.1 Scope of Appeals

In order to appeal against the outcome of a re-evaluation the employee must identify which of the 13 factors they wish to challenge and the specific questions they wish to be reviewed. These must be clearly outlined on the Job Evaluation Appeals Form, providing supporting information as to why, in their opinion, the scores for any of the factor level(s) do not reflect the specific demands / requirements of the job.

Employees submitting an appeal therefore will be required to provide clear evidence to support their appeal submission against each of the factor level scores they are appealing against. Simple statements like "I disagree with the factor level(s)" will not be accepted as the basis for an appeal.

Please note that due to the question traces within the JE System (Gauge) it may be necessary to review additional questions to those outlined as part of the appeal.

Possible Outcomes

There are three possible outcomes from submitting an appeal:

1. Increase in score
2. Decrease in score
3. Score remains the same

A change in factor level and job evaluation score will not necessarily lead to a change in the grading of the post unless sufficient additional points are awarded to enable a move to a higher band.

8.2 Appeals Process

The employee must submit the full grounds for appeal using the appropriate forms. Appeals must be submitted within and verified by the Line Manager within 4 weeks of receiving the JE outcome letter.

In circumstances where a line manager disputes the appeal this will need verification from their Head of Service. In the event that it is not verified, an independent Head of Service will review the appeal.

The employee will then send the completed form to Human Resources, keeping a copy for their own records and also sending a copy to their Trade Union if appropriate.

8.3 Appeals Panel

The Appeals Panel will comprise of:

- A JE Analyst (HR Adviser)
- Head of Service
- Trade Union Representative

The Appeals Panel will consider the information submitted on the Job Evaluation Appeals Form and will assess the information using the NJC scheme (Gauge). The employee and line manager will be invited to answer any relevant questions where necessary. A trade union representative or work colleague may also be present.

At this stage it is not possible to appeal against any factors that were not specified as part of the original appeal.

The outcome of the appeal is final and there is no further right of appeal.

The outcome of the appeal will be confirmed in writing.

8.4 Grading During Appeals Process

The employee's new grade as determined under Job Evaluation will be applied from the date that the request for re-evaluation is signed off by the line manager / Head of Service.

Pay protection where applicable, will apply from the date of completion of the JE process.

Appendix 1 – Double Testing

To ensure we deliver a robust set of JE results it is important that no job holders are disadvantaged or advantaged by only having their post evaluated under one scheme based on the current salary for that post, so we have developed cross over criteria.

When a job currently graded scp 50+ is evaluated under the HAY scheme comes out with a 'know how' score of less than 304, it will be evaluated on the NJC JE scheme too, as it is not a big enough job to be a HAY graded post.

What Does this mean?

A post will trigger double testing under HAY if it has scored a level 7 or above in Knowledge and a level 6 or above in Initiative and Independence.

The same form completed for evaluating the post under the NJC Job Evaluation scheme will be used to evaluate a post under the HAY scheme.

Criteria to remain within HAY

For a post to remain within the HAY scheme it is required to score 304 points in the Know-How factor. However, to have a robust set of JE results this second evaluation must take place.

EXECUTIVE COMMITTEE12th September 2017**Finance Monitoring Quarter 1 2017/18**

Relevant Portfolio Holder	Councillor John Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering
Wards Affected	All Wards
Ward Councillor Consulted	N/A
Non Key Decision	

1. Purpose and summary

This report details the Council's final financial position for General Fund Revenue, Capital and Housing Revenue Account (HRA) for the period April – June 2017 (Quarter 1 2017/18).

2. Recommendations

The Executive Committee is asked to

RESOLVE that

- 2.1 That Executive Committee note the current financial positions for the quarter April – June 2017 as detailed in the report.

RECOMMEND

- 2.2 The Executive is asked to **RECOMMEND** to Council 2017-18 that the 2017/18 Capital Programme is increased by £209k to include Section 106 projects as included in Appendix 3

3. Revenue budgets

- 3.1 This report provides details of the financial information across the Council. The aim is to ensure officers and members have relevant information to consider the overall financial position of the Council. The report reflects the finances across the Strategic Purposes to enable Members to be aware of the level of funding attributed to these areas and how this compares to budget. The summary at 3.4 shows the financial position for revenue funding for the period April – June 2017. A year end forecast is not presented for the first quarter as this commences from Quarter 2 to ensure budget holders can assess the financial position of their service areas with as much information as possible.
- 3.2 Financial reports are sent to budget holders on a monthly basis and a detailed review is undertaken with financial support to ensure that all issues are considered and significant savings or cost pressures addressed. This report aims to focus on the key variances to budgets to ensure a focus is undertaken during the year on areas where there are significant savings or additional costs.
- 3.3 As Members are aware officers have recognised that there were savings in 2016/17 that had not been forecast in previous reports. As part of the monitoring during 2017/18 budget holders and Heads of

EXECUTIVE COMMITTEE12th September 2017

Service are working with the finance team and portfolio holders to improve the quality of the future forecasting.

- 3.4 The table below shows the original budget 2017/18 as agreed by Council in February 2017. The original budget of £11.113m as approved is adjusted in the table below to reflect capital charges and interest of £1.5m offset by the savings and additional income of £1.6m. In addition the Latest Budget 2017/18 is shown which includes the transfers to/from reserves in the first quarter of £441k. The latest budget 2017/18 is the financial position that the monitoring uses for the comparison between actual and budget.

**Revenue Budget Summary – Overall Council
Financial Year 2017/18**

Please note figures have been rounded

Strategic Purpose	Original Budget £'000	Latest budget £'000	Budget to date £'000	Actuals to date £'000	Variance to date £'000
Keep my place safe and looking good	4,863	5,224	1,212	1,182	-30
Help me run a successful business	-86	-86	-26	-18	8
Help me be financially independent	497	497	123	39	-84
Help me to live my life independently	186	186	-185	-165	20
Help me find somewhere to live in my locality	1,248	1,248	318	292	-25
Provide Good things for me to see, do and visit	1,517	1,676	194	218	24
Enable others to work/do what they need to do (to meet their purpose)	7,467	7,388	2,703	2,739	36
HRA Recharge	-4,680	-4,680	-931	-931	0
Totals	11,012	11,453	3,408	3,356	-52
Corporate Financing	-11,012	-11,453	-2,600	-2,636	-35
Grand Total	0	0	808	720	-87

EXECUTIVE COMMITTEE12th September 2017**Financial Commentary:****Keep my place safe and looking good**

These budgets include those relating mainly to environmental services, planning, lifeline, CCTV and other activities to deliver against the purpose to ensuring an area is a safe and attractive place for the community.

The budgets in the first quarter show little variances however within Planning policy there are some salary savings of **£28k** due to maternity leave.

Help me run a successful business

The budgets within the strategic purpose include economic development, all licenses and costs associated with the town and other Properties within the Borough.

There are no major variances to report in the first quarter.

Help me be financially independent

The strategic purpose includes all costs relating to the support of benefits and the administration and delivery of Council Tax services in the Borough.

As a result of the move to a new shared service the variances for quarter 1 reflect a proportion of the saving realised from the review. Once the new service is fully implemented the financial position will be clearer and will be reported at Quarter 2.

Officers are currently reviewing the monitoring of benefits subsidy through the returns submitted to ensure an informed financial position can be reported prior to year-end.

Help me to live my life independently

There are a number of budgets relating to the delivery of the strategic purpose including ; Lifeline and Community Transport.

Over **£230k** has been received from the current Lifeline customers to provide their support for this year . Additional income will be realised should further users take up the service. The team continue to market and encourage people to use this valuable service.

Help me find somewhere to live in my locality

The costs associated with homeless prevention, housing strategy and land charges are all included in this strategic purpose. It is worth noting that these costs solely relate to those charged to the General Fund not the Housing Revenue Account

The variance shown in this strategic purpose is due to salary savings pending a staffing review.

Provide Good things for me to see, do and visit

The majority of budgets within this purpose relate to Leisure and culture services.

There are no major variances to report in the first quarter.

Enable others to work/do what they need to do (to meet their purpose)

All support services and corporate overheads are held within the enabling purpose. These include; IT, HR, Finance, Management team and other support costs.

