

additional papers 1



Council

Mon 25 Sep
2023
7.00 pm

Council Chamber,
Town Hall,
Walter Stranz Square,
Redditch
B98 8AH

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Council

Monday, 25th September, 2023

7.00 pm

Council Chamber, Redditch
Town Hall, Walter Stranz
Square, Redditch B98 8AH

Agenda

Membership:

Cllrs:

Salman Akbar
(Mayor)
Karen Ashley
(Deputy Mayor)
Imran Altaf
Joe Baker
Juliet Barker Smith
Joanne Beecham
Juma Begum
Brandon Clayton
Luke Court
Matthew Dormer
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Joanna Kane
Sid Khan
Anthony Lovell
Emma Marshall
Kerrie Miles
Gemma Monaco
Timothy Pearman
Jane Spilsbury
Monica Stringfellow
Craig Warhurst
Ian Woodall

11. Executive Committee

11 .1 Worcestershire Housing Strategy 2040 (Pages 5 - 58)

Due to the length of this report, only the covering report has been included in the main agenda for this meeting. The full report can be found in this supplementary pack.

11 .2 Approvals to Spend (Pages 59 - 78)

Due to the length of this report, only the covering report has been included in the main agenda for this meeting. The full report can be found in this supplementary pack.

11 .7 Town Hall Refurbishment - Final Decision (Pages 79 - 130)

NOTE: Appendices E - G to this report have only been made available to Members and relevant Officers. Should Members wish to discuss these appendices in any detail, a decision will be required to exclude the public and press from the meeting on the grounds that exempt information is likely to be divulged, as defined in paragraph 3 of Schedule 12 (a) of Section 100 1 of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006.

(Paragraph 3: Subject to the “public interest” test, information relating to the financial or business affairs of any particular person (including the authority holding that information).)

Due to the length of this report, only the covering report has been included in the main agenda for this meeting. The full report can be found in this supplementary pack.

11 .8 Finance and Performance Monitoring Report - Quarter 1 2023/24 (Pages 131 - 186)

NOTE: Appendices D - G to this report have only been made available to Members and relevant Officers. Should Members wish to discuss these appendices in any detail, a decision will be required to exclude the public and press from the meeting on the grounds that exempt information is likely to be divulged, as defined in paragraphs 3 and 4 of Schedule 12 (a) of Section 100 1 of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006.

(Paragraph 3: Subject to the “public interest” test, information relating to the financial or business affairs of any particular person (including the authority holding that information)

Paragraph 4: information relating to consultations and negotiations, or contemplated consultations and negotiations, in relation to Labour relations matters arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.)

Due to the length of this report, only the covering report has been included in the main agenda for this meeting. The full report can be found in this supplementary pack.

**Executive Committee
2023**25th July**WORCESTERSHIRE HOUSING STRATEGY 2021-2040**

| | |
|--|--|
| Relevant Portfolio Holder | Councillor Craig Warhurst |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Judith Willis |
| Report Author | Job Title: Judith Willis Contact email: judith.willis@bromsgroveandredditch.gov.uk Contact Tel: 0152764252 ext 3348 |
| Wards Affected ALL | |
| Ward Councillor(s) consulted | |
| Relevant Strategic Purpose(s) | <ul style="list-style-type: none"> • Finding somewhere to live, • Aspiration, work & financial independence, • living independent, active & healthy lives • Communities which are safe, well maintained & green. |
| Non-Key Decision | |
| If you have any questions about this report, please contact the report author in advance of the meeting. | |

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

- 1) The Worcestershire Housing Strategy 2021 – 2040 be adopted.**
- 2) Officers be asked to develop a Borough Level Action Plan with consideration given to the proposals in this Strategy.**

2. BACKGROUND

- 2.1 The Council adopted a Worcestershire Housing Partnership Plan in 2017 which set out the strategic direction for housing across Worcestershire. This Plan has been reviewed and partners from across the County have produced a Worcestershire Housing Strategy 2021 – 2040 attached as Appendix 1.
- 2.2 The Strategy sets out a 20-year vision for the Count, recognising that decisions made today will have a significant impact on housing in the future.

Executive Committee
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2.3 The strategy has been developed with representation from the 7 Worcestershire Local Authorities, NHS providers, local housing providers and the Worcestershire Local Enterprise Partnership (WLEP). It has undergone consultation across a range of stakeholders in the County to ensure that it reflects the needs, challenges, and opportunities in Worcestershire.

2.4 The strategy serves several purposes:

- It is a vision for housing in the county to 2040.
- It provides a statement of intent focused on specific priorities
- It provides the foundation of a set of more detailed action plans to cause the necessary changes and actions to happen and be delivered.
- It provides an opportunity to evolve Worcestershire's housing market offer to meet the needs of its citizens and business over the longer term.

2.5 The strategy sets out the vision for housing in Worcestershire:

Worcestershire will be known for excellent housing. Everyone will have choices about how and where they live. Local homes will be warm, healthy and will lead the way towards Net Zero. Worcestershire housing will add to a better quality of life.

2.6 The vision will be delivered through four priority areas, which are:

- a) **Economic growth and jobs-** this priority focusses on the relationship between housing and the economy and the need to supply the right housing for people who live and work in Worcestershire.
- b) **Quality and standards-** this priority focusses on ensuring that housing in Worcestershire is as good as it can be and that the County takes advantage of innovation in how houses are planned, built and upgraded.
- c) **Health and wellbeing-** this priority focusses on the importance of affordable, healthy housing that supports everybody, whatever their needs or circumstances as well as creating and maintaining sustainable communities.
- d) **Net Zero carbon and climate change-** this priority

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focusses on ensuring that housing in Worcestershire is decarbonized in line with national targets.

- 2.7 To accompany the Strategy a Countywide action plan has been developed with each Local Authority having responsibility to develop its own action plan to set out how it intends to meet and contribute towards the ambitions of the Strategy locally.
- 2.8 Due to the strategy setting out a 20-year ambition, the proposals for delivery are at three levels of detail:
- a) A 100-day plan to create momentum and promote awareness
 - b) A 5-year action plan setting out key priorities across each of the four priority areas. These actions will be delivered through Countywide delivery groups.
 - c) A twenty-year road map outlining how the components of the strategy will support the delivery of the vision.

3. OPERATIONAL ISSUES

- 3.1 Upon approval of the Strategy, Officers will develop an individual Borough-level action plan.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications associated with adopting this strategy

5. LEGAL IMPLICATIONS

- 5.1 The deregulation Act 2015 abolished the statutory requirement for Council's to produce a Housing Strategy.
- 5.2 However, it is recognised across all the Worcestershire Council's and partners that Housing is key to the quality of life of residents and that this Strategy will provide future a vision and future direction to achieve this.

6. OTHER - IMPLICATIONS**Relevant Strategic Purpose**

- 6.1 The Strategy will support the Council's following Strategic purposes:
- Finding somewhere to live,

Executive Committee
202325th July

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

Climate Change Implications

- 6.2 Carbon reduction is a key feature of the Strategy with the fourth priority being 'Net Zero carbon and climate Change. This provides an ambition to reduce the impact that dwellings have climate change and help the Council meets its Climate Change Strategy vision.

Equalities and Diversity Implications

- 6.3 There are a range of equality considerations which have been taken into account in the development of the strategy. This includes the changing demographics across the County where it is projected that there will be an increasing ageing population and therefore a greater demand on later living housing provision.
- 6.4 Section 3.1 of the Strategy sets our population and Economics information which is then addressed within the Strategy.

7. RISK MANAGEMENT

- 7.1 Failing to influence the housing market in a strategic way could lead to a rise in homelessness locally, and impact upon the delivery of affordable housing.

8. APPENDICES and BACKGROUND PAPERS

Appendix A – Worcestershire Housing Strategy 2021 to 2024

Executive Committee
202325th July**9. REPORT SIGN OFF**

| Department | Name and Job Title | Date |
|--|---|-------------|
| Portfolio Holder | Cllr Craig Warhurst | 4.07.23 |
| Lead Director / Head of Service | Judith Willis, Head of Community & Housing Services | 21.06.23 |
| Financial Services | Peter Carpenter | 21.06.23 |
| Legal Services | Claire Felton | 21.06.23 |
| Policy Team (if equalities implications apply) | | |
| Climate Change Team (if climate change implications apply) | Matthew Bough | 21.06.23 |

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Worcestershire Housing Strategy

2023 - 2040



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Foreword

Housing has always been an important consideration for the people of Worcestershire. Our towns and villages are attractive places to live, and many people aspire to move to the county. However, the challenges associated with ensuring that there is enough high quality, suitable housing to meet the needs of all citizens have been critical issues for many years. The cost-of-living crisis in 2022 and a continuing shortage of housing across all tenures has helped to highlight the importance of the role that housing plays in determining life chances in the county. However, there is room for improvement. By thinking of housing as one of Worcestershire's strategic assets, we can plan more effectively to deliver better outcomes, including health, well-being, and our low-carbon futures.

Local authorities play an important part in planning for future housing as well as providing services alongside housing including social care. In Worcestershire, these services are provided by the six District and Borough Councils and the County Council, all of whom are locally accountable. This arrangement ensures that local concerns are addressed in connection with housing and that new development respects local character. Looking forward, the role of local authorities in connection with housing can only become more extensive and more influential. Social care delivered in the home alongside other services for example is set to become an important enabler of independent living for our older residents. Work to improve the condition and performance of our homes will also play a key role in our meeting the UK's net zero carbon objectives.

To meet these expanded, long-term expectations, we need a long-term perspective. We will also need a joined-up approach. Whilst most of the work in connection with housing will continue to be undertaken by individual councils, it will make sense to approach many of our challenges in a consistent and collaborative way. Whilst we value the unique character of Worcestershire's communities, we also recognise that we can come together across the county to plan and to work together to deliver better outcomes for everyone who lives in the county.

In response to the challenges and opportunities we face, we have developed a long-term housing strategy for Worcestershire. The strategy focuses on key issues associated with how housing affects economic growth, jobs and health and wellbeing in the county as well as how housing can be harnessed to meet carbon and climate change ambitions. In the strategy we set out a joint-vision for housing for the period up to 2040 and a series of medium- and long-term priorities that all bodies interested in housing in Worcestershire can get behind. The benefit of having the strategy in place is that we will have a clear long-term vision for the role of housing in Worcestershire that we can all get behind and for which local authorities can be held accountable.

I have thoroughly enjoyed the process of developing the Worcestershire Housing Vision and Strategy, working with colleagues and stakeholders across the county to develop a flexible and adaptable plan that will equip us to work together to deliver better housing for everyone in the county. I am excited about the vision and the plan proposals and am confident that we can equip ourselves to meet the many complex issues surrounding housing in the county. Worcestershire housing will add to a better quality of life, and that is something that we can all work towards.

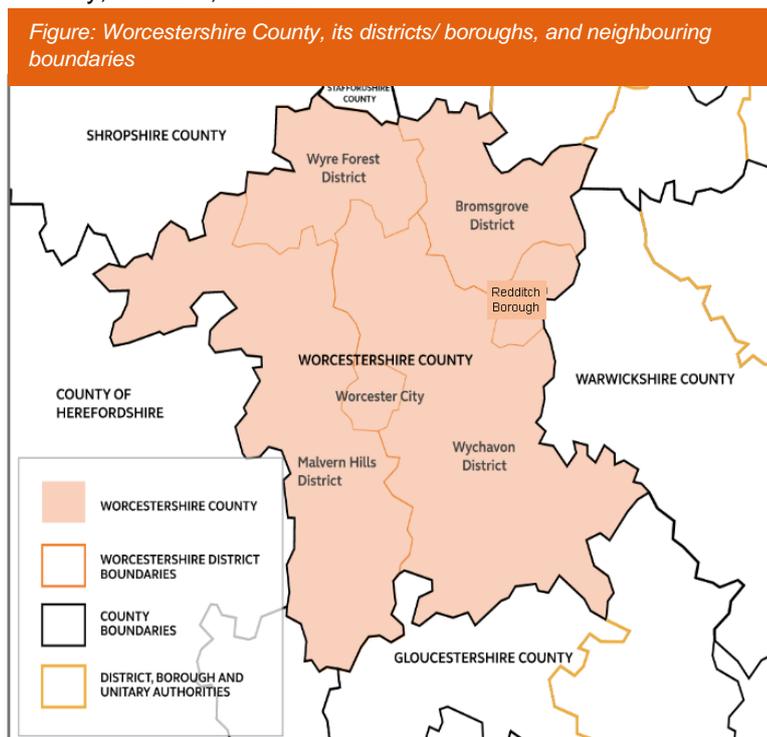


Kevin Dicks, Chair of the Worcestershire Housing Strategy Board

1 Introduction

1.1 Context and Background

Worcestershire benefits enormously from being right in the heart of England. With exceptional links into the UK motorway network, proximity to Birmingham International Airport, and in the medium term, HS2. The County has enjoyed one of the highest long-term economic growth rates outside of the Greater South-East and has real strengths in a diverse range of sectors including advanced manufacturing, agri-tech, cyber security, defence, and IT.



Worcestershire is a great place to live, with a diverse and contrasting choice of characterful urban and rural locations across the six districts/ boroughs. But the county has its challenges. Worcestershire has an older population than the national average, but the working age population is not growing quickly enough. Furthermore, the county's over 65s will grow in number by over 40% by 2040. To achieve its ambitious economic plan through to 2040, Worcestershire needs to build the workforce needed to attract and grow new businesses. To do this it will need to attract new families to live, work and grow in the county and it will need to retain its graduate and young talent. Worcestershire will also need to continue to care for its people, dealing in particular with issues of homelessness and ill-health as well as addressing the long-term implications of an ageing population.

Good quality housing is critical in attracting people to a place, but the Covid pandemic has also underlined the importance of fit for purpose housing in connection with people's health and wellbeing and has further reinforced the link between quality of housing and housing-related services to health and social care. Housing is also responsible for 22% of all UK carbon emissions and policies to accelerate decarbonisation will play a critical role in our fight against climate change.

Local Authorities in Worcestershire have policies and plans in place to manage housing delivery and housing related services in the short and medium term. However, there is the need for a long-term vision and a joined-up plan to enable the two tiers of government in Worcestershire to cooperate and collaborate (with third parties as needed) to deliver the best housing outcomes. Above all, authorities must focus on a range of actions to create and maintain momentum towards the long-term goal.

The 2040 Housing Strategy represents an ambitious, long term and important Vision for the County. It seeks to enable Worcestershire One Public Estate Partnership's (WOPEP) Housing Workstream to 'rebalance the housing market in Worcestershire in support of economic growth'. It sets out steps to support improving physical and mental health and wellbeing, reducing health inequalities, addressing climate change, and taking account of the longer-term impact of Covid-19. In short, it is a strategy that will improve the quality of life for the residents of, and visitors to, Worcestershire.

The starting point is a positive one. The county has a history of collaboration and partnership working across multiple services. Worcestershire developed one of the first One Public Estate (OPE) partnerships and has a very effective integrated care strategy (ICB) underpinned by effective working of local authorities, the NHS

and other health service providers across the county. Building on this well-established pattern, this Housing Strategy proposes further sharing of capability and best practice in a two-tier local authority context. The proposal, designed to ensure that services continue to be delivered in a joined-up way, is unique and has been developed through the collaborative working and engagement of a wide range of public sector partners, private sector businesses including Registered Providers¹ and third sector organisations. It is a Strategy for Worcestershire developed by the partners of Worcestershire.