The variance within enabling is made up of a saving due to paying the pension deficit to the County (relating to previous years) in advance and this can be realised as a saving within 2017/18 of **£x**. This is

EXECUTIVE COMMITTEE12th September 2017

offset by the corporate efficiency savings targets which are not allocated to individual service areas. Heads of Services are currently working to identify all savings and additional income from 2016/17 that can be delivered in 2017/18 to enable the efficiency plan to be achieved. This will be reported at quarter 2.

HRA Recharge

Work is being undertaken to ensure that any shortfall in general fund income is offset by identified savings. This will be reported at quarter 2 when the full analysis has been undertaken.

Corporate Financing

There is a saving realised already of **£35k** due to paying the forward funding of pensions costs to County in advance. We have also determined that the Section 31 grant which is received in relation to business rates is now higher than budgeted and therefore a further income of **£188k** will be received. This will be included in the annual forecast.

4. Efficiency Plan

4.1 The efficiency plan was presented to Council in September 2016. The table below details the savings proposed for 2017/18 as identified in the plan with comments on delivery for the first quarter

<u>Area</u>	<u>Cost reduction / Additional income growth/ Alternative Service Delivery</u>	<u>2017/18 £'000</u>	<u>Qtr 1 Comments</u>
Cross Organisational	Increases in income and growth (including additional income realised from an improvement in compliance for Council Tax/ Business Rates)	300	Identification of financial value of income and growth are being undertaken to report in quarter 2 Significant income has been generated and further business cases are being developed to ensure this is achieved
Customer Access & Financial Support	Improved efficiencies by moving to a new system for Revenues and Benefits	80	Savings delivered as part of service review and new system implementation as can be seen in the summary table
Cross Organisational	Organisational Management Review	135	Service reviews approved to include savings on 4th tier posts. These will be delivered from quarter 2
Cross Organisational	Alternative Models of Service Delivery - Reviewing the provision of services with the aim to redesign and work with other partners to deliver savings	250	Ongoing work with commercial groups to identify savings that are achievable in 2017/18.
Cross Organisational	Reduce waste in system / improve efficiencies	225	Identification of financial value of efficiencies being undertaken to report in quarter 2
Cross Organisational	Reset budget from baseline of 2015/16	200	Identification of financial value of resetting the baseline being undertaken to report in quarter 2
Additional Business Rate Growth	Based on assumptions of additional growth from sites across the Borough	50	Analysis of new business rate income being undertaken
Other Funding	Balances/ Unidentified efficiencies/Further reviews of reserves	332	Identification of financial value of efficiencies being undertaken to report

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			in quarter 2
TOTAL 2017/18		1,572	

Risks of delivery

4.2 There are a number of savings/ efficiencies that will be identified as part of the current work on analysing the 2016/17 outturn position. Heads of Service are working with the Directors as the strategic purpose leads to undertake a detailed review of all cost heads to understand the cost recovery on all areas and the nature of the savings from 2016/17 to enable these to be given up for 2017/18 to meet the efficiency plan targets. In addition savings from vacancies are to be released from individual service budgets and used to offset the savings plans for 2017/18.

5. Cash Management

5.2 The cash position of this Council at the start of the financial year and the expected end of year cash positions for the coming financial years is shown in the table below.

Date	£m	Position
As at 31 st March 2017 (Actual)	1.78	Borrowing
As at 31 st March 2018 (Forecast)	8.54	Borrowing

The forecast cash balances at 31st March reflects the borrowing to fund the advance payment of pension contributions.

6. Borrowing and investments**Borrowing**

6.1 Outstanding as at the 30th June 2017 are £14m in short term borrowing with associated borrowing costs within the quarter of £3k and £103.929m in long term borrowing with associated costs in the quarter of £117k. All long term borrowing costs relate to the HRA.

The projections for the forthcoming year are to refinance existing short term borrowing. Overall the borrowing is predicted to reduce by the 31st March 2018.

6.2 An interest payable budget has been set of £17k for 2017/18 due to expenditure relating to current capital projects.

Investments

6.3 At 30th June 2017 short term investments comprised of deposits totalling £2m

6.4 An investment income target of £5k has been set for 2017/18 using a projected rate of return of 0.25%

EXECUTIVE COMMITTEE12th September 2017**7. Capital Budgets**

Capital Budget Summary – Overall Council Financial Year 2017/18
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7.1

Please note figures have been rounded

Strategic Purpose	Original Budget £'000	Budget to date £'000	Actuals to date £'000	Variance to date £'000
Keep my place safe and looking good	2,826	570	489	-81
Help me to live my life independently	967	242	214	-28
Help me find somewhere to live in my locality	9,756	2,439	2,125	-314
Provide Good things for me to see, do and visit	755	151	59	-92
Enable others to work/do what they need to do (to meet their purpose)	140	35	5	-30
Totals	14,444	3,437	2,892	-545

Financial Commentary:**Keep my place safe and looking good**

Within quarter 1 there is a slight variance due to some projects not commencing until the 2nd quarter but the majority of the projects are all in progress.

Help me to live my life independently

All capital projects are currently in progress and therefore no major variances to report.

Help me find somewhere to live in my locality

The projects are included within the HRA 30 year plan and currently all moving forward in the first quarter within the plan. There is a review expected of the plan to ensure the correct budgets are in place for the projects required.

Provide Good things for me to see, do and visit

The Town Centre Enhancement budget (Public Realm) has commenced

Enable others to work/do what they need to do (to meet their purpose)

The projects have not yet commenced but have been scheduled for quarter 2.

EXECUTIVE COMMITTEE12th September 2017**8. Housing Revenue Account**

- 8.1 Appendix 1 details the financial position for the Housing Revenue Account (HRA) for the period April – June 2017.

The underspend on Repairs and maintenance (R&M) is due to fluctuations in the level of responsive repairs in the quarter which by their nature do not follow a set pattern together with external supplier invoices being received after the quarter end date.

The underspend on Supervision & Management is due to vacant post salary savings pending a structure review along with first quarter utility invoices have yet to be received.

9. Earmarked Reserves

- 9.1 The projected position at the start and end of next financial year is shown in Appendix 2. The balances on earmarked reserves are reviewed at the financial year end

10. General Fund Balances

- 10.1 The General Fund Balance as at the 31th March 2017 is £1.895m. A balanced budget was approved in February 2017 to include identified savings which have been built into individual budget allocations and also a planned use of balances for 2017-18 of £103k. The forecast General fund balances as at the 31st March 2018 is £1.792m.

11. Legal Implications

No Legal implications have been identified.

12. Service/Operational Implications

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

13. Customer / Equalities and Diversity Implications

No direct implications as a result of this report.

14. Risk Management

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

APPENDICES

Appendix 1 – HRA Monitoring April – June 2017-18

Appendix 2 – Earmarked Reserves

Appendix 3 – S106 Capital projects

AUTHOR OF REPORT

Name: Kate Goldey

E Mail: k.goldey@bromsgroveandredditch.gov.uk

Tel: (01527) 881208

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HOUSING REVENUE ACCOUNT (HRA)
REVENUE OUTTURN 2017/18 Quarter 1

Appendix 1

	2017/18 Approved YTD Budget £'000	2017/18 Actuals YTD £'000	Variance £'000
<u>INCOME</u>			
Dwelling Rents	6,334	6,311	23
Non-Dwelling Rents	365	380	-15
Tenants' Charges for Services & Facilities	208	187	21
Contributions towards Expenditure	14	13	1
Total Income	6,921	6,891	30
<u>EXPENDITURE</u>			
Repairs & Maintenance	1,206	1,008	-198
Supervision & Management	700	581	-119
Rent, Rates, Taxes & Other Charges	47	34	-13
Provision for Bad Debts	0	0	0
Depreciation & Impairment of Fixed Assets	0	0	0
Interest Payable & Debt Management Costs	0	0	0
Total Expenditure	1,953	1,623	-330
Net cost of Services	-4,968	-5,268	-300
Provision for Job Evaluation	0	0	0
Net Operating Expenditure	-4,968	-5,268	-300
Interest Receivable	0	0	0
Revenue Contribution to Capital Outlay	0	0	0
Transfer to Earmarked Reserves	0	0	0
(Surplus)/Deficit on Services	-4,968	-5,268	-300