¹ Registered Provider (RP) is the umbrella term to describe Housing Associations and other third sector housing providers involved in the provision of social and affordable housing. RPs are actively involved in the development of for sale and shared ownership homes as part of a cross-subsidy model which supplements affordable homes grant funding.

1.2 Content, Purpose, and Objectives

The Housing Strategy is focused on the twenty-year period to 2040. During this period, there will be significant changes to the housing market in Worcestershire as well as huge challenges to meet including the net zero carbon transition. Housing in Worcestershire will be very different in 2040 to what it is today.

This means that decisions taken today will have a big effect on the future of housing in Worcestershire, and it is right to plan for this. It is also important that short-term opportunities, that can be taken to improve the experience of housing now, are not missed because of the priorities of a long-term plan.

The 2040 Housing Strategy aims to bring these priorities together, by setting a long-term vision and strategic plan, whilst also identifying suggestions for the tactical 'jobs to be done' that are set out in short-term action plans.

The 2040 Housing Strategy is designed to be read in conjunction with a wide range of other policies and plans. Most importantly, it complements existing development plans and sets out to show how housing development can be well integrated with other aspects of public service focused on health and social care. The Housing Strategy is also aligned to other long-term plans including the Worcestershire LEP Strategic Economic Plan.

The Strategy also complements existing plans aimed at setting the direction of travel for long-term policy in net-zero carbon and for outlining a blueprint for how housing related functions can be most effectively coordinated across Worcestershire.

The 2040 Strategy has five main sections:

- **Vision** – summarising the strategy and the five main challenges to be addressed for Worcestershire.
- **Context** – describing the local social and economic factors that the strategy should address.
- **Strategic priorities** – describing the detailed objectives, actions, and outcomes of the strategy.
- **Strategy review and governance** – setting out the organisation required to implement the strategy.
- **Action plan** – proposing the short and medium-term actions that may follow in the first 5-year period and form the basis of each district's own action plan.

The strategy has been developed by a county-wide team with representation from the 7 local authorities, NHS partners, local housing providers and the Worcestershire LEP, facilitated by Arcadis. We have undertaken extensive consultation across many stakeholders to seek a broad range of Worcestershire focused voices, to understand the challenges and blockers and the opportunities to be addressed by the Strategy. Whilst we cannot take account of all points of view, we are confident that the strategy represents a balanced approach to addressing the many opportunities and challenges that Worcestershire will face between now and 2040.

2 Vision

The Vision Statement

Worcestershire will be known for excellent housing. Everyone will have choices about how and where they live. Local homes will be warm, healthy and will lead the way towards Net Zero. Worcestershire housing will add to a better quality of life.

The Call to Action

The strategy will set out the steps needed to make this happen focused on four priority areas:

- Economic growth and jobs.
- Quality and standards.
- Health, wellbeing, and inclusion.
- Net-zero carbon and sustainability.

Realising the Strategy

To make this vision a reality there are five big opportunities that need to be taken between now and 2040:

- Creating a culture of positive action in connection with housing. This will cover housing services, planning and other services focused on the Home. 'Getting things done' will help to ensure that Worcestershire is dynamic, growing, and a great place for everyone to live. This will be done by planning, by leadership and by everyone involved taking ownership of their role in making Worcestershire a better place to live.
- Reviewing aspects of housing services and planning across Worcestershire and reorganising where it makes sense to do so, sharing resources whilst protecting local accountability. Equipping Districts to take the assertive steps needed to implement the policies and aspirations that are set out in Development Plans.
- Using large scale developments to set the standard for sustainable development including place-based amenities and services. This will include getting the right mix of housing in a scheme and ensuring that services and infrastructure are in place from the outset.²
- Developing and managing affordable and social housing as an integral part of new and existing communities to increase inclusion in Worcestershire. This includes an active role for local authorities as planners, development partners and housing providers.
- Taking a leading role in the promotion of the net zero carbon agenda for housing, including organising and supporting public and private homeowners to meet their net zero targets.

Housing will be better in 2040 because of the active, evidence-led steps that will have been taken to sustain economic growth and housing development and to improve services and delivery. This strategy sets out these active steps and the timetable by which they will be taken. The jobs/actions to be undertaken are outlined in Section 4 – The Priorities.

² Scale in housing development is context dependent. At the largest scale, the strategy describes urban extensions and other strategic developments that will be accompanied by large-scale social and economic infrastructure. However, in the context of rural communities, developments of 100 to 150 homes are also 'large scale' and also create an opportunity and responsibility for local authorities to set challenging targets around housing quality and the quality of wider infrastructure provision.

3 Local, Regional and National Context

3.1 Population and Economics

Worcestershire is situated in the Midlands region of England and the County is home to the six districts/boroughs of Bromsgrove, Malvern Hills, Redditch, Worcester City, Wychavon, and Wyre Forest. The county has a diverse cultural heritage and a high-quality natural and urban environment. The unique character of the place is appreciated by the local community and attracts visitors and in-migration from all over the country contributing to economic growth.

Population

Worcestershire is home to 598,070 residents (mid-2020 ONS estimate)³ of which circa 60% (354,064) of residents are of working age (16-64). The working age population has grown by less than 1% since 2015. The County has a higher median age of population (45.3) than the regional (39.6) and national median age (40.2). 23% of the population is over the age of 65 which is higher than the West Midlands and England average. The growth rate of the older population is expected to increase steeply with the number of over 65's expected to grow by 42% by 2040 (with a particularly high rate of growth in 80+ year group) against the population growth of 30-45's which is expected to be 10% to 2040.

The number of households in Worcestershire is expected to grow by 20% by 2043. This growth is largely due to an increase in one-person households (over 50%). The number of such households is projected to rise by almost 21,000 over the 25-year period from 2018 to 2043⁴. By 2035, the number of people living alone in Worcestershire is expected to rise by 36%. Both trends are linked to the ageing population.

Different rates of growth in the working-age and later living cohorts are prominent issues for the housing strategy.

The strategy must deliver enough housing to accommodate families to support the growth ambitions of the county.

Similarly, it is important that housing supply and housing related services anticipate demand that will come from an ageing population.

Migration into and out of the County, as well as between districts within Worcestershire, conforms to the established national pattern of migration, with most movement being from rural to urban areas (urbanisation). Worcestershire tends to experience a net gain in almost all age groups. A high inflow of persons aged 75-plus and 60-64 is also prominent as people move into the County after retirement or early retirement.⁵

In Worcestershire, just over 70% of people are defined as living in larger urban areas, with 20% of the population living in rural villages, hamlets, or isolated dwellings. This illustrates that Worcestershire is "less urban" than either the West Midlands region (in which almost 85% of the population live in urban areas) or the whole of England (80% living in urban areas). Over 50% of people living in Wychavon and Malvern Hills live in a rural area, whereas Redditch and Worcester City are almost entirely urban.⁶

Worcestershire residents generally have good levels of health, with life expectancy being better than the national average. Some areas of lifestyle require improvement when compared to the national average. These include excess weight in adults, smoking at time of childbirth, breastfeeding initiation, and early years

³ONS, Mid-Year Population Estimates, UK, June 2020

⁴ONS, 2018-based household projections for local authorities and higher administrative areas within England

⁵Worcestershire Demographic Report – Census 2011

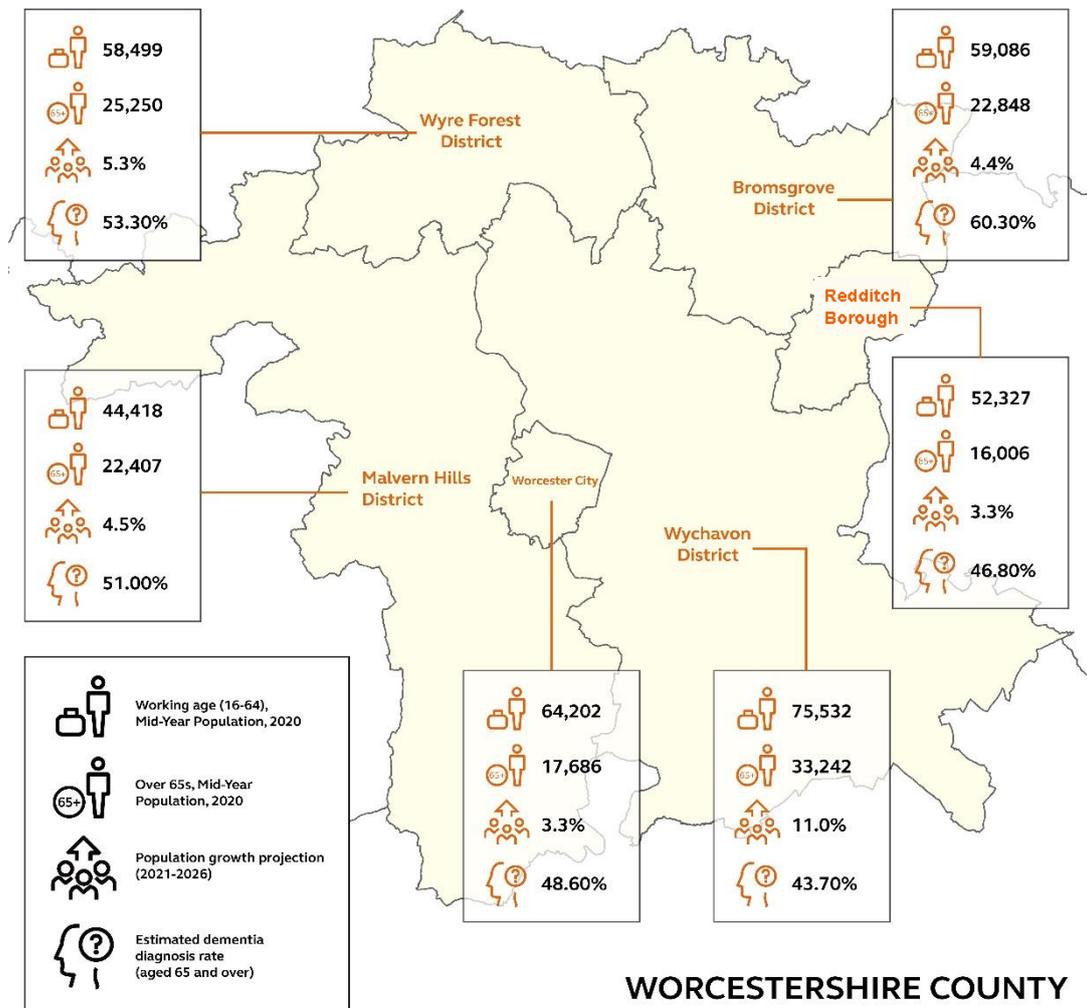
⁶Joint Strategic Needs Assessment Annual Summary September 2019

development for children eligible for free school meals.⁷ Dementia will be a significant issue in future years as the population in the oldest age groups grows. The number of people with dementia in Worcestershire is forecast to increase by 56% between 2019 and 2035 from 9,560 to 14,905.

The requirement for a long-term plan for the reshaping of later-living provision in the county is highlighted in the strategy. This will not only provide a wider range of housing options for the healthy later living cohort but will also support better provision of care services to older clients.

Worcestershire’s population does not reflect the ethnic diversity of the wider West Midlands region. The 2011 Census shows that Black, Asian and Minority Ethnic Persons (those not of White British origin) stand at around 7.6% of Worcestershire’s average. The estimate of 7.6% in Worcestershire compares to estimates of 20.2% in England and 20.8% in the West Midlands region. ⁸ We anticipate that this gap will close over the period of the strategy which may have some implications for future service delivery.

The graphic below summaries key population statistics across Worcestershire:



⁷ Worcestershire Health and Well-being Board, Joint Strategic Needs Assessment 2020, Executive Summary, Health Impacts of COVID-19

⁸ Worcestershire Demographic Report – Census 2011

Economic Performance

There has been good GVA growth in Worcestershire in the last five years, with one of the highest rates of any LEP in England. £14.1 billion GVA was generated in 2018 which is more than 10% of West Midlands total.

Currently there are 290,000 people in employment in Worcestershire, with good growth over the last five years. 3.5% of Worcestershire's economically active population are unemployed and perhaps as challenging, 1 in 18 of working residents have no qualifications. Worcestershire overall, however, performs well when compared to the region and country.

Median gross weekly earnings by residence in Worcestershire is £537 which is approximately 3% less than in the West Midlands and 10% less than in England. (This figure is significantly reduced by the gross weekly earnings in Redditch which is £460/week). Major infrastructure projects such as HS2 and private housing development are expanding at pace and will draw down from the labour supply. There will be a growing labour requirement from repair, maintenance, and improvement work, as for the demand retrofitting existing buildings to meet net zero emissions targets becomes more important. Covid-19 appears to have had little long-term impact on employment in the West Midlands based on latest data⁹ from ONS. Employment levels between May-July 2021 were above pre-Covid levels, and unemployment at 5.1% was significantly below the 5.9% unemployment recorded between December 2020 and February 2021.

Skills development in Worcestershire is addressed in the 2019 to 2024 Education and Skills Strategy, which brings together a county-wide Education and Skills Strategy Board and the WLEP Education and Skills Board. Adult education is likely to be subject to significant development with the announcement of the Lifetime Skills Guarantee in September 2020. This is likely to channel training resources to many skills that are relevant to the Housing Strategy.

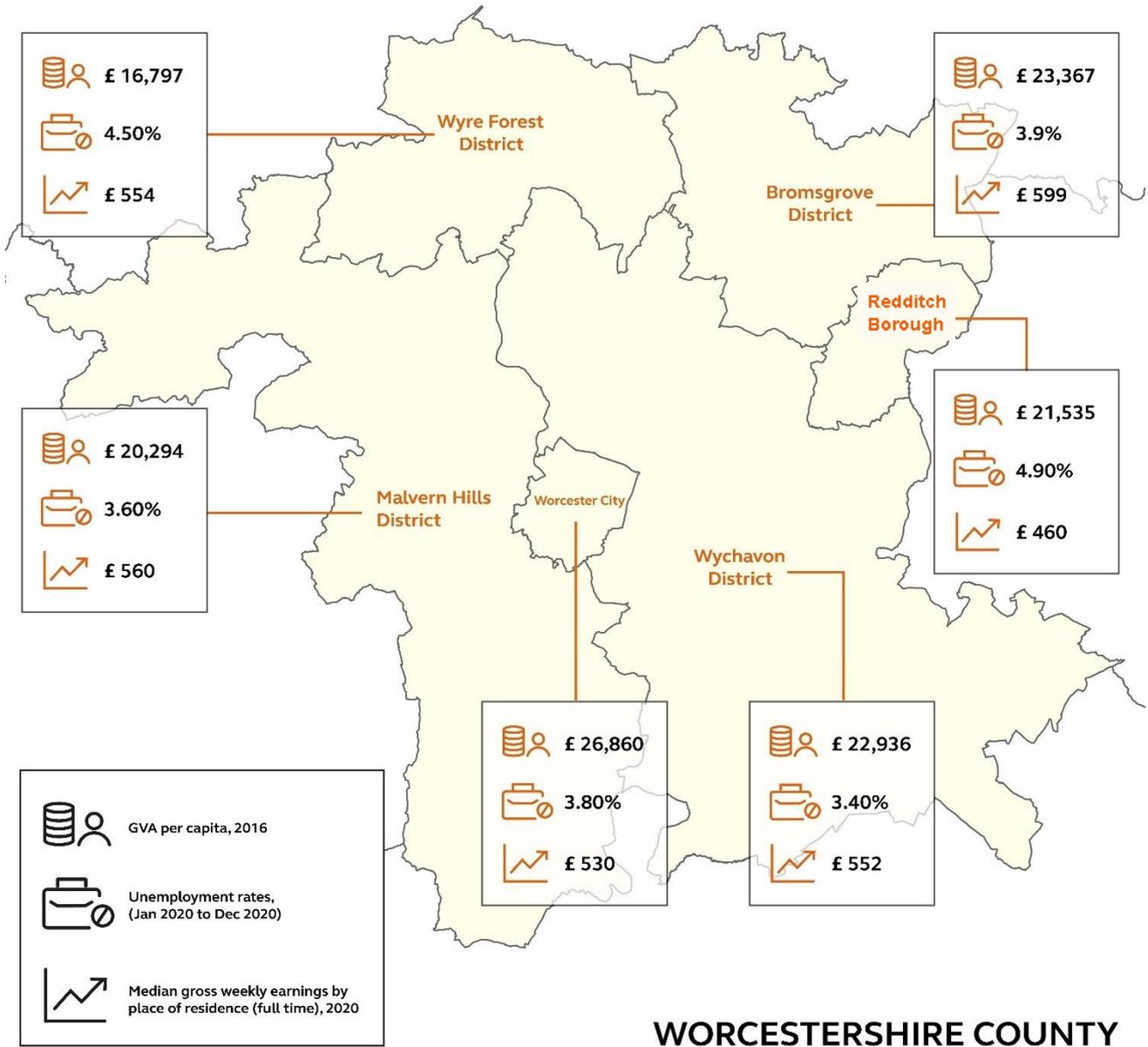
The link between employment and the housing market will be increasingly significant over the next 20 years.