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Description	Balance b/fwd 1/4/2017	Transfers in existing reserve 2017/18	Transfers out existing reserve 2017/18	New Reserve 2017/18	C/fwd 31/3/2018	Comment
GF Earmarked Reserves	£	£	£	£	£	
Business Rates Grants	-7,406	0	0	0	-7,406	Small Business Rate Relief - Ringfenced grant
Commercialism	-50,000	0	0	0	-50,000	To help fund costs in relation to commercialism projects
Community Development	-18,535	0	0	0	-18,535	To support the costs associated with community projects
Community Safety	-356,734	0	356,734	0	0	External grant funding to be released over a number of years on Community Safety Projects ongoing
Corporate Services	-150,000	0	0	0	-150,000	Funding for Locality Enhancements
Customer Services	-12,000	0	0	0	-12,000	Contribution to WCC for an open portal
DWP Feris	-27,983	0	0	0	-27,983	Funding for new system
Electoral Services	-127,095	0	0	0	-127,095	To support the delivery of individual electoral registration and to set aside a reserve for potential refunds to government
Environmental Services	-38,500	0	0	0	-38,500	To fund tree works within the Borough and funding towards a new system
Equalities	-11,250	0	0	0	-11,250	To fund licence fees
Equipment Replacement	-100,000	0	0	0	-100,000	ICT equipment reserve
Housing Benefits Implementation	-26,731	0	0	0	-26,731	Specific welfare reform grant received
Housing Support	-504,469	0	0	0	-504,469	Government Specific Grant - annual funding
Land charges	-9,137	0	0	0	-9,137	To fund potential litigation in relation to Land Charges
Land Drainage	-220,445	0	39,020	0	-181,425	To support costs associated with health and safety issues within the environment
Lifeline	-4,200	0	4,200	0	0	To support the costs associated with community projects
Mercury Emissions	-33,886	0	0	0	-33,886	To be used to re line the cremators
Place Partnership	-2,000	0	2,000	0	0	RBC share of place Partnership Balances
Public Donations	-19,767	0	0	0	-19,767	Accumulated donations for designated projects.
Sports Development	-40,617	0	40,617	0	0	Ringfenced grants for a number of sports development activities to improve Health and Wellbeing in the Borough
Town Centre	-43,682	0	0	0	-43,682	To support improvements in the Town Centre High Street
Warmer Homes	-11,580	0	0	0	-11,580	To support the costs associated with community projects (repair)
Totals	-1,816,017	0	442,571	0	-1,373,446	
HRA Earmarked Reserves						
Supporting People(HRA)	-38,342	0	0	0	-38,342	Funding for post not all used in year
Community Care Prev Grant	-3,795	0	0	0	-3,795	Ongoing Older People's Project Funding (HRA)
Totals	-42,137	0	0	0	-42,137	
HRA Capital Reserve						
Capital Reserve-HRA	-19,468,926	0	0	0	-19,468,926	Reserve to enable the debt repayment on HRA, and future repairs and maintenance along with support for the Housing Growth Programme.
Totals	-19,468,926	0	0	0	-19,468,926	

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Agenda Item 12

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Job No.	Description	Service	strategic purposes	funding	2017/18 Total
					£
C2318	Northleach/Upperfield - Replacement Play Area	Leisure & Cultural Services	Provide me Good Things to see, do and Visit	S106 09/147 The Hills, Tanhouse Lane, Churchill	28,000
C2319	Churchill - Improvements to Public Open Space at Edgeworth Close,	Leisure & Cultural Services	Provide me Good Things to see, do and Visit	S106 10/253/FUL, Marfield Farm School, Churchill	44,000
C2320	Replacement Play Area at Northleach/Upperfield	Leisure & Cultural Services	Provide me Good Things to see, do and Visit	S106 10/253/FUL, Marfield Farm School, Churchill	19,000
C2323	Terrys Field - Sports Contribution to support existing approved funding at	Leisure & Cultural Services	Provide me Good Things to see, do and Visit	S106 - 2014/323/FUL. Former Swimming Baths, Hewell	9,000
C2324	Batchley Brook and Pond area - Open Space and Play improvements	Leisure & Cultural Services	Provide me Good Things to see, do and Visit	S106 - 2014/323/FUL. Former Swimming Baths, Hewell	21,000
C2325	Woodrow - Enhance and Replace Play Arrea at Bengrove Close.	Leisure & Cultural Services	Provide me Good Things to see, do and Visit	S106 10/210 (2013/066RM), Former Dingleside Middle School	75,000
C2327	Provision of a stainless steel memorial bench for the Worcestershire Regiment and support infrastructure in the Plymouth Road Memorial Garden	Leisure & Cultural Services	Provide me Good Things to see, do and Visit	S106 - 2013/307/FUL 150 Evesham Street	13,449
	Sum:				209,449

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Overview and Scrutiny Committee

Tuesday, 4th July, 2017

MINUTES

Present:

Councillor Tom Baker-Price (Chair), Councillor Jane Potter (Vice-Chair) and Councillors Natalie Brookes, Michael Chalk, Anita Clayton, Andrew Fry, Pattie Hill and Jennifer Wheeler

Also Present:

Councillor Pat Witherspoon, Portfolio Holder for Leisure and Tourism (during minute no's 14 to 18)

Officers:

Jayne Pickering

Democratic Services Officers:

J Bayley and P Ross

14. APOLOGIES AND NAMED SUBSTITUTES

Councillor Baker-Price welcomed Members and explained that he was trying another seating plan.

Apologies for absence were received from Councillors Matthew Dormer, Gay Hopkins, Nina Wood-Ford and Paul Swansborough.

The Committee was advised that Councillors Michael Chalk, Anita Clayton and Natalie Brookes were attending as substitute Members for Councillors Matthew Dormer, Gay Hopkins and Nina Wood-Ford respectively.

15. DECLARATIONS OF INTEREST AND OF PARTY WHIP

There were no declarations of interest nor of any party whip.

.....
Chair

Overview and Scrutiny Committee

Tuesday, 4th July, 2017

16. **MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON 1ST JUNE 2017**

RESOLVED that

the minutes of the meeting held on 1st June 2017 be confirmed as a correct record and signed by the Chair.

17. **HEREFORDSHIRE AND WORCESTERSHIRE SUSTAINABILITY AND TRANSFORMATION PLAN - UPDATE**

Prior to the commencement of this item, the Chair announced that it was anticipated that this item would finish at 7:30pm, as the guest speaker had a prior commitment. The Chair requested that after the presentation he would suggest that any questions from the Committee were taken first, followed by questions from those Members sat in the public gallery.

Members were reminded that a written update on the Herefordshire and Worcestershire Sustainability and Transformation Plan had been made available to all Redditch Borough Councillors.

The Chair then welcomed back Sue Harris from the Worcestershire Health and Care Trust to the meeting.

The Committee received an update presentation (a copy of the presentation slides are attached at Appendix 1) from Ms Harris on the progress of the Herefordshire and Worcestershire Sustainability and Transformation Plan (STP).

Ms Harris reported that the STP refresh documents had now been published and would be distributed to Clinical Commissioning Groups in July 2017.

There had been significant progress since her last presentation to the Overview and Scrutiny Committee in December 2016.

The presentation covered:-

- A reminder of what STPs are trying to do
- Why? To address our Biggest Challenges
- What we will focus on
- A reminder of the journey so far
- Engagement on the STP
- Summary of Engagement Issues
- Five Year Forward View Next Steps update
- The main changes from November

Overview and Scrutiny Committee

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- Accountable Care Systems
- Next steps

The footprint for Worcestershire was to work where it made sense, working in Bromsgrove, Redditch and also other specialist districts where needed. The NHS was flat rate income funded and expenditure was increasing. It was hoped that by working together as organisations and patients and communities things could be done better for health and social care in Herefordshire and Worcestershire whilst achieving efficiencies; by supporting people to stay at home longer and using resources to prevent or support illnesses in different ways.

Digital intervention was also being looked into, to enable patients to become increasingly confident in managing their own condition supported by useful and usable technology.

In response to questions from Members, Ms Harris highlighted that a Prevention Board had been established to specifically look at prevention and self care, which was seen as paramount. A number of practical actions would come under the umbrella of the Prevention Board in order to help people make certain lifestyle changes. Prevention and self care would help free up some valuable General Practitioners (GPs) time.

There were some differences and variations across the country between Minor Injuries Units (MIU's) and Accident and Emergency services, such as waiting times, opening hours and the type of service offered. There was a need to make sure that the workforces for both of these services had a good working relationship, so that people were given a clear understanding of what was available for each of these services. The potential for 'scaling up' MIU's with GP practices was being looked at and standardised opening hours for MIU's in Worcestershire. The idea was to co-ordinate and standardise these services across the country, then inform and educate people by explaining each of the services and where best to go.

Members sought clarification as to how the STP was working with private companies who provided support for people with learning disabilities. Ms Harris explained that the learning disability teams had held workshops across Herefordshire and Worcestershire. There was a small number of complex dual diagnosis, patients with learning disabilities and mental ill health, whereby general changes might impact on them. Therefore Equality Impact Assessments would be factored into all services.

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Nationally communication was still a concern, communication teams were looking at introducing one specific NHS site that people could access for information on health care in their area.

Members were further informed that the delivery plans detailed the four national highest priorities:-

- Urgent Care
- Cancer
- Primary Care
- Mental Health

The creation of neighbourhood teams was happening now. Neighbourhood teams included district nurses, social care workers and GPs all working together as a team.

The priorities for transformation included:-

- Back office and infrastructure.
- Prevention and self care.
- Extended primary and community services.
- Specialist hospital care.

Ms Harris further informed the Committee that the year 2 and 3 plans were being worked through, and that GP practice access 7 days per week was currently being worked on. She was happy to attend a future meeting of the Committee in order to provide further information on the year 2 and 3 plans.

The Committee noted that elected members were community leaders and as such it would be beneficial, once the STP was finalised, to brief elected members in order to utilise their community knowledge to get the right message on the STP to all residents.

Ms Harris welcomed the comment and understood the value of briefing elected members and was comfortable with the suggestion made.

Ms Harris further responded to questions from Members and explained that Wyre Valley and South Warwickshire were now part of the acute care chain.

Some things did not work in Herefordshire and Worcestershire, so conversations were taking place with South Warwickshire, acute

Overview and Scrutiny Committee

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care in particular. Ms Harris highlighted again that she was happy to return (in 3 months' time) to provide the Committee with a more detailed 3 year delivery plan.

The Chair gave his sincere thanks to Ms Harris for her presentation and for returning to provide the Committee with an update on the draft STP.

RESOLVED that

the Democratic Services Officer be tasked to provide a copy of Ms Harris's presentation slides to those elected Members unable to attend the Overview and Scrutiny Committee meeting.

18. LEISURE INTERVENTION WORK AND OPTIONS FOR A LEISURE TRUST - PRE-SCRUTINY (EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE RESOURCES)

The Executive Director Finance and Corporate Resources presented the Strategic Intervention Update that was undertaken with regard to the purpose of "Provide Good Things to See, Do and Visit". (A copy of the presentation slides are attached at Appendix 2).

The Executive Director Finance and Corporate Resources highlighted that since Members had only received the report and Strategic Intervention Framework 24 hours prior to the meeting, she would go through the proposed next steps in more detail and that the presentation would cover everything contained within the report.

She highlighted to the Committee that leisure services was a small element of 'Things To Do'. During the last 18 months officers had been identifying and delivering ways to reduce the costs of leisure provision to ensure that should an alternative delivery model be approved then the service was at its most efficient.

The Executive Director Finance and Corporate Resources drew Members' attention to page 15 in the report, which looked at the overall system purpose, to help understand and look at the purpose of those leisure facilities, what people's needs were and if they were being met.

Partnership working was also seen as an important link, with regard to health preventative measures, working with relevant partners to provide and improve activities that encouraged people to be active.

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Members were further informed that officers had identified 3 options for the delivery of leisure and cultural services across the Borough:

- Continued in-house management
- External Delivery via an external leisure management
- Creation of a new leisure trust

There was a need for local authorities to be more commercial whilst still maintaining a social conscience. There was an opportunity for the Council to establish its own company to undertake the operation of the facilities and services. This would be either a Teckal company or other social enterprise model (trust). These both offered the opportunity for the Council to retain greater influence and control. Both models would benefit from VAT and Business rate savings.

Having considered a recent creation of a Teckal arrangement for Newark and Sherwood, officers had identified that the cost of setting up such a model would be approximately £30,000 to £50,000.

The Executive Director Finance and Corporate Resources clarified to the Committee, the membership requirements for a Teckal company and that relevant elected Members would sit on that Board.

The Executive Director Finance and Corporate Resources stated that as the Section 151 (s151) officer, she would advise the Committee that additional work needed to be carried out. In her opinion there was not sufficient information currently, an additional survey should be conducted, to include consulting on a wider scale with residents who did not use / access services.

At this stage in the meeting and with the agreement of the Chair, the Democratic Services Officer reminded Members of the findings and recommendations from the Leisure Services Options Short, Sharp Review Final Report, which had looked at the potential of a leisure trust; and that the recommendations included in the final report had been deferred pending further completion work by officers.

Following on from the information, as detailed in the preamble above, Members were in agreement that a separate meeting should be organised with the Head of Leisure & Cultural Services, the Portfolio Holder and Task Group Members, to revisit (in detail) the

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original Leisure Services Provision Short Sharp Review Task Group report with regard to a leisure trust.

Further discussion followed on what to include in the additional survey that should be carried out and how to engage and encourage elderly residents and ethnic minority groups to participate in the survey. Members made a number of suggestions which included:-

- Look at how the Sandycroft Centre engages with elderly residents and ethnic minority groups who participated in their activities.
- Liaise with key members from the local mosque.
- Would residents use / like tennis court facilities in the Borough.

RESOLVED that

- 1) the Strategic Intervention Update report and recommendations as detailed in the report, be noted;**
 - 2) the findings from the robust consultation survey with residents, to include those residents who do not currently participate in leisure activities; to be reported back to the Overview and Scrutiny Committee;**
 - 3) the Executive Director Finance and Corporate Resources provide information on how the savings, as highlighted in the presentation, have impacted on the costs;**
 - 4) officers look at how the Sandycroft Centre engages with elderly residents and minority ethnic groups who participated in their activities; and**
 - 5) a separate meeting be arranged, as detailed in the preamble above.**
- 19. TOPIC PROPOSAL FORM - CIVIL PROTECTION AND EMERGENCY CAPABILITY SHORT SHARP REVIEW (COUNCILLOR BAKER-PRICE)**

Proposals were considered for a Short, Sharp Review on the subject of Civil Protection and Emergency Planning Capability, as detailed in the scoping document attached at Appendix 1 to report.

Councillor Baker-Price presented the Civil Protection and Emergency Planning Capability Scrutiny Proposal Form. He

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informed the Committee that the Grenfell Tower fire in London had drawn public attention nationally on how local authorities planned and protected the public during emergencies.

The civil contingencies act 2004 (The act) required the Council as a category 1 responder to assess, plan and advise the public in the event of emergencies. The act defines an emergency in section 1 of the act which; included a diverse range of events such as disruption to food supplies, the substantial loss of life and homelessness.

Although these types of emergencies were highly unlikely to occur, if they did happen the response of Redditch Borough Council (RBC) would be vital to the protection of life and the public at large.

Members raised several questions and in doing so, sought clarification from the Executive Director Finance and Corporate Resources on emergency planning for the Borough.

The Executive Director Finance and Corporate Resources reassured Members that like all other authorities, Redditch Borough Council had a responsibility to make plans for the protection of the public and the continuity of its services following a major disaster. Redditch Borough Council's Disaster Plan required comprehensive training, testing and maintenance of the Plan. The Corporate Management Team worked on a rota basis as Emergency Planning duty officers. There was also a requirement for senior officers to complete an online emergency plan every two weeks to ensure a structure was in place. During the last five months officers have worked on updating business continuity plans.

Further discussion followed whereby Members questioned as to why a review was necessary if a disaster plan was already in place. Members should not have to rely on a short sharp review to put things right.

Members also commented that Member training was available in order for Members to be able to see what was in place.

Other Members stated that Kensington and Chelsea Borough Council would have had an emergency disaster plan in place. But we should test our systems to see how the Council dealt with unexpected circumstances.

The Executive Director Finance and Corporate Resources asked the Committee if they wanted to consider inviting the Head of

Overview and Scrutiny Committee

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Planning and Regeneration, who was the lead officer for emergency planning, to the next meeting of the Committee.

RESOLVED that

the Civil Protection and Emergency Planning Capability, Short Sharp Review be launched.

20. WEST MIDLANDS COMBINED AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE (COUNCILLOR WHEELER ON BEHALF OF COUNCILLOR WOOD-FORD)

The Committee were informed that Councillors Nina Wood-Ford and Jennifer Wheeler were unable to attend the West Midlands Combined Authority Overview and Scrutiny Committee meeting on 4th July 2017, and had submitted their apologies.