The Strategy highlights the requirement to develop low carbon retrofit supply chains in Worcestershire aligned to national demand for decarbonisation.

These supply chains will potentially be developed to take advantage of existing capability and expertise in the County.

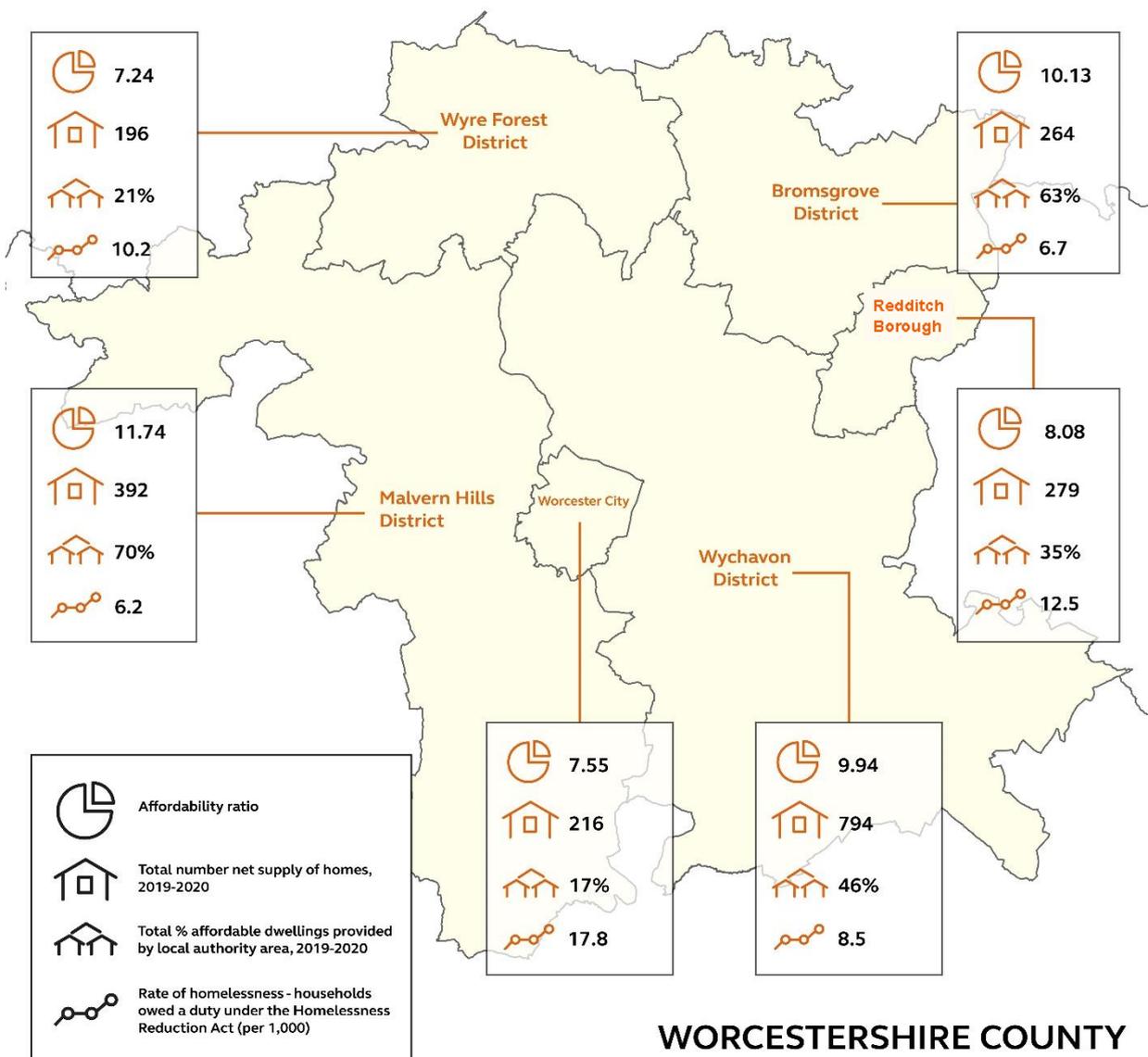
⁹ HI05 Regional labour market: Headline indicators for the West Midlands, published September 2021.

The diagram below summarises economic performance at a District/ Borough level across Worcestershire.



Housing Delivery and House Prices

Worcestershire, like many other places is seeing a growing disparity between house prices and income. Worcestershire’s affordability ratio, calculated by dividing median house prices by median gross annual earnings, was 8.87 in 2020¹⁰. By comparison, the West Midlands region affordability ratio is 6.78 and England is at 7.84.¹¹ In Worcestershire, the rate of homelessness in terms of households owed a duty under the Homelessness Reduction Act is 10.3 per 1,000, this is lower than the rate in England (12.30 per 1,000) and the West Midlands (11.20 per 1,000)¹². The rate of homelessness since the 2018-2019 financial year as remained steady in Worcestershire. The diagram below summarises the position at district level, of Countywide affordability, housing supply (including affordable housing) and homelessness.



¹⁰ In 2020, the median house price was £242,000 and median gross annual earnings were £27,285.

¹¹ ONS: House price to workplace-based earnings ratio

¹² PHE, Public Health Profiles (indicator source: MHCLG, Table A1, Detailed local authority level tables financial year 2019-20)

Housing affordability is closely related to the supply of new housing delivered through local development plans. Below is a summary of the Housing Delivery Test: 2020 measurement¹³ which is an annual measurement of housing delivery in relevant plan-making authorities. Generally, local authorities have performed well, with 8,103 homes being delivered across the County against a three-year target of 5,640. As a result of below target rates of build-out, Bromsgrove faces the NPPF's presumption in favour of sustainable development and Wyre Forest must produce an action plan showing how they intend to boost delivery and have a 20% buffer on their housing land supply.

During the period 2017 to 2021, 4,115 affordable homes¹⁴ were delivered in Worcestershire, representing over 45% of the total stock delivered in this period.¹⁵

Table 1. Summary of the Housing Delivery Test, DLUHC

| Area | Total number of homes required 2018-2021 | Total number of homes delivered 2018-2021 | Housing Delivery Test: 2021 measurement | Housing Delivery Test: 2021 Consequence |
|------------------|--|---|---|---|
| Bromsgrove | 1,413 | 624 | 44% | Presumption |
| Redditch | 0 | 881 | n/a | None |
| Wyre Forest | 627 | 618 | 99% | None |
| Worcester City } | | | | |
| Malvern Hills } | 3,281* | 5,100 | 128% | None |
| Wychavon } | | | | |

***Local Planning Authorities with Joint plans being measured jointly for Housing Delivery Test: 2020 measurement*

The implication of presumption in Bromsgrove is that developers are free to bring forward housing development sites outside of the scope of the adopted Local Plan in line with the presumption in favour of sustainable development embedded in the National Planning Policy Framework. This means that Bromsgrove District Council has much less control over local development than would be the case normally, even though the securing of planning consent in the district has been shown to be very difficult over the past 5 years.

Improved housing delivery in Wyre Forest has resulted in the requirement for a 20% buffer being removed. As a result, Wyre Forest District Council has increased control over land in the development pipeline in the past 12 months.

The effective delivery of new housing is an important foundation for the 2040 Strategy.

The challenge will be that the housing continues to be delivered at rates to meet growth forecasts.

Furthermore, it is essential that new development meets the actual housing need of residents in the County whilst also delivering mixed, sustainable communities.

¹³ MHCLG, Housing Delivery Test: 2020 measurement

¹⁴ Note: Affordable housing includes social rented, affordable rented and intermediate housing, provided to specified eligible households whose needs are not met by the market. It can be a new-build property or a private sector property that has been purchased for use as an affordable home. Data sourced from MHCLG, Live Table 1008c.

¹⁵ MHCLG, Live Table 253.

Quality and performance of existing homes

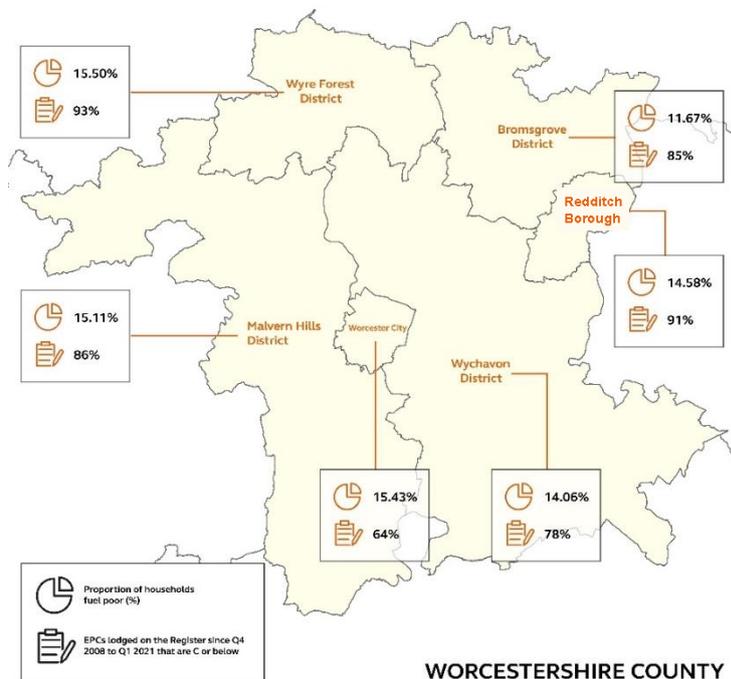
The quality of existing stock is an important consideration with respect to health and wellbeing of residents, and requirements for decarbonisation.

Fuel poverty is a material issue in Worcestershire, affecting around 14.4% of households compared with 13.4% of households in England as a whole¹⁶. A household is said to be fuel poor if it needs to spend more than 10% of its income on fuel to maintain an adequate standard of warmth. Following significant increases in energy costs in the past 12 months, fuel poverty is expected to affect many more people, and as a result, might further accelerate investment in energy efficiency through programmes such as ECO+.

The health effects of fuel poverty are far-reaching and disproportionately affect older people as there are links between cold homes and respiratory conditions. The five-year average for excess winter mortality index in the County is higher than England’s five-year average.¹⁷

Energy Performance Certificates (EPC) can be used as a proxy for housing quality and low carbon performance. Data for dwellings lodged on the Register from Q4 2008 to Q1 2021 show that 87% of EPCs issued in the county are C or below (vs 89% in England), whereas 37% of EPCs issued in Worcestershire are for properties in Bands A to C (vs 39% in England) and 6% are for properties in Bands F and G (vs 6% in England). Worcestershire is comparable to the England average.¹⁸

The diagram below summarises the position at district level, of the proportion of households in fuel poverty and the number of EPCs at C or below.



This data highlights the scale of the decarbonisation challenge in Worcestershire and the extent of work that will be necessary to bring homes up to net-zero carbon levels of performance.

¹⁶ ONS: Sub-regional fuel poverty data 2021. This data was collated before the 2022 energy price crisis and reflects the long-term trend.
¹⁷ ONS: Excess winter mortality data, England, and Wales, 2019 to 2020 (provisional) and 2018 to 2019 (final)
¹⁸ Live tables on Energy Performance of Buildings Certificates: Table D1

Connectivity

Worcestershire’s central location makes the county excellently connected through a comprehensive multimodal transport network of railways and highways (via M5 and M42), which in turn gives easy access to markets and skills. Birmingham Airport is at the doorstep of the county which provides access to 100 international locations.

Accessibility within Worcestershire is naturally affected by the rural nature of much of the county, where low population densities are associated with a lower-grade road network. This is particularly the case in the North-west of the County. A limited number of road crossings over the River Sever are also a constraint to mobility and a cause of congestion.

Worcestershire is crossed by two nationally important rail lines – the North Cotswold line from London Paddington to Worcester, Great Malvern and Hereford and the Bristol to Birmingham Line. Local services operate to Birmingham along the Kidderminster, Bromsgrove and Redditch routes which face challenges of overcrowding, particularly during peak periods.

Cross Country services between South-West England, Birmingham, and the North-West and North-East pass through but do not stop in Worcestershire, and the County’s network suffers from various constraints such as mechanical signalling and single line tracks which have a direct impact on train service timetables. The opening of Worcestershire Parkway station in 2020 adds capacity and connectivity to the network and enhances accessibility to the North Cotswold Line and Cardiff – Nottingham Cross Country services.¹⁹

Worcestershire’s rail connectivity requires improvement and the critical importance of rail as a key enabler of economic activity and growth is reinforced in the Local Transport Plan.