At the request of the Chair it was

RESOLVED that

a copy of the West Midlands Combined Authority Overview and Scrutiny Committee agenda for the meeting held on 4th July 2017 be distributed to all Committee Members for information.

21. MENTAL HEALTH SERVICES FOR YOUNG PEOPLE TASK GROUP - RECOMMENDATION 4 UPDATE REPORT (DEMOCRATIC SERVICES OFFICER)

The Democratic Services Officer introduced the report and in doing so drew Members' attention to Appendix 1 to the report.

Appendix 1 was the response from Edward Timpson, former Minister of State for Vulnerable Children and Families. The letter thanked Councillor Hartnett for his letter with regard to Personal, Social, Health and Economic (PSHE) education.

The department has funded the PSHE Association to provide mental health guidance and lesson plans, which supported age-appropriate teaching about mental illnesses, including promoting emotional wellbeing and healthy coping strategies. There was no reference in the letter about making PSHE compulsory in schools.

Councillor Wheeler informed the Committee that the PSHE Bill 2016-17 started its second reading debate in January 2017, but this was adjourned with debate to be resumed in May 2017, however

Overview and Scrutiny Committee

Tuesday, 4th July, 2017

Parliament was dissolved for three months with a General Election being called. Therefore the Bill fell and no further action was taken.

Following further discussion on how best to engage with all schools in the Borough with regards to PSHE Mental Health Awareness the Committee

RESOLVED that

- 1) a separate working group meeting be arranged with the original Members of the Mental Health Services for Young People Task Group;
- 2) those Task Group Members compile a short questionnaire in respect of school policies for PSHE and Mental Health Awareness;
- 3) the agreed questionnaire be sent to all schools in the Borough; and
- 4) any responses received to the questionnaire be brought back to a future meeting of the Overview and Scrutiny Committee.

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

The Democratic Services Officer informed the Committee that there were no recommendations for the Committee to note in the Executive Minutes from the meeting held on 6th June 2017.

The Executive Committee Leader's Work Programme was considered by the Committee.

RESOLVED that

- 1) the Executive Committee Minutes of 6th June 2017 be noted; and
- 2) the items on the Executive Committee Leader's Work Programme, as agreed during the course of the meeting, be included on the Overview and Scrutiny Committee's Work Programme.

Overview and Scrutiny Committee

Tuesday, 4th July, 2017

23. OVERVIEW AND SCRUTINY WORK PROGRAMME

That the items from the Executive Work Programme, as agreed by the Committee, be added to the Overview and Scrutiny Committee Work Programme, namely:-

- Commercialisation and Financial Strategy to be reviewed by the Budget Scrutiny Working Group.
- Service Delivery Options – HRA Gas Maintenance presentation from officers at the Overview and Scrutiny Committee meeting on 7th September 2017.
- Seasonal Garden Waste Collections presentation from the Head of Environment at the Overview and Scrutiny Committee meeting on 7th September 2017.
- Local Discretionary Relief Scheme to be reviewed by the Budget Scrutiny Working Group.
- Fees and Charges to be reviewed by the Budget Scrutiny Working Group with suggestions on any areas that the Overview and Scrutiny Committee should focus on.
- Matchborough and Winyates District Centre Redevelopment Consultation presentation at the Overview and Scrutiny Committee meeting on 24th October 2017.

RESOLVED that

the Overview and Scrutiny Committee Work Programme be updated to include the items as detailed in the preamble above.

24. WORKING GROUPS - UPDATE REPORTS (COUNCILLORS POTTER AND BAKER-PRICE)

Budget Scrutiny Working Group – Chair: Councillor Jane Potter

Councillor Potter reported that the group had met with officers on 26th June 2017 to discuss what land was available in the town to build houses on and the sale of council houses. The Council needed to respond to the changes faced by growing its housing stock. Members had been made aware that any unused Right To Buy (RTB) retained receipts would have to be returned to central government.

Members were further informed that the Redditch Borough Council Efficiency Plan 2016/2017-2019/2020 had also been looked at.

Overview and Scrutiny Committee

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Performance Scrutiny Working Group – Chair: Councillor Tom Baker-Price

Councillor Baker-Price reported that the group had met on 21st June 2017 whereby the following items were identified for scrutiny:-

- Transition of Care Leavers into Housing.
- Abandoned Shopping Trolleys.

25. TASK GROUPS - PROGRESS REPORTS (COUNCILLORS WOOD-FORD AND POTTER)

a) Homelessness Short, Sharp Review

The Committee were provided with an update (as detailed at Appendix 3) following the latest meeting of the Homelessness Short Sharp Review Group held on Tuesday 4th July 2017; whereby Members were asked to consider Redditch Borough Council's draft Housing Allocations Policy. The draft policy had been subject to public consultation from 23rd June to 19th July 2017. A number of residents who had responded had given positive feedback on the proposed changes.

In the absence of Councillor Nina Wood-Ford, Councillor Natalie Brookes informed the Committee that the group had met, on three separate occasions, with the Council's Strategic Housing Manager, Private Sector Housing. Members were informed that there were different types of homeless people; which included sofa surfers, those staying in temporary accommodation and hostel accommodation and people living in overcrowded conditions.

Further discussion followed with Members commenting that there were other key factors which contributed to homelessness, which included:-

- The rising cost of privately rented accommodation.
- The short supply of social housing.
- Benefit changes – Universal Credit, whereby claimants had to wait 8 weeks or longer before benefits were paid. This could be detrimental to anyone experiencing financial difficulties or vulnerable claimants.
- Young people leaving care were not always fully prepared for independent living.

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Councillor Natalie Brookes further informed the Committee that Houses in Multiple Occupation (HMO's) would also be looked into.

Members had been surprised to see how hard the Council was working with people and that a lot of 'face to face' work was being carried out. The Council was helping those who were in desperate need of help. The group was also aware that some people did not want to be housed.

RECOMMENDED that

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

b) Staff Survey Joint Scrutiny – Vice-Chair: Councillor Jane Potter

Councillor Potter informed the Committee that the Joint Scrutiny Task Group had agreed the draft Task Group report. She had found it a useful exercise and had enjoyed working jointly with elected Members from Bromsgrove District Council.

26. HEALTH OVERVIEW AND SCRUTINY COMMITTEE (COUNCILLOR WOOD-FORD)

In the absence of Councillor Nina Wood-Ford, the Democratic Services Officer informed the Committee that the next meeting of the HOSC (Worcestershire Health Overview and Scrutiny Committee) was scheduled for 19th July 2017.

The Meeting commenced at 7.00 pm
and closed at 9.13 pm

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**Herefordshire & Worcestershire
Draft Sustainability and
Transformation Plan**
22 November 2016
www.yourconversationhw.nhs.uk

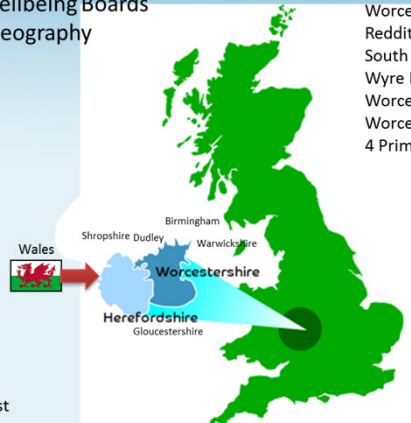
Five Year Forward View www.yourconversationhw.nhs.uk #futureNHS

**Appendix 1
Redditch Overview
and Scrutiny
Committee**

4th July 2017

Herefordshire and Worcestershire STP

- Big geography, small population
- 785,000 people (smallest in West Midlands)
- Two Health and Wellbeing Boards
- Relatively simple geography



Worcestershire County Council
Redditch and Bromsgrove CCG
South Worcestershire CCG
Wyre Forest CCG
Worcestershire Acute Hospitals NHS Trust
Worcestershire Health and Care NHS Trust
4 Primary Care Collaborations

Herefordshire Council
Herefordshire CCG
Wye Valley NHS Trust
2gether NHS Foundation Trust
Taurus GP Federation



A reminder of what STPs are trying to do

Health and Well Being



Improve health outcomes across our whole population, including addressing health inequalities.

Care and Quality



Improve Care and Quality by:

- Addressing areas where there is unwarranted variation
- Ensuring access to the safest care possible
- Improving experience of care
- Securing performance improvements from providers in the delivery of care

Finance and Efficiency



Deliver Financial Sustainability:

- **Better value** in how resources are utilised and deployed
- **Optimise performance** across the whole system

Working across a larger footprint than the individual counties when, by working together, we can do something that we would not be able to do when working alone.



Your Health & Wellbeing
#YourConversation

Why?....To address our Biggest Challenges

Highest risk areas for key NHS Constitutional standards	
Urgent Care	<ul style="list-style-type: none"> • 4 hour A&E standards across all sites • Poor patient flow resulting in 12 Hour Trolley breaches (WAHT) • Stroke TIA (WVT) • Ambulance Handovers
Planned Care	<ul style="list-style-type: none"> • Referral to treatment 18 week (WVT & WAHT) • Cancer 62 day wait • Cancer all 2 week wait referrals • Cancer 2 week wait – Breast Symptomatic • Cancelled operations (WAHT)
Mental Health	<ul style="list-style-type: none"> • Dementia Diagnosis • IAPT Access (improved access to psychological therapies) • IAPT Recovery

Unhealthy lifestyles		
% of the population who:		
	Here'd	Worcs
Are obese or overweight	65.2%	66.6%
Drink too much	27%	27%
Smoke	14%	17%
Are physically inactive	22%	25%

Areas of concern regarding poor outcomes for children and young people across both counties	
Older Younger	• Neonatal mortality and still births
	• Low birth weight
	• Breastfeeding rates
	• School readiness
	• School age obesity
	• Under 18 alcohol admissions
• Teenage conception rate	

Mortality variation between different social groups		
Difference between less deprived and more deprived areas		
Herefordshire	4.9 yrs	
Worcestershire	7.8 yrs	

Gap between life expectancy & healthy life expectancy		
	Men	Women
Herefordshire	7.8 yrs	9.4 yrs
Worcestershire	7.1 yrs	9.1 yrs

£252.6m
Combined NHS Gap

£346.6m

£84.0m
Combined LA Gap

Herefordshire and Worcestershire Financial Gap to 2020/21 to meet projected future demand if services continue to be delivered in the same way as they are now.




Your Health & Wellbeing
#YourConversation

What we will focus on

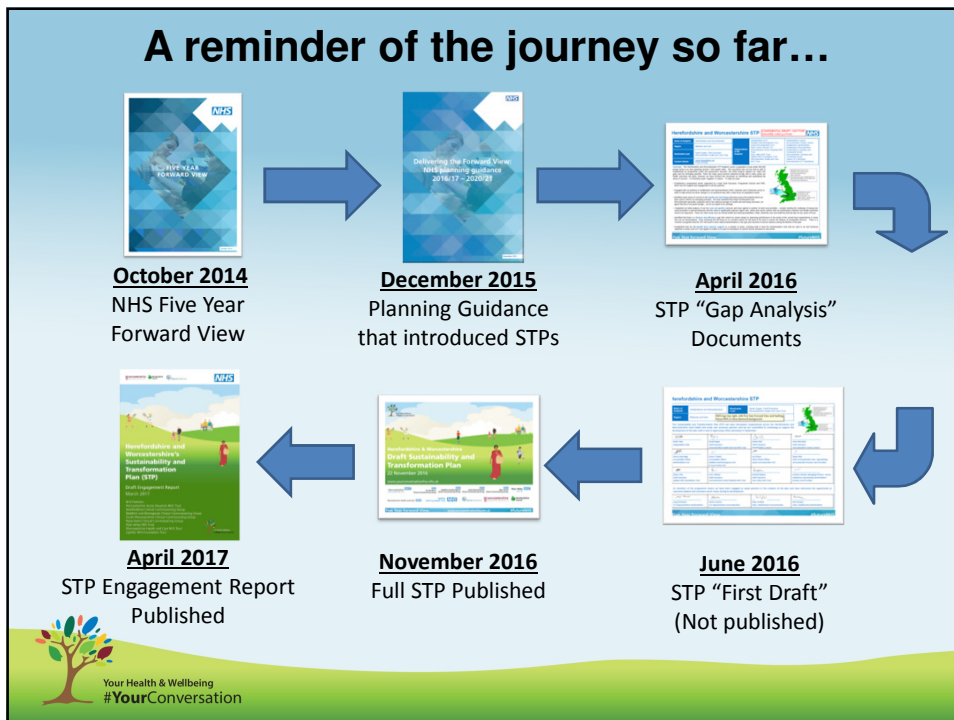
Our priorities for transformation

Transformation Priorities	Delivery Programmes	Enablers
<p>1. Maximise clinical, service experience and unnecessary variation and improve</p>	<p>Back office and infrastructure Commissioning footprint review Joint working and shared service</p>	<p style="background-color: #008000; color: white; padding: 10px; border-radius: 10px;">Enabling change and transformation Workforce Digital VCS Patient engagement</p>
<p>2. Reshape our environment which supports care is the norm and staff include</p>	<p>Prevention and self care Embed in everything we do and every contact we have</p>	
<p>3. Develop an model, by invest which integrates and mental health care to reduce beds through en</p>	<p>Extended primary and community services General practice sustainability Redesigned community and MH services built around practices.</p>	
<p>4. Establish development collaborations footprint to im elective care, m health and learn</p>	<p>Specialist hospital care Reshape specialist care, particularly MH/LD, urgent care, maternity and elective</p>	

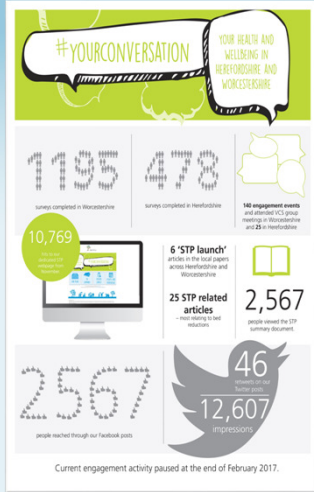
Five Year Forward View www.yourconversationh.nhs.uk [#futureNHS](https://twitter.com/futureNHS)



Your Health & Wellbeing
#YourConversation



Engagement on the STP



- We engaged from start of the process (February 2016).
- Formal engagement process ran from 22nd November to 28th February.
- Staff engagement started 14th February until end of April (372 responses).
- 165 events including Voluntary and Community Sector, forums, mobile road shows, statutory sector.
- Herefordshire Healthwatch led on engagement in Herefordshire.
- Parallel to Future of Acute Hospital Services consultation in Worcestershire.



Summary of Engagement Issues

Overall support for the direction of travel but some areas which require further consideration and discussion:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Transport and travel • Community beds • Carers • The detail of the plan | <ul style="list-style-type: none"> • A and E alternatives • Technology • Staff engagement • Prevention and self care |
|--|--|



Five Year Forward View Next Steps update

- Published in March 2017 to clarify what happens next.
- Confirmed that STPs continue to be seen as the route to improvements in the delivery of health care.
- Specified the four highest priorities:
 - **Urgent Care**
 - **Primary Care**
 - **Cancer**
 - **Mental Health**
- Called for the development of “credible” delivery plans for the four areas.
- STPs to become ST ‘Partnerships’ – as a step towards ‘Accountable Care’ systems.