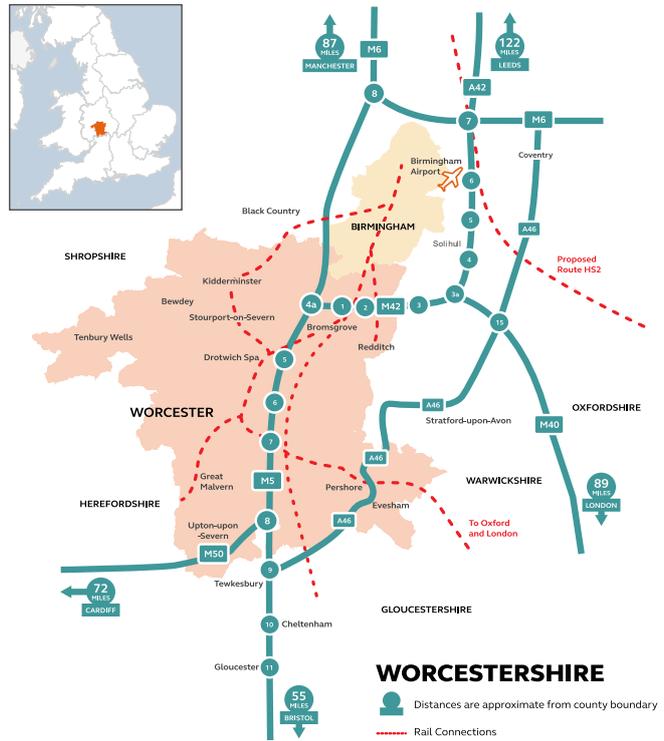


Figure: Location plan (top left) and transport map (bottom right)

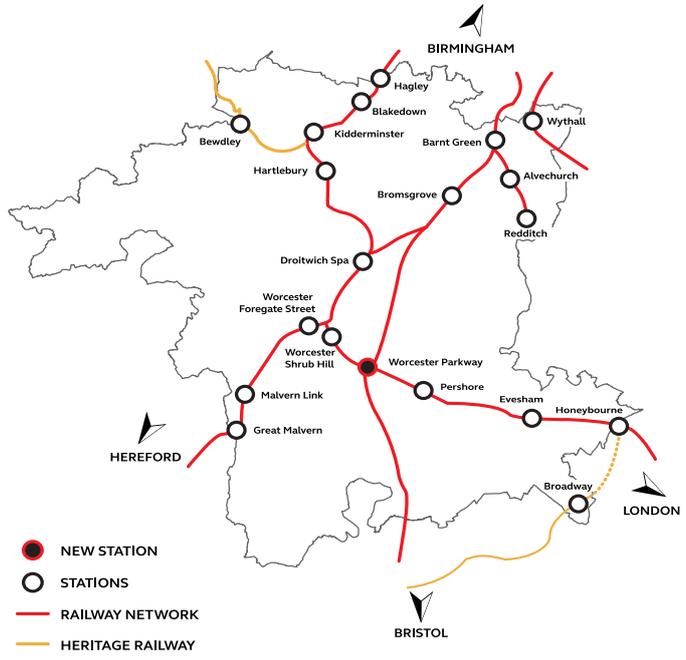


Figure: Rail connectivity plan

The implication for housing development is that much-needed improvements in transport network connectivity are likely to free-up further land for large-scale housing development in future – creating opportunities for the development of sustainable mixed communities as advocated in this Strategy.

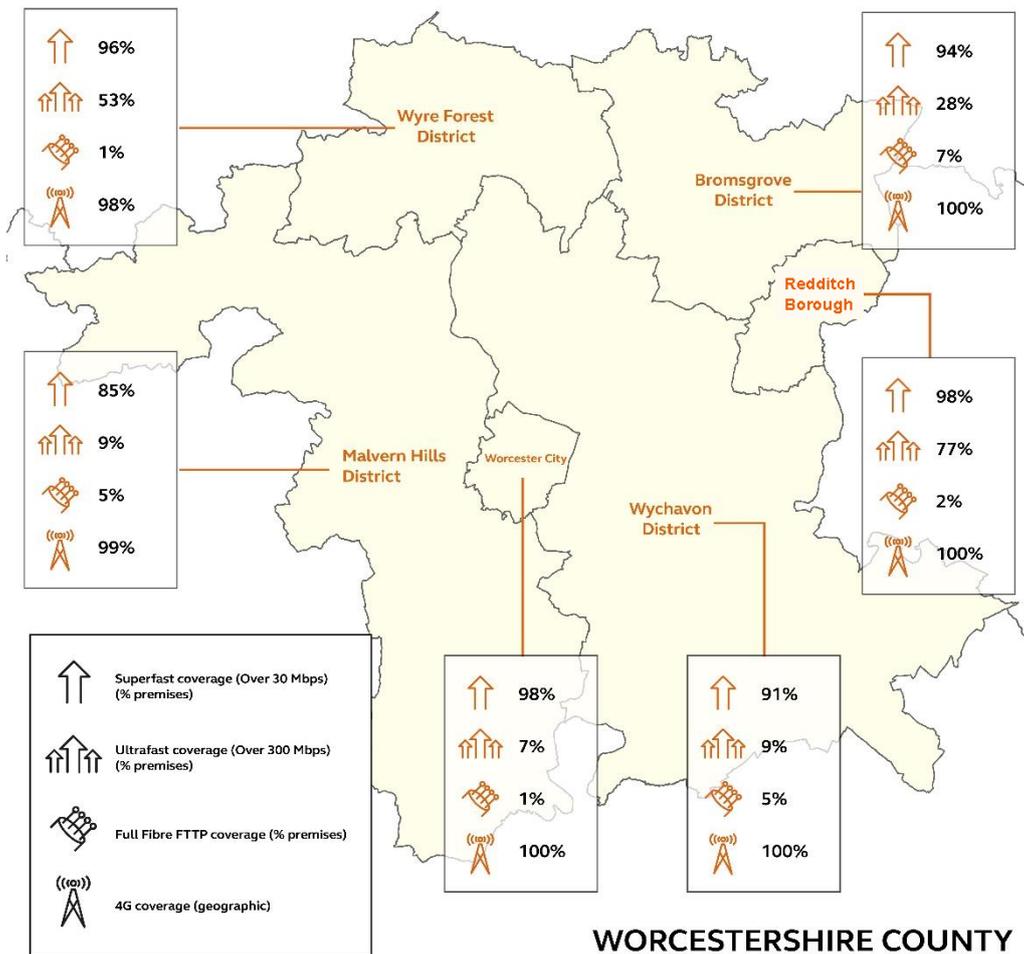
¹⁹ Worcestershire Rail Investment Strategy, 2017

Redditch Borough

Worcestershire has good digital connectivity but there is room for improvement. Over 95% of premises have superfast broadband (30Mbps or greater) coverage and over 98% of the geography has 4G signal availability. By contrast, only Redditch and Wyre Forest have more than 50% of premises covered by ultrafast broadband (300Mbps or greater). The Fibre to Premises (up to 1 Gbps) coverage in Worcestershire needs improvement with Bromsgrove having 8% of premises covered (highest in the district) and Worcester City and Wyre Forest having 1% of premises covered (lowest in the district). Worcestershire is nevertheless driving innovation and has one of the first 5G testbed networks in the UK, operating from sites in Malvern and Worcester.²⁰

Worcestershire’s digital ambition and continued investment inherently will facilitate both remote working and the delivery of digitally enabled home care and support services.

The diagram below summarises the position at district level, of broadband coverage across the County.



Digital capability will play a significant role in meeting the ambitions of the housing strategy.

Following the creation of the Worcestershire Strategic Housing Partnership, this housing strategy will be important to maintain the close functional relationship between the districts and partners to work together to support the LEP’s ambitious Strategic Economic Plan.

²⁰ Worcestershire County Council Digital Strategy 2021-2023

3.2 Organisation, Administration and Strategy

Worcestershire is a 2-tier county formed of Worcestershire County Council and six District / Borough Councils. The County Council is responsible for services across the whole of the county such as education, transport, and social care. District/ Borough Councils are responsible for services such as housing and planning services. The table opposite provides a quick guide to the typical allocation of local authority responsibility for major services in England.

Status of Local Plans

The councils' shared vision for the future of the county is the foundation for the development of the Housing Strategy 2040. All parts of the county have developed their Local Plans and the Housing Strategy 2040 will respect and build on those Local Plans. The National Planning Policy Framework (NPPF) reinforces the need for a plan-led approach to securing infrastructure as well as promoting sustainable development. The status of the Local Plans is listed below:

- Bromsgrove District Local Plan (2011-2030) - review underway, consultation closed.
- Borough of Redditch Local Plan (2011-2030) - review commenced.
- Wyre Forest District Local Plan (2016 - 2036) was formally adopted in April 2022.
- The South Worcestershire Development Plan (2016-2030) which is the Local Plans of the partners Malvern Hills District, Worcester City and Wychavon District Council. The development plan is being updated to 2041. A consultation on the review closed in December 2022.

Status of WLEP Plans

The Worcestershire Councils have worked closely with the Worcestershire Local Enterprise Partnership (WLEP) over the last 10 years bringing together a strategic partnership to facilitate the collaboration of the private, public and education sector to deliver meaningful programmes to support economic growth in the county. Significant improvements have been delivered through the Counties Strategic Economic Plan (SEP) launched in 2014. By 2020 this plan had been successful delivered 38,000 new jobs, 15,990 homes and a £2.0bn increase in GVA (Gross Value Added – GVA).

The SEP set up the Game Changer Programme to help meet the first objective. The programme provides investment opportunities by identifying key development and delivery of strategic sites for companies looking

| | County Council | District Council |
|---------------------------|----------------|------------------|
| Education | ✓ | |
| Environmental health | | ✓ |
| Highways | ✓ | |
| Housing | | ✓ |
| Leisure and recreation | | ✓ |
| Libraries | ✓ | |
| Local planning | | ✓ |
| Local taxation collection | | ✓ |
| Passenger transport | ✓ | |
| Public health | ✓ | |
| Social care | ✓ | |
| Transport Planning | ✓ | |
| Waste collection | | ✓ |
| Waste disposal | ✓ | |

for larger sites, HQs, and state of the art opportunities in some of the best locations in the country. These sites are shown on the adjacent map and include the Redditch Eastern Gateway, South Kidderminster Enterprise Park, Worcester Growth Corridor and Malvern Hills Science Park.

The SEP recognised the challenges with housing affordability in many parts of Worcestershire and recognise its importance to support economic growth. The Worcestershire Housing Partnership Plan (WHPP) was developed, setting the strategic direction for housing across Worcestershire. The WHPP recognises that to maximise the health, wealth, and wellbeing of the residents of Worcestershire, and make the most effective use of existing resources, Councils need to work very closely with partner organisations across a range of sectors. The implementation of the national Health and Housing Memorandum of Understanding (MoU) in Worcestershire is an early example of this integrated approach to service delivery. The WHPP aims are:

- Effective partnership working to delivery housing outcomes which will in turn support other strategic objectives, such as improved health and wellbeing, educational achievement of children, employment, crime reduction and sustainable communities.
- Improved collaboration, coordination and integration of healthcare and housing in the planning, commissioning and delivery of homes and services.
- Promotion of the housing sector contribution towards addressing the wider determinants of health, social exclusion, and re-offending.
- Maximising the delivery of housing by co-ordinating the activities of housing developers, providers and support agencies which will support economic growth.
- Addressing the housing needs of specific groups and sectors of the housing market.
- The provision of good quality housing to improve health and wellbeing.
- Integrated health, care and support and housing solutions to make best use of budgets across the NHS, local authorities, and partners to achieve outcomes for less; for example, drawing on the Better Care Fund to support service transformation.
- A co-ordinated response to long term changes in population.
- Better use of existing housing stock.
- Co-ordinated support for vulnerable people.
- Increasing availability of affordable homes.

*This plan has now been refreshed and the WLEP has, in May 2023, outlined an ambitious and exciting 2040 new vision for the county that will create a connected, creative, and dynamic economy for all. The aim is to boost the economic value of the county by £2.5bn per year and create 18,500 extra jobs.



Figure: Economic "Game-Changer" Sites in Worcestershire

3.3 Policy

Housing and housing-related services in Worcestershire are governed by a wide range of policies. Many of these are developed at District level and are set out in Development Plans. They are regularly updated and consulted on and will continue to develop between now and 2040. The purpose of the 2040 Worcestershire Housing Strategy is to establish a common approach where this will improve the experience of residents without reducing accountability associated with local decision making and service delivery.

The 2040 Strategy is also being developed at a time where there will be significant change in housing policy related to planning, regulation and carbon emissions associated with new and existing buildings. There are also likely to be further changes to the management of the health service and the funding and management of social care.

The 2040 Strategy not only accommodates these changes but also sets out plans for a more coordinated Worcestershire-wide response – making better use of resources and in particular equipping authorities to implement changes to deliver the greatest benefit to the people of Worcestershire.

Significant changes to provision of housing and housing-related services include:

- **Social care reform.** The Social Care White Paper was published in December 2021, alongside an initial spending commitment of £5.4 billion for the three-year period to 2024/25. Integrating care with housing is a significant theme in the White Paper, and additional funding totalling £450 million, together with an £210 million extension to the Care and Support Specialist Housing fund (CASSH). Relevant proposals for the housing strategy include:
 - Integration of housing decisions into all health and care decisions
 - Support to the specialist housing market in line with an ambition to create a more diverse range of housing options.
 - Expanded funding for home adaptation.
 - Encouragement of longer-term thinking with respect to lifetime neighbourhoods
- **Housing management reform.** The implementation of the Charter for Social Housing Residents will require a significant change to the relationship between tenants of social landlords. The Social Housing Regulation Bill will further extend the rights of tenants and the powers of the Regulator of Social Housing (RSH) into areas of consumer issues including complaints handling, and housing decency. Together these will drive actions in connection with building safety, the introduction of consumer regulation for tenants, stronger resident engagement, and improved landlord performance metrics.
- **Building Safety Legislation.** The Building Safety Act was passed in Spring 2022. Secondary legislation will be passed over the next 2 years which will detail practical implementation. Local authorities and their affordable and social housing providers will have new statutory duties in connection with the safe management of higher risk residential buildings including undertaking the duties of the Building Safety Manager. These requirements are likely to be implemented prior to 2025.
- **Planning reform.** The Update was introduced into the House of Commons in May 2022. New provisions will affect Local Plans that are currently under development. Relevant aspects of the legislation include:
 - Removal of the requirement to maintain a rolling five-year supply of development land.
 - A greater focus on local planning issues through the introduction of National Development Management Policies dealing with issues that apply to most areas.
 - Further development in Neighbourhood Planning including a simpler neighbourhood planning tool called the Neighbourhood Priority Statement.
 - Replacement of SPDs with independently examined Supplementary Plans which will be used to create planning frameworks for new opportunities (e.g.; regeneration) or authority-wide requirements such as design codes.

- The introduction of a new Infrastructure Levy (IL), that will replace S106 and Community Infrastructure Levy. IL will be charged on sales value. Levy rates will be set locally and can vary within the boundaries of a planning authority. IL will be introduced gradually.
 - Requirements for planning authorities to produce Design Codes describing requirements for a planning consent to be granted, including the opportunity to produce more local design codes. Design Codes will be informed by the National Model Design Code.
 - Processes for assessing environmental impact assessment will be replaced by a single Environmental Outcome Report process. The level of protection will not be reduced.
 - Increase regeneration power including new CPO powers and the creation of a new form of Urban Development Corporation.
 - Enhanced enforcement powers associated with commencement and compliance with consents.
 - Increased fee levels to support better resourcing of the planning process.
- **Environment Act.** This will require developers to deliver 10% biodiversity net gain (BNG) on development projects. Local Authorities will have an active role in approving and monitoring biodiversity plans. BNG requirements will be implemented from 2023 onwards.
 - **Net-zero carbon.** Significant progress will need to be taken to improve the energy efficiency and low carbon performance of over 80% of homes in Worcestershire. The Heat and Buildings Strategy was published in October 2021. Relevant aspects of the strategy include:
 - Government has set a target to reduce carbon emissions from buildings by 47 to 62% by 2035. All homes will need to be upgraded to EPC C by 2035.
 - All homeowners, including local authorities will have to replace all fossil-fuel heating appliances with clean-heat technology by 2050.
 - As part of the Clean Growth Strategy, social renters are required to prioritise fuel poor households, meeting EPC C by 2030.

In the 2022 Autumn Statement, the Government also set a target for a 15% reduction in national energy use by 2030.

- **Levelling-up.** Levelling up is a flagship policy of the Government. The Levelling Up and Regeneration Bill currently passing through Parliament includes a number of provisions to promote the levelling up agenda. These are in addition to the planning reforms noted above:
 - Levelling-up missions. Establish legal duty and powers to set and report on levelling-up missions designed to reduce spatial disparity.
 - Expanded devolution of powers in England to all areas that want devolved powers – e.g., opportunities for bespoke devolution deals, and the creation of a new combined county authority model.

Enhanced regeneration powers including updated compulsory purchase processes described under planning and measures to reinvigorate high streets.