The main changes from November



Added:
Public Engagement
Section



Updated:
Urgent Care
Section



Updated
Mental Health
Section



Revisited
Prevention and
Well Being



Accountable Care Systems

- “An evolved version of an STP that is working as a locally integrated health system”
- “Systems in which NHS organisations (commissioners and providers) chose to take on clear collective responsibility for resources and population health”
- Commit to make fast improvements in the key deliverables in FYFVNS
- Manage funding for their defined population
- Commit to shared performance goals
- Create a collective decision making structure
- Operate with other providers on a horizontal basis and with local GP practices on a vertical basis

Ref: 5YFV Next Steps



Next steps

- More staff engagement
- Continued dialogue with voluntary and community sector colleagues, especially around improving support for carers
- Targeted discussions with young people and under represented groups
- More detailed work around travel and transport challenges and alternatives
- Greater understanding of technology options and how these could be used
- Topic specific engagement and consultations



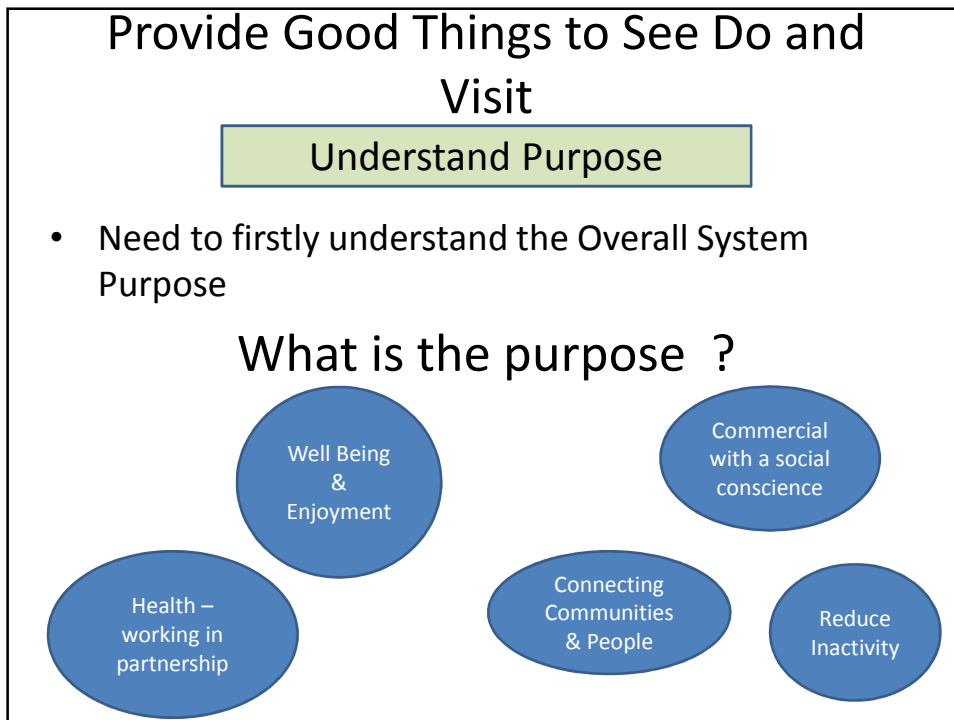
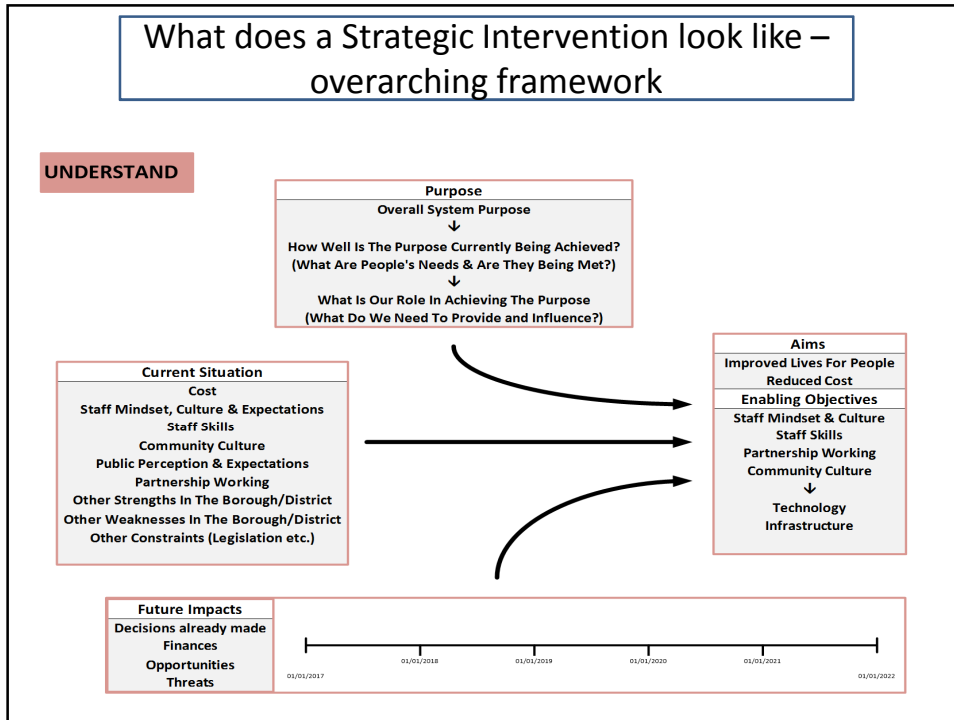
APPENDIX 2

Provide Good Things to See Do and
Visit

Strategic Intervention

Provide Good Things to See Do and
Visit
Council Plan

- Create flourishing town and district centres
- Provide well maintained community parks and green spaces
- Support the provision of leisure opportunities to participate and develop for the whole Borough
- Provide a culturally diverse programme of events and arts activities



Understand Purpose :

What are we responsible for providing ?

What do we need to influence ?

What are peoples needs and are they being met by us / anyone else?

- Limited surveys undertaken – targeted at current members to establish demand
 - Undertaken short surveys with members (limited data set)
 - 26.23% of members use gym & Classes
 - 11.5% use swimming
 - 20% use all facilities
 - 63% of members use facilities between 5-8pm
 - Members would not look to use facility at 6am
 - Have info re current members but not those non members/ non users
 - Have not established why residents do not use the facilities/ what would make them
 - Very limited knowledge of resident needs & wants

Understand Purpose :

What are peoples needs and are they being met by us / anyone else?

- Established what else goes on in Redditch provided by others - does this meet our purpose & peoples needs. Top 5:
 - 29 football clubs
 - 7 Gymnastics Clubs
 - 6 Dance Clubs
 - 5 Cricket
 - 4 Angling, Fitness & Table tennis
- Wide range of activities undertaken
- No data as to the numbers / reason for joining
- Do we know what partners contribute ?

Understand Purpose:
New Initiatives following identification of need?

- Sports development provision in special schools to deliver bespoke disability sessions
- Holiday camps to ensure residents have appropriate, low cost safe environments for their children during the school holidays
- Support to Couch to 5k initiative. 1800 people now take part in this event and there are regular park run activities in the Borough parks and open spaces.
- Increased number of health interventions and programmes at a lower/ subsidised cost to residents
- Learning on line supporting adults with one to one employment skills with a 84% success rate for local unemployed adults engaging with the scheme
- Learning on line worked with partners to develop a leaning strategy to support residents in the search for skills and employment
- Diversinary activities – Police and Sports Partnership in areas of high ASB

Understand Current situation :
Cost / impact of work on efficiency and income generation

Set up 3 workstreams

- Income
 - Fees and Charges
 - Commercial approach
 - Concessionary scheme
- Efficiency
 - Review contracts
 - Review operating practices
- Assets
 - Undertake review of assets held
 - Assess best use of resource

Understand Current situation :
Cost / impact of work on efficiency and income generation
INCOME

Palace Theatre – overall reduction of deficit £200k to £250k

- On Line booking has significantly increased the share of income received with a 65% increase in on line sales
- Focused marketing and marketing officer in place to promote the events to the widest audience
- New bar system has enabled orders to be transferred between tills so users can sell and serve faster and improving income. In addition a more diverse range of products is on sale. Secondary spend last financial year hit over £115k the highest ever with an increase of £9k on the previous year's surplus
- The theatre has been promoted to filming companies with this being a increasing market for hiring over the last year
- By growing the business to the current levels it increases demand from event managers and therefore additional fee can be claimed from the events and the team are able to negotiate better financial deals for the Council.
- Promotion of the small gallery for local artists to sell their work. Minimal income generated at present by well regarded by those who use it.

Understand Current situation :
Cost / impact of work on efficiency and income generation
INCOME

- Refit of “ the room upstairs” - Improvement of the space and better seating for performances has enabled growth in the smaller touring market and increase community access by offering the space at a very reasonable rate to attract new audiences and different shows.

Abbey Stadium

- Changing gym membership to a 12 month contract. This was introduced in April 17 as part of the new fees and charges as agreed by members. The business case for this evidences that this will increase the average life of membership thus improving retention and income received per gym member.
- The recent review of swimming lessons has allowed officers to provide additional swimming lessons to cope with the demand from the waiting list. Also from October a number of clubs/ schools will be programmed into the pool as officers have been able to share the space more efficiently with existing clubs using the facility. As a whole the programme allows a balance for all community groups to be able to access the facilities'.
- The £85k investment in gym equipment has improved the fitness membership. The new investment into new state of the art equipment will reduce the number of complaints received as some of the equipment was dated, needed repair and was in some cases out of use for long periods.