4 Priorities

4.1 Overview – What Are the Priorities?

The Vision for Housing, set out in section 2 is:

The Vision Statement

Worcestershire will be known for excellent housing. Everyone will have choices about how and where they live. Local homes will be warm, healthy and will lead the way towards Net Zero. Worcestershire housing will add to a better quality of life.

The vision will be delivered through four priority areas. Section 4 sets out the actions associated with the priority areas in detail. We describe the four priorities and explain how actions are organised to be delivered over the twenty-year life of the Strategy.

The implications of the current wave of policy development and legislation are firstly that housing functions in Worcestershire will be required to implement notable change across most of their activities. This creates an opportunity to rethink some of the existing delivery models, taking advantage of modern technologies and remote and collaborative working. The new policy landscape also means that local policies will need to be reviewed and updated to take account of new priorities. The 2040 Strategy aims to start this process.

The priorities are the first level of structure of the Strategy. They relate to the greatest challenges facing public authorities in Worcestershire and the policy framework within which they operate. The priorities have played an important role in the development of the Strategy including detailed engagement focused on how housing is affected by activities in each priority area. The priorities are:



Economic growth and Jobs



Quality and Standards



Health and Wellbeing



Net-zero carbon and Climate Change

- **Economic growth and jobs** describe the relationship between housing and the wider economy of Worcestershire. This priority includes the supply of the right housing for people who live and work in Worcestershire and the creation of employment opportunities close to where people live. **By focusing on this priority, Worcestershire will become a more attractive location for employers and more prosperous, and it will make it easier for people to get to their place of work.**
- **Quality and standards** are about making sure that Worcestershire housing is as good as it can be and that people benefit from changes in how houses are planned, built, and upgraded. This priority will help Worcestershire take advantage of housing innovation whilst respecting the character and quality of the existing housing and communities. **Making this a priority emphasises the need to plan and prepare for changes that are coming to housing markets including forthcoming planning reforms, ensuring that the greatest benefit is secured from these developments as they occur.**
- **Health, wellbeing, and inclusion** focuses on links between healthy housing, places, and well-being for everyone. This priority highlights the importance of affordable healthy housing that supports people at all stages of their lives, whatever their circumstances. It is also about the creation of sustainable communities

that have all the facilities residents need and which are well connected. Making this a priority will focus attention on improving the quality of existing housing, the planning of new development, as well as thinking about how health and social services can be delivered alongside housing.

- **Net-zero carbon, and sustainability** is the essential focus on making sure that housing in Worcestershire is decarbonized in line with national targets whilst also making sure that the places and communities which we create are resilient, self-supporting, and safe. Making sustainability a priority highlights the long-term nature of investment in places and homes and the critical role that housing will play in addressing the climate emergency.

4.2 How Are the Priorities Organised?

Each of the priorities is described at four levels of detail:



- **The Vision.** This describes the high-level outcome in 2040 that the Strategy will deliver if all the actions are taken.
- **Strategic levers.** These are long-term, joined-up multi-party initiatives that will result in a change to the development, operation, or use of homes in Worcestershire.
- **Jobs to be done.** These are medium term actions necessary to make progress and address blockers to progress. The detailed jobs to be done will evolve during the life of the strategy, partly to reflect progress on the agenda and partly to account for new needs or opportunities.
- **Worcestershire's Plans (the outcome – how Worcestershire will be different).** This describes how the experience of housing in Worcestershire will be different when the strategy is implemented.

4.3 Strategy Priorities

Priority Area 1 – Economic Growth and Jobs

| Vision Statement or Objective for 2040 | |
|--|--|
| <p>Worcestershire has a competitive housing offer based on thriving communities that attract employers and employees and which support economic growth:</p> <p>Housing of all types is available to meet all needs including affordable housing and housing for later living. New housing is located conveniently for jobs and other amenities.</p> | <p><i>In Worcestershire average full-time earnings are 10% lower than the national average.</i></p> |
| <p>Why?</p> <ul style="list-style-type: none"> • Worcestershire housing stock needs to be aligned to local demand as well as the wider market. • Ample affordable stock is needed because earnings in Worcestershire are below the national average. • An expanded Later Living provision is important to deal with the expected growth in the elderly population. • There are wider opportunities to attract a workforce by freeing-up and improving existing housing for use by young families. | <p><i>Worcestershire's median population age is over 45 – 5 years older than the median for the West Midlands.</i></p> <p><i>The number of over 60's will grow by 85% by 2035.</i></p> |

- Steps taken by Local Authorities in Worcestershire support the viability and delivery of housing across a range of tenures.
- Worcestershire has made good progress delivering a high proportion of affordable housing, but this does not meet the needs of all residents.
- By partnering with developers, and actively participating in housing delivery through the release of public land and direct development, local authorities will have greater influence over the housing that is delivered.

Worcestershire's housing affordability ratio in 2020 was 8.87, compared to 6.78 for the West Midlands.

Strategic Levers

Lever 1

Active use of land in public ownership that is available for development to support mixed community development.

Lever 2

Consistent and joined-up approach to the setting of Infrastructure Levy²¹ contributions across the county to secure the necessary supply of affordable housing.

Lever 3

Appropriate use of regeneration tools including compulsory purchase and permitted development rights, to support residential development as part of town centre revitalization.

Jobs to be done

Job 1

Examine opportunities for coordination and collaboration of planning resources across the county that is compatible with local accountability. Share resources where this will support greater capability or accelerate response to planning reforms.

Job 2

Use large-scale development opportunities including urban extensions as the engine for high quality, mixed-tenure sustainable communities. Actively coordinate or participate in development if needed to secure desired housing outcomes.

Job 3

Equip local authorities in Worcestershire to participate in the development of public land for housing.
Consider the establishment of a county-wide development capability in line with proposals for Urban Development Corporations

Who is involved?

- District Council housing, development, and planning
- County Council transport planning
- One Public Estate Team
- Worcestershire LEP
- Registered Providers and other housing providers
- Partnership housing developers
- DLUHC
- General public – through general and project specific consultation

The outcome – how Worcestershire will be different:

- A thriving housing market in the public and private sector, with more choice for everyone.
- More diverse communities that feature a range of house types and tenures.
- The joint planning of housing and employment land so that homes are located near jobs.
- Land values and development models that support the development and maintenance of sustainable communities.

²¹ The Infrastructure Levy (IL) is being introduced as part of a package of planning reforms included within the scope of the Levelling-Up and Regeneration Bill. The IL is planned to be a non-negotiable fixed % fee charged on the development value of a project. Planning authorities will be able to set the level of the levy, which can vary across the area served by the authority. IL will ultimately replace Section 106 and the Community Infrastructure Levy

Making it happen (essential actions):

| Strategic Lever 1: Active use of land in public ownership | | |
|--|--|---|
| <p>Opportunity</p> <ul style="list-style-type: none"> Public land owned by Local Authorities, Public Bodies and Central Government can be used to increase the delivery of low-cost affordable and social housing. The equity value in public land will enable Local Authorities in Worcestershire to participate as partners in mixed community development. | <p>Solution</p> <ul style="list-style-type: none"> Public land can be directly developed by a Local Authority. Partnership arrangements can be used to participate in mixed-tenure development schemes. Land can be developed for the private market to create the capital needed for additional affordable housing development. | <p>Outcome</p> <ul style="list-style-type: none"> Capital released from public land can be invested directly into affordable housing. Local Authorities have the means to participate in development. Local authorities are in the position to incorporate affordable housing in the scope of mixed-tenure partnership development. |
| Jobs to be done1: Maximise coordination / collaboration in use of planning resources | | |
| <p>Opportunity</p> <ul style="list-style-type: none"> With the upcoming planning reforms and the need to plan for the net zero carbon transition, there are more specialist planning jobs to be undertaken. Coordinating common approaches and resources across Worcestershire is the best way to respond to these challenges. This approach builds on the successful collaboration that has already taken place in South Worcestershire. | <p>Solution</p> <ul style="list-style-type: none"> Planning reform. Where possible Districts should develop a coordinated response to proposed planning reform including plan development processes, digital systems, and design code templates. Specialist resources (e.g., energy network planners) should operate on a cross-boundary basis. Strategic responses to shared, long-term challenges (net zero carbon, ageing population) should be developed on a county-wide basis. | <p>Outcome</p> <ul style="list-style-type: none"> Achieve benefits of scale in the delivery of planning services. Resource-efficient response to major changes in planning such as the development of design code templates. Increase ability of Worcestershire to recruit specialist resources. Joined-up approach to long-term strategic objectives. |

Other Strategic Levers:

Consistent and joined-up approach to negotiation. Sharing data and adopting a common approach to negotiation with developers with respect to development standards, contributions and sustainability requirements will reduce opportunities for negotiation arbitrage between districts.

Appropriate use of regeneration powers. Permitted Development Rights (PDR) and Compulsory Purchase (CP) are expected to play a valuable role in facilitating development as a part of town centre revitalization. Districts should be able to actively use the provisions of PDR and CP to achieve a balance of investment, appropriate regeneration, and development quality.

Other jobs to do:

Use large-scale development opportunities to set development benchmarks. The strategy highlights the importance of balanced, mixed tenure communities with appropriate amenity provision. Districts should view large scale housing developments including urban extensions as one-off opportunities to deliver these communities. This may require active development participation to deliver the required tenure mix. Proposed reforms to planning including Supplementary Plans and Urban Development Corporations, will provide Districts with the tools to actively engage with developers.

Establish a development capability. To make best use of publicly owned land assets and to be able to influence development outcomes, local authorities could benefit from creating their own development capability. This might involve direct development or partnership working with housebuilders such as Housing Associations or SME developers. Such a capability could facilitate the optimization of the use of local authority assets by enabling the consideration of a wider range of options including the use of Infrastructure Levy funds as finance for direct development. There may be opportunities to build some shared capability at a county-wide level. Specialist District Council resources and initiatives focused on development, could be shared, particularly if this reduces the overall headcount for a development function. A development function managed on a county-wide basis could still support dedicated, District-level development.

Priority Area 2 – Quality and standards

| | | | |
|---|---|---|--|
| <p>Vision Statement or Objective for 2040</p> <p>Worcestershire needs to plan and prepare for changes to the way in which housing is built and managed so that the greatest benefit is secured and that the character and quality of existing communities is respected:</p> <p>Local Authorities make it a priority to prepare for changes in how homes are planned, built, and upgraded.</p> <p>Why?</p> <ul style="list-style-type: none"> Housing will be subject to a lot of change during the strategy period, including changes to planning rules, housing management and the wider adoption of Modern Methods of Construction (MMC) for both new build and retrofit. Local Authorities in Worcestershire have an opportunity to influence this change but will need to act quickly and consistently to have an impact. Changes to processes and standards are likely to be complex and challenging to implement. Stakeholders must plan to ensure that sufficient resources are available to implement the planned changes effectively, and that opportunities to share expertise and common approaches are taken where appropriate. Local Authorities should be ambitious with respect to the quality and safety standards that they set, particularly in connection with the quality and performance of new-build housing, the safety of existing high-rise housing and retrofit to ensure issues with low energy performance and damp and mould are addressed. | | | <p><i>By 2035, the number of people living alone in Worcestershire is expected to rise by 36%.</i></p> |
| <p>Strategic Levers</p> | | | |
| <p>Lever 1</p> <ul style="list-style-type: none"> Support the wider adoption of housing delivered using Modern Methods of Construction (MMC) by collaborating across boundaries to consolidate public sector and Registered Provider demand to support MMC investment in the region. | <p>Lever 2</p> <ul style="list-style-type: none"> Use the planning reforms proposed in the Levelling-Up and Regeneration Bill to encourage great quality development. Develop local standards, design guides and codes as needed to secure high-quality development. Secure that sufficient resource is in place for any changes to the Local Plan process. | <p>Lever 3</p> <ul style="list-style-type: none"> Prepare to implement the digital technologies envisaged for planning as part of the reforms to the planning system. | |
| <p>Jobs to be done</p> | | | |
| <p>Job 1</p> <ul style="list-style-type: none"> Collaborate with local businesses, training providers and other partners to plan for development of supply chain capacity in order to meet changing needs and quality requirements. The housing strategy should consider wider aspects of delivery capacity in order to | <p>Job 2</p> <ul style="list-style-type: none"> Develop a common approach to Design Codes across the county. Districts and distinct areas within districts have the opportunity to have their own codes based on a county-wide framework. | <p>Job 3</p> <ul style="list-style-type: none"> Implement Fire Safety requirements for existing residential buildings over 11m high. Implement changes introduced by the Charter for Social Housing Residents. | |

| | | |
|--|--|---|
| <p>meet expected supply requirements. Key areas including skills for new build and retrofit construction trades, local developer, constructor and housebuilder capacity and access to specialist developers in areas including co-living and extra-care.</p> | <ul style="list-style-type: none"> • A well-developed design code will enable Districts to deliver much needed housing whilst ensuring that the character of Worcestershire is embedded within local housing standards. . | <ul style="list-style-type: none"> • These measures will contribute to a better quality of life for affected residents in the county |
|--|--|---|

| |
|--|
| <p>Who is involved?</p> <ul style="list-style-type: none"> • County Council – planning, public health, and transport • District/ Borough Council – housing, management, housing development and planning • Registered Providers and other housing providers • National, regional and SME housing developers • Housing third parties including funders, insurers etc. |
|--|

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| <p>Worcestershire’s plan – how it will be different:</p> <ul style="list-style-type: none"> • The safety and quality of housing in the private and public sector will be a top priority evidenced by a proactive response to legislative changes to the management of social housing. The build quality of homes in Worcestershire will be enhanced by the implementation of ambitious design guides and development standards appropriate to place. • The encouragement of a diverse supply chain including local SME developers and investment in MMC capacity related to pooled demand from schemes in Worcestershire. <p>The successful implementation of digital planning systems and other changes will increase popular engagement with planning and other housing related issues. There will be sufficient capable local supply chain capacity to meet all needs of the strategy related to new build and retrofit housing markets.</p> |
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Making it happen (essential actions):

| <p>Strategic Lever: Support the wider adoption of housing delivered using MMC</p> | | |
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| <p>Opportunity</p> | <p>Solution</p> | <p>Outcome</p> |
| <ul style="list-style-type: none"> • Traditional methods of house building are less well suited to the production of high-performance, net-zero carbon homes. • The increase in the capacity of the MMC housing industry will be supported by the consolidation of demand from across Worcestershire. A large visible pipeline of opportunity can be used to attract investment to factories in the county. | <ul style="list-style-type: none"> • The consolidation of demand for MMC housing will be led by the public sector and by Registered Providers when delivering their own programmes. • A ‘clearing house’ function is required to bring together the demand from multiple programmes, along the lines of those developed for Greater Manchester Combined Authority and Sheffield City Region. • The clearing house will support the procurement of MMC homes from a range of suppliers on behalf of local clients. | <ul style="list-style-type: none"> • Access to MMC capacity in Worcestershire will be enhanced by the development of a clearing house function that consolidates demand from multiple clients. • The clearing house will simplify procurement and encourage investment. It might potentially encourage the development of MMC factories in Worcestershire. • The most important outcome will be the quality of homes produced which will contribute to reduced carbon emissions. |

| Jobs to be done: Plan for the development of supply chain capacity | | |
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| <p>Opportunity</p> <ul style="list-style-type: none"> Investment associated with the delivery of the housing strategy will create significant opportunities for business growth and local employment over the next 20 years. New skills in developing areas including low-carbon heat will be needed, whilst traditional skills associated with housebuilding will also be in high demand. Expanded housebuilding, combined with support for SME and self-build housing will encourage the creation of additional housing development capacity. As part of the Housing Strategy, Districts and the County Council should collaborate with the county business and skills ecosystem so that requirements are known and planned for. | <p>Solution</p> <ul style="list-style-type: none"> Skills requirements specific to the housing strategy should be included in county skills planning including the Worcester Local Skills Plan and other skills initiatives. The Worcester LEP and other stakeholders dealing with skills and industry capability should have a defined role in the delivery of the housing strategy. Planning powers should be used where appropriate to support an SME supply chain and skills development across the county in line with wider economic planning. Skills development should be aligned to the creation of capable and competent low-carbon supply chain (See net zero carbon). | <p>Outcome</p> <ul style="list-style-type: none"> There will be sufficient business and workforce capacity to meet the opportunities created by the Worcestershire Housing Strategy. Planners, developers, and customers will have confidence that planned developments are deliverable. Local people will have the opportunity to participate in the housing sector including new areas associated with low-carbon construction. The housing sector will be properly integrated into skills and capability markets in Worcestershire and the wider West Midlands region. |

Other Strategic Levers:

Use opportunities created by planning reforms to encourage great quality development. The Levelling-Up and Regeneration Bill contains provisions that should enable Districts to raise the bar in terms of housing quality and infrastructure provision in line with local needs. Measures include 'Build Better, Build Beautiful' provisions, new Supplementary Plans and the funding transparency secured from a locally set Infrastructure Levy. A key objective of the housing strategy will be to encourage Districts to plan, organise and resource to secure the greatest leverage from the reforms to deliver better housing outcomes.

Prepare to implement the digital technologies envisaged for planning. Planning reforms will also accelerate the adoption of digital technologies to increase the level of public engagement with the planning process and to support the consent process. Districts should develop the capabilities to implement the required digital change programme.

Other jobs to do:

Develop Design Codes. Design codes are a well-established means of raising the standard of housing design. All Planning Authorities will be required to develop a design code. Some codes, for example, the Essex Design Guide have played an important role in maintaining the quality and character of housing in a locality. Planning Authorities in Worcestershire presently rely on supplementary planning guidance (SPG) that will also be repurposed as part of proposed changes. Districts should develop and implement a joined-up plan for design codes appropriate for different parts of the county in line with the National Model Design Code. The design code process is a departure from current practice and will benefit from a common, lessons-learned approach.

Advance preparation for the introduction of new Fire Safety requirements and housing management reforms. Management of public housing will be subject to significant change during the early part of the housing strategy resulting in much more controlled approach to fire safety management and improved rights of representation for tenants. The new safety regime for occupied higher-risk buildings will apply to occupied buildings that are either over 18m or over 7 storeys high²². Housing authorities and public sector providers should aim to prioritise the implementation of these measures as a means of improving housing services. This can be done by securing representative buy-in and by commencing elements of the change programme ahead of the finalisation of primary and secondary legislation. County, Borough and District Councils will not have a role in the registration, assessment, or assurance of safety regimes for higher-risk buildings.

²² Details of the new safety regime for occupied higher-risk buildings were published as part of a consultation in July 2022. <https://www.gov.uk/government/consultations/consultation-on-the-new-safety-regime-for-occupied-higher-risk-buildings/consultation-on-the-new-safety-regime-for-occupied-higher-risk-buildings>

Priority Area 3 – Health and Well-Being

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| <p>Vision Statement or Objective for 2040</p> <p>Housing has a central role in ensuring good Health and Wellbeing for everyone in Worcestershire:</p> <p>Local Authorities and their partners make it a priority to work to ensure that Worcestershire is a great place to live for everyone.</p> <p>Why?</p> <ul style="list-style-type: none"> Housing plays a crucial role in contributing to quality of life in Worcestershire. Secure and warm housing is essential for good health. Avoiding fuel poverty and homelessness is part of this. Worcestershire has pockets of significant need associated with affordability, security of tenure and access to services. The Strategy prioritises reducing health inequalities, improving the life chances of more disadvantaged people alongside the wider population. Local Authorities and health partners in Worcestershire collaborate to deliver great services to citizens, centred around the home. Housing is recognised as having a key role to place in the provision of adult social care. Worcestershire’s Integrated Care System provides a well-developed and collaborative approach to health and social care. The housing strategy will integrate with the Herefordshire and Worcestershire Integrated Care Board. The valuable touchpoints that housing services provide to people with complex care needs will be used to support care pathways. | | | <p><i>By 2035, the number of people living alone in Worcestershire is expected to rise by 36%.</i></p> |
| <p><i>The number of people diagnosed with dementia is forecast to increase by 56% between 2016 and 2035.</i></p> | | | |
| <p><i>14.4% of households are affected by fuel poverty in Worcestershire compared to the national average of 13.4%</i></p> | | | |
| <p>Strategic Levers</p> | | | |
| <p>Lever 1</p> <ul style="list-style-type: none"> Increase the delivery of a diverse range of affordable and social housing to suit the needs of citizens at all stages of life. This will equip Worcestershire to address care issues including acute housing needs, homelessness, and wider provision for later living more effectively. | <p>Lever 2</p> <ul style="list-style-type: none"> Develop a role for housing in the delivery of health and wellbeing services. This could potentially include service hubs working out of community facilities developed as part of housing schemes. Alternatively, contact points associated with housing services could be used. Integrate with other services that support wellbeing including leisure services. | <p>Lever 3</p> <ul style="list-style-type: none"> Adopt an area-based operating model that integrates the community with public and private housing providers and other service providers including leisure facilities. | |
| <p>Jobs to be done</p> | | | |
| <p>Job 1</p> <ul style="list-style-type: none"> Take steps to improve the life chances of people living in poor quality housing. This will include the coordination of Net Zero Carbon retrofit programmes to reduce fuel poverty, tackle damp and mould and deliver improvements to amenities and | <p>Job 2</p> <ul style="list-style-type: none"> Develop later independent living housing products in line with an expected increase in the elderly share of the population, meeting the needs of both locals and inward migrants. The products should include co-living and | <p>Job 3</p> <ul style="list-style-type: none"> Promote mixed communities, with care supported by digital technologies. This will be achieved by working with a diverse range of housing providers, particularly in connection with larger scale development. | |

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| public spaces to encourage active lifestyle choices. | extra-care developments to meet market expectation. | |
| <p>Who is involved?</p> <ul style="list-style-type: none"> • County Council – social care and public health • District Council – housing, development, and planning • Integrated Care System Partners • Herefordshire and Worcestershire Health and Care Trust • Worcestershire Primary Care Network • Registered Providers and other housing providers | | |
| <p>The outcome – how Worcestershire will be different:</p> <ul style="list-style-type: none"> • Worcestershire has a diverse mix of healthy housing that directly contributes to improved health outcomes. • Worcestershire has sufficient housing to need all housing needs. Homelessness and acute housing need are reduced as a result. • Herefordshire and Worcestershire Integrated Care Board works closely with providers of housing and housing services to ensure that housing contributes improved health and wellbeing. • Social and health services delivery takes place via the home and community, focused on the needs of people. • Housing developments are planned to include active travel, community, and social facilities from the outset. | | |

Making it happen (essential actions):

| Strategic Lever: Increase the delivery of a diverse range of affordable and social housing | | |
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| <p>Opportunity</p> <ul style="list-style-type: none"> • Good quality housing plays an important role in quality of life. Affordability is important in Worcestershire due to below average wage levels. • Homelessness and acute housing need will only be addressed if additional housing is developed to meet the need. • Housing aimed to the needs of different groups including single adults and older residents will help to secure those specific needs can be readily met. | <p>Solution</p> <ul style="list-style-type: none"> • A diverse range of housing will be delivered by a partnership approach. It will include the involvement of specialist service providers, housing developers, the public sector and the third sector. • New housing will meet the needs of currently underserved groups including families and single young adults at risk of homelessness. • The planning system will play a key role in the matching of demand and supply – backed by an evidence-base of need. | <p>Outcome</p> <ul style="list-style-type: none"> • More good quality, healthy, affordable housing will improve health outcomes – particularly for people whose choice of housing is limited due to personal circumstances. • Levels of measurable deprivation including homelessness will fall. • Housing, health, and social care services will be better integrated with some services being accessible through the use of digital technology enabling access to digital consultation and online services in community settings. |
| Jobs to be done - Take steps to improve the life chances of people living in poor quality housing | | |
| <p>Opportunity</p> <ul style="list-style-type: none"> • Poor quality housing is known to contribute directly to health inequality. Fixing problems with | <p>Solution</p> <ul style="list-style-type: none"> • Net zero retrofit should be prioritised to improve the energy performance of the local | <p>Outcome</p> <ul style="list-style-type: none"> • Worcestershire's net zero retrofit programme delivers |

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| <p>existing housing through retrofit programmes will result in better health outcomes. Improving accessibility in housing will also increase independence and will improve quality of life.</p> <ul style="list-style-type: none"> • Homelessness is closely associated with poor physical and mental health. • Worcestershire has an ageing population. Many older residents live in their own homes. Many of these homes also need to be updated to make them warm, dry, secure, and accessible. | <p>housing stock and tackle issues with damp and mould.</p> <ul style="list-style-type: none"> • Public programmes should prioritise poor quality housing first. • Disposal of ‘hard to improve’ housing which will slow down improvement works by public bodies should not be permitted. • Housing providers should develop more dedicated accommodation for the homeless, including making use of PDR powers to develop new accommodation in suitable locations. • Independent living housing should be developed to meet the needs of local residents, enabling existing properties to be improved and reused. | <p>healthy homes to the most-needy residents before 2030.</p> <ul style="list-style-type: none"> • Public retrofit programmes prioritise housing that is in the poorest condition. • Housing provision for the homeless meets the needs of all groups including single people and families. • Elderly homeowners can access help and support to improve their homes or to move to more suitable accommodation. |
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Other Strategic Levers:

Develop a role for housing in the delivery of health and wellbeing services. Opportunities include the integration of housing services contact points with other aspects of support for people with additional care and service needs. Use of digital technologies for housing management and for in-home care will also provide new long-term opportunities to integrate pathways associated with housing, social care, and healthcare.

Adopt an area-based operating model that integrates the community with public and private housing providers. Community-based approaches such as the Asset Based Community Development (ABCD) approach should be considered in the County as a means of organizing services in both existing and new communities. The principle should be that services are developed in consultation with local communities and build on the foundations of existing initiatives rather than replacing with new, centralized models. Initial work using the ABCD model has commenced in Worcestershire. These pilot projects should inform the development of a broadly-based strategy for community engagement through to 2040.

Other jobs to do:

Develop Later Living products including co-living, independent living, and extra-care. Support the development of dedicated/ tailored later living accommodation to enable Worcestershire residents to have a wider range of options including downsizing. Enable development at sufficient scale across the county so that it can be operated economically – attracting more investment. Integrate later living developments as hubs into county-wide social and healthcare provision.

Promote mixed communities, with care supported by digital technologies. The strategy recommends that pathways associated with housing should be used to support the delivery of health and social care services. Two opportunities facilitated by the planning system are the provision of communal hub facilities in new development including within co-living and extra-care settings, and the embedding of devices and connectivity to facilitate digitally enabled support and care. Districts should set and meet challenging targets for the delivery of accessibility modifications to increase the independence of elderly residents.

Priority Area 4 – Net Zero Carbon and Climate Change

Vision Statement or Objective for 2040

Climate change is one of the most important challenges that the housing strategy will address. A large share of the housing stock in Worcestershire will need retrofit by 2040 to meet net-zero targets in line with the Heat and Buildings Strategy²³ (HBS):

Specific roles have been identified in the strategy for Local Authorities, including planning for decarbonisation, decarbonising local authority stock, providing information, and raising awareness of support available for the decarbonisation. Above all, Local Authorities must continue to prioritise the tackling of climate change over the extended period to 2050.

In Worcestershire fuel poverty affects around 14.4% of households

Why?

- Government data suggests that 87% of homes in Worcestershire will require substantial retrofit investment to meet net-zero targets. Retrofit investments will create warmer, healthier homes with lower fuel bills helping to improve well-being (by tackling damp and mould issues) and eliminate fuel poverty.
- Local planning authorities in Worcestershire have opportunities and powers under the Environment Act to intervene to promote biodiversity recovery and improvements to air and water quality.
- Energy transition is a big economic opportunity and Worcestershire already benefits from employment created by Worcester Bosch. There is an opportunity to further develop a low-carbon heat eco-system based on consulting, and installation services focused on the local market.

Strategic Levers

Lever 1

- Support the development of local low-carbon supply chains to deliver high-quality, best value retrofit to the public and social and affordable housing sector. This initiative will build on the long-term finance offered by the Social Housing Decarbonisation Fund launched in 2021.
- District councils should promote the adoption of PAS2035 on programmes beyond the scope of LAD and ECO²⁴
- Adapt procurement models used for the Decent Homes programme such as Fusion 21 to create local jobs, maximise programme buying power and manage retrofit portfolios. Work with registered providers and other large-scale housing

Lever 2

- Promote the development of sustainable communities based in part on the 20-minute town model. 20-minute towns combine a diverse range of homes in different tenures, employment, social and welfare services, and green space within an area that can easily be accessed using public and active travel options. Sustainable communities should also be designed to be healthy and resilient, with ample green space to support exercise and biodiversity as well as long-term responses to climate change threats.
- The benefits of promoting a sustainable community's model are that it is a holistic response to all of the challenges

Lever 3

- Develop a coordinated plan for benefits realisation associated with the implementation of the Environment Act in connection with housing development.
- Develop a framework for the agreement of biodiversity net gain investments to enhance public realm and public amenity.
- Consider biodiversity net-gain as an integral part of wider programmes associated with protected and priority species and habitats.

²³ BEIS. Heat and Building Strategy. October 2021

²⁴ Energy Company Obligation Scheme. Under ECO energy providers fund housing improvement programmes for low-income households. ECO4 will commence in April 2022.

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| <p>owners to create a large-scale retrofit programme.</p> <ul style="list-style-type: none"> • Develop capacity for energy planning and mapping for decarbonisation in anticipation of the introduction of heat network zoning in 2025. | <p>highlighted in the Housing Strategy.</p> | |
| <p>Jobs to be done</p> | | |
| <p>Job 1</p> <ul style="list-style-type: none"> • Develop a public engagement strategy aligned to the extended timescales of the HBS. Plan to engage with homeowners through to 2050 to raise awareness of retrofit opportunities. • Design the programme and specification to focus on privately rented and owner-occupied housing aligned to incentives outlined in the HBS. • Raise awareness of existing and planned incentives for decarbonisation so that NZC opportunities are considered when homes are upgraded. Keep the engagement programme under regular review to assess impact and to align to new incentives as they are developed. | <p>Job 2</p> <ul style="list-style-type: none"> • Progress on decarbonization as quickly as possible targeting the worst performing housing. Prioritise securing funding through ECO, Local Authority Delivery Scheme and Social Housing Decarbonisation. • Develop county-wide strategies and targets in line with the long-term evolution of national decarbonization strategies. Anticipate direction of travel and adjust in response to detail such as the 2026 decision on hydrogen gas heating. This applies to new build and retrofit. | <p>Job 3</p> <ul style="list-style-type: none"> • Develop an approach to the net-zero carbon retrofit of homes in Worcestershire focused initially on homes in the public sector but with a long-term target to encourage the upgrade of private homes. <p>This will initially build on existing schemes including ECO/ECO+ and over time will expand to cover the wider private sector including the rental sector.</p> <p>This will anticipate the effect of incentives including funding and triggers for improvement.</p> <ul style="list-style-type: none"> • The Worcestershire plan will go beyond the strategy by promoting a common assessment process through an early emphasis on public engagement. |
| <p>Who is involved?</p> <ul style="list-style-type: none"> • County Council – planning, public health, sustainability, and transport • District Council – housing, management, housing development and planning • DLUHC • Midlands Energy Hub • Registered Providers and other housing providers • Energy generators contributing to ECO. • National, regional and SME housing developers. • Regional construction supply chain • Housing third parties including funders, insurers etc. • Training providers including the Higher Education sector. | | |
| <p>Worcestershire’s plan – how it will be different:</p> <ul style="list-style-type: none"> • Worcestershire will make rapid progress in the development of a decarbonisation plan and will be ahead of programme with respect to decarbonisation of existing public and private sector housing through retrofit by 2040. | | |

- New communities developed in Worcestershire will be master planned, designed and built to be sustainable from the outset.
- Worcestershire will have a coordinated approach to the implementation of the Environment Act, which will support enhancements to biodiversity and resilience across the County.