Understand Current situation :
Cost / impact of work on efficiency and income generation
INCOME

- The £300k investment into 3 new dance studios has significantly introduced the overall health and fitness offer and is already helping to attract new members and retaining existing. Since the studios have opened the membership has grown from 2148 members to 2478. The attrition rate (how many members we lose each month) is down to 3.2% , before the studios were built we were at 4.5%. Secondly retention (how long members have stay for) has grown from an average stay of 13.4 months to 19.7 months. The additional capacity created has already meant more members and non members are able to access the classes they want at a time that suits them. This will improve the overall satisfaction with services.
- Virtual cycling :This will aid with retention and attrition rates as customers will be able to get onto a class anytime of day without booking. Also if an instructor fails to turn up customers can access the Virtual so a class does not have to be cancelled.
- Admission control has improved the admission control at the venue reducing the possibility of non members using the health and fitness facilities' on an unauthorised basis.

Understand Current situation :
Cost / impact of work on efficiency and income generation
INCOME

Other services

- Commercial activities in the parks are now chargeable, with a lower rate for charitable organisations
- Opening of the driving range at Pitcheroak golf course
- There has been a £19k reduction in the Council subsidy for Sports Development activities
- Increase in sales at Forge Mill Museum shop of £4k
- There has been an increase of £20k to £154k for the community centres due to increased marketing and promotion of the facilities.

Understand Current situation :
Cost / impact of work on efficiency and income generation
EFFICIENCIES

Palace Theatre

- Closing the box office when demand is low and enabling the team to focus on marketing and promotion when less resource needed at the box office due to on line bookings
- Investment of £26k into upgrading one major element of the stage lighting, taking down 30,000 watts of old equipment and replacing with 2000 watts which produce 16 million colours of light at the touch of a button and no lamps to change saving around £1k pa together with savings in staff time not having to change colours in lights. The manager also re designed the system to be more efficient and accessible and savings realised in electricity.

Understand Current situation :
Cost / impact of work on efficiency and income generation
EFFICIENCIES

Abbey Stadium

- The £100k investment into LED lighting will reduce the spend on utilities by over £28k pa.
- Electric car charging facility - the introduction of this helps to improve the environmental offer provided at the site which has the potential to attract new users to Abbey Stadium
- Solar panels on the stadium - This investment has yielded £4.5k in additional income.
- New phone system installed so customers can be called back rather than waiting for long periods in the queue. It also offers a number of message options signposting customers to the web site for simple enquiries and stating where they are in the queue. Also the system provides management reports which have allowed the management to identify demand coming into the site down to a half hourly basis. This has been used in the recent service review which has helped to determine the overall hours that need to be deployed on reception to satisfy demand presenting itself.

Understand Aims of Purpose:
Improved lives for people
Link to Sports and Activity Strategy

Aim to targeting inactive communities in Redditch

- Encourage family participation
- Develop grassroots sessions
- Create social networks and opportunities
- Target local communities
- Free park events
- Work with partners
- Subsidise activities
- Support vulnerable / low income families to become active
- Enable Cycle routes
- Support Disability Training opportunities

Understand Aims of Purpose:
Increase Income

Commercialism Sessions:

Increase capacity at the Palace theatre

Generating income through sales of private fitness programmes & gym equipment

Sports Development team to work with schools (at a cost)

Open air cinema in parks

Forge Mill as event venue

Managing use of Gym membership cards

Increase usage of community centres – identify what they could be used for & undertake appropriate marketing

Understand Current situation :

What is missing?

- How well is the current delivery meeting purpose
- Why do non users not use the services
- What other leisure services do residents use
- What do residents think about what is provided
- What can external providers offer the Council in the delivery and achievement of the strategic purpose

Next Steps

- Present update to O&S & Executive
- Develop Surveys for the community
- Target areas of non use
- Commission detailed options appraisal
- Soft Market Testing with suppliers
- Review potential to retain VAT on Palace income
- Business case to support commercial ideas eg Palace Theatre/ On line booking at Abbey
- Report back to Members with detailed appraisal and results of full survey and need in November

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APPENDIX 3
Homelessness Short Sharp Review
Housing Allocations Policy

The Homelessness Short Sharp Review considered Redditch Borough Council's draft Housing Allocations Policy during their latest meeting, held on the morning of Tuesday 4th July 2017. The Council's Head of Housing and Housing Options Manager provided a detailed explanation about the changes that had been proposed to the policy, both in writing and verbally, during the meeting. The group welcomed the new draft of the policy and concluded unanimously that it should be approved for the following reasons:

- The new draft policy is updated so as to reflect the Council's approach to delivering services in line with the local authority's strategic purposes.
- The proposed changes have been identified following a trial of these new working practices within the Locality Teams and Housing Options. The approach has therefore been tested and demonstrated to work well, particularly in relation to building community cohesion within Locality areas.
- The new draft of the policy clarifies the housing bands within the Choice Based Lettings system. This should help to address some confusion that could occur in the past under the old policy, particularly amongst residents who were uncertain about the differences between the different bands.
- Under these changes applicants in the Gold Band will also only receive one offer of suitable accommodation, whereas in the past they could receive up to two offers which could elongate the process and make it more difficult to plan housing placements for everyone on the waiting list.
- Clarification is also provided in respect of the points system which informs Choice Based Lettings, to the benefit of the public and interested residents.
- The draft document incorporates 'Direct Matching' into Council policy. This involves officers meeting with the individual to identify their housing needs and placing them in appropriate housing within the community. The increasing involvement of the Locality teams within local communities ensures that they are familiar with local residents in particular locations and can help to assess whether new residents could suitably be placed in accommodation within those areas. Officers have analysed the data which shows that housing allocations involving direct marketing result in a much lower rate of residents refusing the property they have been offered, with an 80 per cent reduction in refusals having been recorded since this approach was introduced.
- The draft policy has been the subject of public consultation, from 23rd June to 19th July 2017. Members were advised that a number of residents have submitted comments for the consideration of the Council during this time and much of this feedback has been positive about the proposed changes. Members have been assured that the feedback provided during this consultation period will be taken into account by officers.

For these reasons the group

RECOMMENDED that

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

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REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

12th September 2017

ADVISORY PANELS, WORKING GROUPS, ETC - UPDATE REPORT

Relevant Portfolio Holder	Councillor John Fisher, Portfolio Holder for Corporate Management
Relevant Head of Service	Claire Felton, Head of Legal, Equalities and Democratic Services
Non-Key Decision	

1. SUMMARY OF PROPOSALS

To provide, for monitoring / management purposes, an update on the work of the Executive Committee's Advisory Panels, and similar bodies which report via the Executive Committee.

2. RECOMMENDATIONS

The Committee is asked to **RESOLVE** that

subject to Members' comments, the report be noted.

3. UPDATES**A. ADVISORY PANELS**

	<u>Meeting</u>	<u>Lead Members / Officers</u> (Executive Members shown <u>underlined</u>)	<u>Position</u> (Oral updates to be provided at the meeting by Lead Members or Officers if no written update is available)
1.	Planning Advisory Panel	Chair: <u>Cllr Greg Chance</u> Vice-Chair: <u>Cllr Bill Hartnett</u> Ruth Bamford	Meeting date: Last meeting – 11th July 2017 (cancelled) Next meeting – 12th September 2017

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

12th September 2017

B. OTHER MEETINGS

2.	Constitutional Review Working Party	Chair: <u>Cllr Bill Hartnett</u> Vice-Chair: <u>Cllr John Fisher</u> Claire Felton	Last meeting – 27th January 2015 Next meeting – to be arranged
3.	Member Support Steering Group	Chair: <u>Cllr John Fisher</u> Vice-Chair: <u>Cllr Bill Hartnett</u> Claire Felton	Last meeting – 10th July 2017 (cancelled) Next meeting – 16th October 2017
4.	Grants Assessment Panel	Chair: <u>Cllr Gay Hopkins</u> Vice-Chair: <u>Cllr Greg Chance</u> Judith Willis / Helen Broughton	Last meeting – 13th July 2017 Next meeting – 24th October 2017

AUTHOR OF REPORT

Name: Debbie Parker-Jones
 Email: d.parkerjones@bromsgroveandredditch.gov.uk
 Tel: (01527) 881411