Making it happen (essential actions):

| Strategic lever: Develop local low-carbon supply chains to be capacity to deliver the retrofit programme | | |
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| <p>Opportunity</p> <ul style="list-style-type: none"> • Net zero carbon retrofit will require the development of a completely new supply chain. • Adoption of the PAS 2035 standard will promote the development of a competent supply chain for the roll-out of retrofit at scale. • The development of the supply chain will require a programme of work, competent assured contractors, trained operatives, and a materials supply network. • Local authorities will have access to Social Housing Decarbonisation Funding and wider programmes in connection with the retrofit of the non-residential public estate to accelerate the development of this local capacity. | <p>Solution</p> <ul style="list-style-type: none"> • This initiative will rely on the long-term development of funding solutions for net zero carbon retrofit in the public sector building on the platform of the Social Housing Decarbonisation Fund. • Local Authorities have developed locally based supply chains for previous programmes such as Decent Homes. A good exemplar is the Fusion 21 programme developed for the 2008 Decent Homes programme. • Fusion 21 featured a visible pipeline of work, a framework of local contractors, a training programme, a bulk material purchasing programme and a pre-agreed pricing framework. | <p>Outcome</p> <ul style="list-style-type: none"> • The development of a local supply chain for retrofit accredited to PAS 2035 is an essential step to ensuring that Worcestershire people fully benefit from net zero carbon – accelerating home improvement and creating local jobs and a local SME retrofit network. • The outcome of the strategy will be made more certain using proven supply chain models. • Expanded capacity for retrofit in Worcestershire will enable the rate of progress to be maintained and may also achieve savings related to scale economies. • The supply chain should be accessible by the public and private sector. |

| Jobs to be done: Develop a public engagement strategy to encourage private sector decarbonisation | | |
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| <p>Opportunity</p> <ul style="list-style-type: none"> • Most homes in Worcestershire are privately owned. The HBS anticipates that most homeowners will undertake their own retrofits in line with heating system upgrades. • Most homes in Worcestershire will require improvement works, so it makes sense to make early progress on 'no-regret' solutions that improve home comfort. • Eventually home-owners will need to install a low-carbon heat source like a heat pump. However, the right solution might not yet be available. | <p>Solution</p> <ul style="list-style-type: none"> • The HBS is a long-term strategy designed to work with the 'grain of consumer behaviour'. An engagement strategy needs to be similarly long-term. • Actively participate in 'inward engagement' through public consultation by Government, so the needs of Worcestershire are considered in policy development. • Encourage public adoption of existing and future advice sources as highlighted in the HBS including the Simple Energy Advice platform. | <p>Outcome</p> <ul style="list-style-type: none"> • Raised awareness of the importance of homes in tackling climate change. Citizens accept the need for substantial change to buildings and behaviours needed to retrofit / decarbonise housing. • Accelerated adoption of energy and carbon saving measures in line with the long-term trajectory needed to meet net zero targets. • People in Worcestershire are aware of the changes that are coming and have the time to prepare. |

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| <p>Making the right changes at the right time is critical.</p> <ul style="list-style-type: none"> • Raising awareness of low carbon opportunities for existing homeowners will increase take-up of solutions over the 30-year period of the HBS. | <ul style="list-style-type: none"> • Promote awareness of the availability of support including advice and grants • Promote the awareness of retrofit incentives including upgrades to EPCs and other planned changes. | <ul style="list-style-type: none"> • Housing retrofitted to meet NZC principles will be free of damp and mould. • Active participation by Worcestershire in policy formulation relevant to housing decarbonisation. |
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Other Strategic Levers:

Promote the development of sustainable communities. Sustainable communities are a product of the people who live in a place and the homes and other facilities that support them. Sustainable communities should be mixed and diverse, readily accessible and should have facilities that meet the needs of all members of the community. These communities should also be designed to be sustainable in the face of climate change and other environmental challenges. Worcestershire will see large-scale housing development over the 20 years of the strategy. One of the most effective ways of meeting the objectives of all four priority areas will be to ensure that the largest-scale developments make a full contribution to climate change mitigation. This will be enabled by ambitious early master planning supported by local authorities, potentially facilitated by Supplementary Plans and development bodies including Urban Development Corporations.

Strategic lever 2.

Develop a coordinated plan for benefits realisation following the implementation of the requirements of the Environment Act in connection with housing development, including biodiversity net gain. Integrate the plan with housing planning and development so as to support the creation of sustainable, resilient communities. Consider joint working across Worcestershire where this will deliver better outcomes for the local environment.

Other jobs to do:

Accelerate progress on decarbonisation as quickly as possible. The HBS is designed to allow for the adoption of decarbonising technologies with the 'grain' of consumer behaviour. The strategy also promotes 'no-regrets' associated with new-build and off-grid homes where measures taken now will deliver benefit. Public sector retrofit should proceed as quickly as possible with initial support from the Social Housing Decarbonisation Fund.

Targets to increase adoption of low-carbon technologies are challenging, and work to create momentum in Worcestershire allied to existing low-carbon industries will increase the pace of uptake.

Develop an approach to the net-zero carbon retrofit. Most low carbon retrofit will take place in privately owned homes. Standardised approaches to retrofit based on PAS 2035 will help to improve standards, quality, and confidence for the consumer. This work will be delivered by the private sector, but Worcestershire will play a key role in facilitating a common approach. This is likely to involve working with Central, Regional and Local Government Partners to refine common standards suitable for use in the private housing sector.

5 2023-2025 Action Plan

It will be the responsibility of each district council to consider the ambitions set out in this strategy and develop its own action plan.

This section of the report sets out proposals for consideration in the development of these district-level action plans. As the strategy sets out a 20-year ambition, the proposals are at three levels of detail:

- A 100-day plan to create momentum and to promote awareness of the strategy across affected parties.
- A 5-year action plan setting out key priorities across the four priority areas.
- A twenty-year road map, showing how the components of the strategy will come together to support the delivery of the vision.

5.1 The 100-day plan

The purpose of the Housing Strategy is to deliver a step-change in housing provision in Worcestershire.

Worcestershire will be known for excellent housing. Everyone will have the choice of how and where they live. Local homes will be warm, healthy and will lead the way towards Net Zero. Worcestershire housing will add to a better quality of life.

This is summed up in the Vision for Housing:

As set out in this strategy, this vision will be delivered through coordinated action over 20-years across four broad areas of policy:



**Economic
growth and Jobs**



**Quality and
Standards**



**Health and
Wellbeing**



**Net-zero carbon
and Climate Change**

In order to create momentum in 2023, we propose a simple 100-day plan focused on the creation of momentum and awareness. The plan should act as a call for action around the following major opportunities:

- Creating a culture of positive action in housing and planning authorities to secure that Worcestershire is a dynamic, growing, and great place for everyone to live.
- Organising and actively collaborating in housing and planning authorities across Worcestershire. Taking assertive steps to meet the policies and aspirations that are set out in Development Plans.
- Using large scale development to set the standard for sustainable development including place-based amenities and services.
- Develop and manage affordable and social housing as an integral part of new and existing communities to increase inclusion in Worcestershire.
- Engaging with, organising, and supporting public and private homeowners to meet net zero targets.

Actions during the first 100 days:

We recommend the following key actions:

1. Obtain approvals and political support.
2. Develop individual district-level action plans with consideration being given to the proposals in this strategy.
3. Agree areas of collaboration.
4. Develop governance.

This Strategy serves several purposes:

- It is a vision for housing in the county to 2040.
- It provides a statement of intent focused on specific priorities.
- It provides the foundation of a set of more detailed action plans to cause the necessary changes and actions to happen and be delivered.
- It provides an opportunity to evolve Worcestershire's housing market offer to meet the needs of its citizens and business over the longer term. improving quality of life.

5.2 Action Plan 2023-2025

The proposed action plan summarises the series of key next steps to be implemented during the period 2023 to 2025 in order for the strategy to achieve its purpose. These are organised by the four priority areas, together with a series of important enabling actions. The proposed actions need to be developed by Partners, collectively and where necessary at individual organisational level to respond to the items proposed below.

| | Proposed Actions | Outcome | Benefits |
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| Enabling actions | | | |
| Engagement strategy | <ul style="list-style-type: none"> Prepare and implement bespoke targeted stakeholder engagement programme. | <ul style="list-style-type: none"> Aligned stakeholders support for the strategy and implementation of its recommendations / next steps. | <ul style="list-style-type: none"> Quick and frictionless implementation of strategy delivering early benefits. |
| Strategy update | <ul style="list-style-type: none"> Agree strategy monitoring and evaluation process. Agree strategy review periods - we recommend a review every 12 months and a refresh every 3 years. Develop review and refresh process. | <ul style="list-style-type: none"> Constant focus on delivery and evolution of strategy. Maintenance of evidence base of impact and benefits delivered – enabling ongoing stakeholder support. Strategy remains ambitious and future looking. | <ul style="list-style-type: none"> Strategy remains up to date and relevant to Worcestershire, its citizens, and stakeholders. Worcestershire remains the most attractive place to live, work, learn and enjoy leisure time in the UK. |
| Governance | <ul style="list-style-type: none"> Monitor the effectiveness of existing governance arrangements as part of the strategy roll-out. Consider establishment of housing board. | <ul style="list-style-type: none"> Streamlined governance model mobilised. | <ul style="list-style-type: none"> Identification and recognition of linkages between economic / housing / health activity leading to more impactful decision making and greater benefits being delivered. Development of culture of positive action and collaboration – task and finish approach. |
| Government support & involvement of DLUHC | <ul style="list-style-type: none"> Develop key areas from the strategy where Government intervention, support or policy change is required to deliver the best possible outcomes. | <ul style="list-style-type: none"> Strategy outcomes are delivered efficiently and effectively through recognition that support is required and changes in policy are made that positively impact delivery through the life of the strategy. | <ul style="list-style-type: none"> The type and quality of homes required are delivered in Worcestershire. |

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| | <ul style="list-style-type: none"> Initiate and act on strategic case for Homes England support around key interventions and initiatives. | <ul style="list-style-type: none"> Homes England resources are deployed to support the Worcestershire agenda. | |
| Evidence Base | <ul style="list-style-type: none"> Develop a Plan for collecting, measuring, and reviewing data/ to form an evidence base for decision making and policy changes/support. | <ul style="list-style-type: none"> Evidence base to demonstrate to developers that a step change in activity in Worcestershire is required – for example NZC and independent living homes | <ul style="list-style-type: none"> The type and quality of homes required are delivered in Worcestershire. |
| Economic Growth and Jobs | | | |
| Opportunity Pipeline | <ul style="list-style-type: none"> Develop 5+ year public sector pipeline of development sites. Review existing known sites for housing and identify new possibilities e.g., WOPEP estate rationalisation, land promotion, change of use. Classification, appraisal, prioritisation of sites; identifying capacity, viability, timescales, and wider benefits. | <ul style="list-style-type: none"> Initial programme of sites for development. Increased rate of delivery of social and affordable housing. Visible pipeline for the development of Offsite Manufacture Barriers and enablers to development identified and plans to mitigate prepared. | <ul style="list-style-type: none"> Pipeline informs opportunity for alternative housing delivery models. Drives efficiency opportunities through better use of assets and associated cost savings. Underpins confidence in ability to directly influence housing market. |
| Development of housing delivery capacity | <ul style="list-style-type: none"> Use Local Plans to assess the most appropriate way of bringing the sites forward for development Consider alternatives to land sale including establishment of delivery vehicle(s). Establish a clearing house function to consolidate demand for MMC. Assess alternative delivery vehicles considering a range of factors. Explore potential partners such as Homes England, Registered Providers etc. | <ul style="list-style-type: none"> Establishment of Delivery Vehicle capacity within district councils or option to sell assets to traditional market - aligned to stakeholder ambitions. Delivery of a diverse range of housing to meet the needs of all citizens. Direct delivery sets standards and expectations for large-scale development including sustainable communities. | <ul style="list-style-type: none"> Ability to accelerate delivery of affordable housing (or other tenure) aligned to county's social, economic, and environmental needs. Setting benchmarks on design quality. Opportunity to explore new innovations and drive forward agreed initiatives e.g., net zero carbon, modern methods of construction, healthy homes etc. Best value capital and revenue generation. <p>*See Quality and Standards action</p> |

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| Effective deployment of housing resources | <ul style="list-style-type: none"> • Build on (existing) collaborative cross-county working practices between district councils to prepare for additional workload and requirements for new capability that will come from planning reform. • Address / assess in terms of 'jobs to be done' and how best to deliver; recognising the significant opportunities transformation could realise. • Adopt a consistent approach to dealing with development parties to secure the necessary supply of social housing. | <ul style="list-style-type: none"> • Positive action and collaboration between the district councils that is able to respond to the Strategy and adapt to the changes and additional workload that will likely result from planning reform | <ul style="list-style-type: none"> • Efficiency of delivery / lower cost to deliver / greater capacity to deliver / higher quality of delivery. • Joined up consistent approach to market leading to better housing being delivered across the county. • Best practice developed and applied with a 'local lens'. |
| Quality and standards | | | |
| Support the adoption of MMC housing by collaboration across boundaries to consolidate MMC demand. | <ul style="list-style-type: none"> • Public sector and Registered Provider housing developers to support adoption of MMC solutions at scale. • Clearing house to be established across the county to consolidate demand from multiple programmes. | <ul style="list-style-type: none"> • Access to MMC capacity in the county is enhanced. • Procurement of MMC housing is simplified for public bodies in the county. • Quality of housing delivered in the county will be enhanced and productivity will increase. | <ul style="list-style-type: none"> • Increased housing delivery capacity in Worcestershire based on a more diverse housebuilder supply chain. • Delivery of better-quality housing |
| Plan for the implementation of planning reform to encourage great quality development | <ul style="list-style-type: none"> • Prepare to use planning reform to promote great quality development. • Develop local standards, design guides and codes as needed to secure high-quality development. • Building planning capability to manage large scale consents. • Plan for a faster planning process and secure opportunities for participation. | <ul style="list-style-type: none"> • Effective implementation of major changes to the planning system. • Better quality development with more amenity for the community. • Improved engagement with stakeholders as part of future housing planning activity | <ul style="list-style-type: none"> • Smooth implementation of reform to planning. • A housing offer that underpins / supports economic growth. • Increased volume of house building to meet targeted need. • Better use of planning resources across the county. |

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| | <ul style="list-style-type: none"> • Prepare to implement digital technologies as part of planning reform. | | |
| Develop local supply chain capacity | <ul style="list-style-type: none"> • Prepare for opportunities associated with growth in new build and retrofit markets. • Collaborate with local businesses, training providers and other partners to plan for development of supply chain capacity. • Consider business capacity as well as skills. | <ul style="list-style-type: none"> • Sufficient capacity is planned to meet the requirements of the housing strategy. • Local people have the opportunity to participate in the housing sector. | <ul style="list-style-type: none"> • Housing requirements are met. • The housing market supports good quality jobs and local enterprise. • Worcestershire economy benefits from further diversification |
| Design Codes and Quality Standards | <ul style="list-style-type: none"> • Develop a common approach to development of localised Design Codes across the county. • Set minimum standards and expectations for large scale development / settlements. • Take a lead on permitted development rights in town centres. | <ul style="list-style-type: none"> • Driving the delivery of housing aligned to Worcestershire's economic and community / citizen needs. • Delivery of citizen centric, mixed sustainable communities with high quality placemaking principles as standard. | <ul style="list-style-type: none"> • Housebuilders in Worcestershire deliver beautiful homes that meet the needs of all occupiers. • Worcestershire is the best place to live in England. • Zero carbon communities are developed with increased resilience to climate change and lower cost of retrospective measures. |
| Advance preparation for the introduction of new Fire Safety requirements for existing residential buildings | <ul style="list-style-type: none"> • Develop a plan to implement forthcoming building safety legislation in connection with Local Authority and Registered Provider managed housing over 11m in height (where relevant). • Integrate the plan with wider reforms in connection with the management of social housing. | <ul style="list-style-type: none"> • Worcestershire will have a county-wide plan to implement building safety management programmes as soon as practicable. • Reforms will be implemented as a single programme. | <ul style="list-style-type: none"> • People living in affected housing will benefit from improved safety management practice. |

| Health, wellbeing, and inclusion. | | | |
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| Increase the delivery of a diverse range of affordable and social housing. | <ul style="list-style-type: none"> • Develop an accurate model to forecast demand for lower-cost housing. • Design of affordable housing requirements in the planning system to meet diverse housing needs. • Wide range of tenures in large-scale developments including urban extensions. • Local authority participation in development. | <ul style="list-style-type: none"> • Data-led approach to affordable and social housing provision. • Supply of housing aligned to the needs of the local working population. • Greater diversity of housing supply, particularly in larger development. | <ul style="list-style-type: none"> • Worcestershire meets the housing needs of all citizens. • More choice of social and affordable housing increases social mobility. • Homes and jobs are located more closely together. |
| Tackling homelessness | <ul style="list-style-type: none"> • Review the findings and recommendations of the Homelessness and Rough Sleeping Strategy to align ambition and direction. | <ul style="list-style-type: none"> • A joined-up approach to resolving the challenges of homelessness and rough sleeping. | <ul style="list-style-type: none"> • The strategy will seek to deliver a long-term housing solution to the homeless of Worcestershire. |
| Improve the life chances of people living in poor quality accommodation | <ul style="list-style-type: none"> • Prioritise net zero retrofit to deal with poorest quality housing first. • Develop dedicated housing to meet the needs of the homeless. • Prohibit the disposal of hard to decarbonise homes in public ownership. • Promote private sector retrofit schemes to older residents in privately owned homes. | <ul style="list-style-type: none"> • Worcestershire's most needy residents benefit from warm, healthy accommodation. • Public retrofit funding is focused on housing that is in the poorest condition. • Fewer people are homeless. • Elderly homeowners can access support to improve their homes. | <ul style="list-style-type: none"> • Improved health outcomes for Worcestershire's most needy residents. • Greater equality in access to healthy housing. • Greater independence for elderly homeowners who will be helped to improve their homes. |
| Deliver housing suitable for later living in line with forecast demand | <ul style="list-style-type: none"> • Anticipate growth following the reform of funding for social care including sector-specific forecasts. • Work with partners to provide evidence base to support and promote the adoption of 'Lifetime Homes | <ul style="list-style-type: none"> • Planned housing supply in line with predicted demand. • Resilient new housing able to meet the requirements of all potential residents. • Increased interest from the development supply chain in the development of age-specific housing. | <ul style="list-style-type: none"> • Worcestershire meets the needs of an important and growing housing cohort. • Older residents live in suitable housing. • Family homes are recycled for younger families. |

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| | <p>Standards' to reflect better the demographics of the county.</p> <ul style="list-style-type: none"> • Work with partners to provide evidence base to support and promote later living housing through the planning system. Enable private sector operators to achieve scale in the county. • Work with extra-care housing providers to respond to the post-COVID-19 landscape and in raising the quality of existing accommodation to meet market expectation and need. | <ul style="list-style-type: none"> • Extended life of existing sheltered housing stock. | <ul style="list-style-type: none"> • Health issues associated with loneliness and fuel poverty etc are addressed. |
| <p>Develop a role for housing in the delivery of health and wellbeing services.</p> | <ul style="list-style-type: none"> • Collaborate with Integrated Care System Partners with the need to identify opportunities to better integrate housing service and healthcare pathways. • Identify opportunities to pilot health and well-being hubs using existing community facilities. • Learn from assisted tech pilot undertaken by Community Housing and current initiatives and commission a single strategy to explore how digital technology can be used to facilitate healthcare in the home (over the long-term). | <ul style="list-style-type: none"> • Build on existing collaborative initiatives. Make full use of the contact opportunities created by housing services to provide other support as needed. • Develop a partnership-based model for shared community services and activities focused on the shared community facilities delivered by new build housing development. • Accelerate the adoption of digital care services. | <ul style="list-style-type: none"> • More joined-up working centred on the home. • Effective use of community facilities to host outreach activities and events. • Early appreciation of the potential of digitally enabled home healthcare ahead of growth of demand in Worcestershire. |
| Net zero-carbon and climate change | | | |
| <p>Public engagement</p> | <ul style="list-style-type: none"> • Develop long-term plan for public engagement to increase awareness of the need for home decarbonisation and access to resources | <ul style="list-style-type: none"> • Worcestershire people understand the issues, are engaged and are ready when they need to act to decarbonise. | <ul style="list-style-type: none"> • Faster rate of decarbonisation • Wider base of support for decarbonisation measures • More homes that are healthier, less polluting and free of damp and mould. |

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| | | <ul style="list-style-type: none"> • Fewer chances to progress decarbonisation are missed because of better knowledge. | |
| Healthy, sustainable communities | <ul style="list-style-type: none"> • Set standards and expectations for the delivery of high quality, mixed-tenure sustainable communities. • Promote the development of sustainable communities based in part on the 20-minute town model. • Carry out feasibility study / pilot project on creating a model of “Worcestershire Healthy Housing”. | <ul style="list-style-type: none"> • Development of sustainable communities that are great places for everyone to live. • Evidence base developed for new model of housing development. | <ul style="list-style-type: none"> • Healthier more economically active population. • Places that promote healthy, economically active lifestyles leading to lower costs for public services. • Reduced long-term cost of health and social care to the public sector. <p>Worcestershire is seen as a trailblazing county – the healthiest in England.</p> |
| Net-zero carbon retrofit | <ul style="list-style-type: none"> • Review current and planned NZC initiatives in the county and beyond including engaging with Registered Providers to assess size of opportunity / demand / need. • Develop a common approach to the retrofit challenge for both social and private housing based on PAS 2035. • Promote awareness and benefits of Net Zero Carbon retrofit to homeowners. • Prioritise / pilot poor quality housing with multiple issues e.g., high energy costs, risks to health through for e.g., damp and mould. • Develop local low-carbon supply chains to deliver retrofit to the public sector. • Consider the countywide economic model where the public sector takes a proactive/ interventional role in delivering retrofit to the private sector. | <ul style="list-style-type: none"> • Worcestershire local authorities have a plan for retrofit and are active participants in discussions about funding and implementation. • A common approach minimises duplication of resources and inconsistent standards. • Homeowners are engaged early, creating awareness. • Worcestershire develops a local supply chain to deliver assured net zero carbon retrofit. | <ul style="list-style-type: none"> • Early progress and quick wins on the biggest housing challenge affecting Worcestershire. • Consistent implementation minimises operational disruption to Local Authority housing teams. • Capture the economic benefits through local supply chain opportunities. • Accelerate the transition to a zero-carbon county. • Accelerate retrofit programmes to improve quality standards of existing homes with better energy efficiency and being free of damp and mould. |

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| Public engagement | <ul style="list-style-type: none"> • Develop long-term plan for public engagement to increase awareness of the need for home decarbonisation and access to resources | <ul style="list-style-type: none"> • Worcestershire people understand the issues, are engaged and are ready when they need to act to decarbonise. • Fewer chances to progress decarbonisation are missed because of better knowledge | <ul style="list-style-type: none"> • Faster rate of decarbonisation • Wider base of support for decarbonisation measures • More homes that are healthier and less polluting. |
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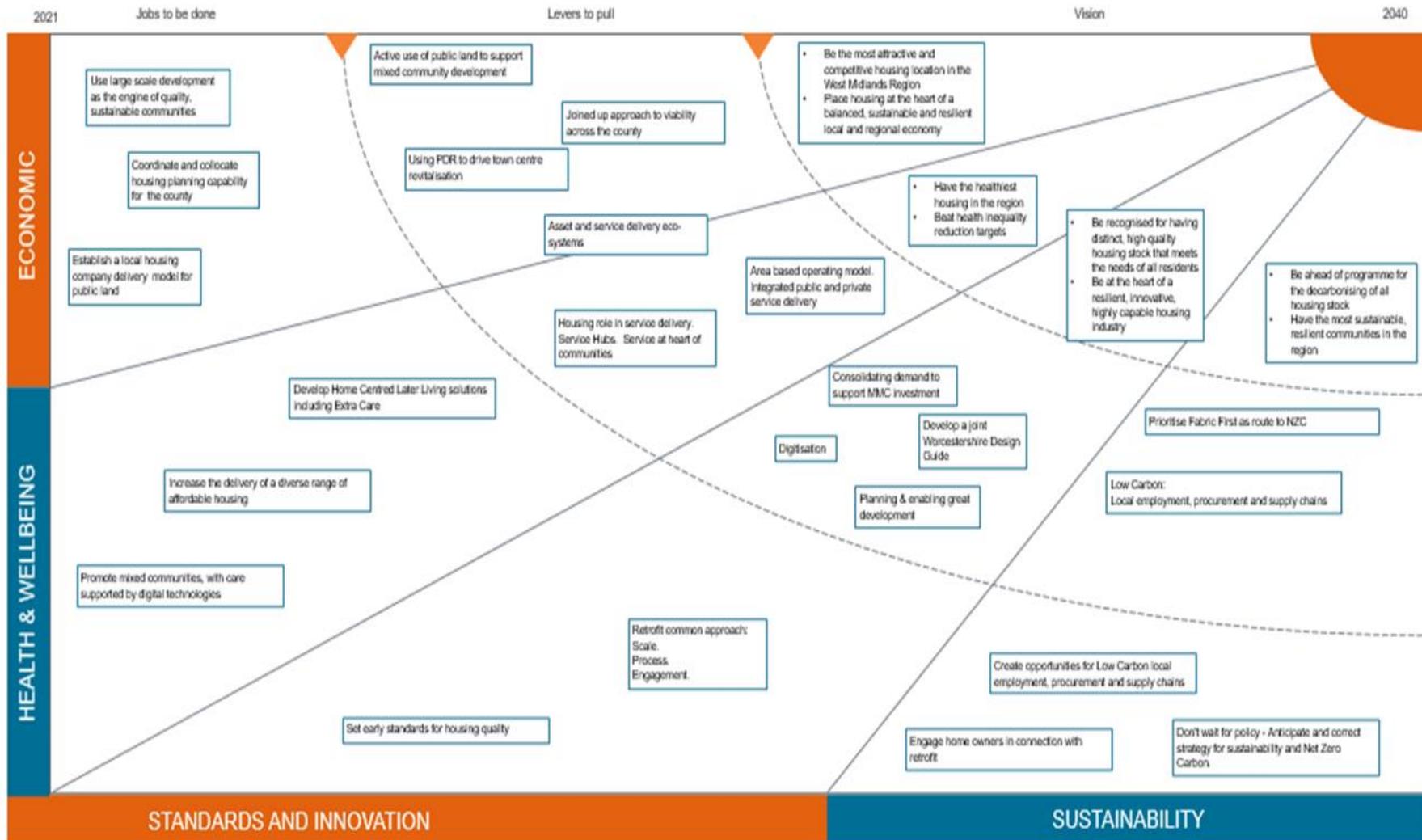
5.3 Long-term transformational road map

The road map summarises the main activities that are described and explained in the priorities section in the sequence required to deliver the 2040 objective.

The road map highlights the integrated nature of the strategy and the long-term nature of the actions required to deliver the expected level of change. This emphasises the importance of the five opportunities highlighted in the strategy:

- Creating a culture of positive action in housing and planning authorities to secure that Worcestershire is a dynamic, growing, and great place for everyone to live.
- Organising and actively collaborating in housing and planning authorities across Worcestershire. Taking assertive steps to meet the policies and aspirations that are set out in Development Plans.
- Using large scale development to set the standard for sustainable development including place-based amenities and services.
- Integrating affordable housing into new development in all communities.
- Engaging with, organising, and supporting public and private homeowners to meet net zero targets.

Transformation Roadmap





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REDDITCH BOROUGH COUNCIL**Executive 25th July 2023****Approval to Spend Report**

| | |
|--|---|
| Relevant Portfolio Holder | Councillor Luke Court, Finance and Enabling Portfolio Holder |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Michelle Howell |
| Report Author | Job Title: Head of Finance & Customer Services email:michelle.howell@bromsgroveandredditch.gov.uk Contact Tel: 0152764252 |
| Wards Affected | N/A |
| Ward Councillor(s) consulted | N/A |
| Relevant Strategic Purpose(s) | All |
| Non-Key Decision | |
| If you have any questions about this report, please contact the report author in advance of the meeting. | |

1. SUMMARY

The purpose of this report is to set out to Executive the key implications of the New Procurement Bill which the Council has to comply with from 1st April 2024, and what the Council needs to do to meet its obligations.

2. RECOMMENDATIONS

Executive are asked to Recommend to Council that:

- **On a quarterly basis a “Approval to Spend Report” will be provided to Executive which sets out the Council’s Procurement Pipeline for approval to be included on the forward plan and an analysis of spending over the past 4 years.**
 - **This report will also identify spending with suppliers over the £200k limit to ensure this spending is converted to properly contracted expenditure.**
- **That the Council investigate and put in place processes that allow local businesses to access Council procurements more easily, following the passage of the Procurement Bill.**
- **The Key Decision threshold is raised to £200k.**
- **The “Approval to Spend Report” report also provides a list of all procurement between £50k and £200k, which Executive can request further detail and subject to additional scrutiny where they see fit.**
- **That items from the initial pipeline report at the appropriate Key Decision level, as set out in Appendix C, are added to the forward plan.**

REDDITCH BOROUGH COUNCIL**Executive 25th July 2023****3. KEY ISSUES****Introduction**

3.1 This report sets out the key implications of the new Procurement Bill, which needs to be enacted by 1st April 2024. The Bill brings even more transparency to how Councils undertake their business. The report sets out:

- the key parts of the new Bill
- Transparency arrangements already in place at the Council
- Council procurement governance requirements
- An analysis of present procurements and comparison of limits against local Councils
- The proposed way forward.

The Procurement Bill

- 3.1 The Bill will reform the UK's public procurement regime, making it quicker, simpler, more transparent and better able to meet the UK's needs while remaining compliant with our international obligations
- 3.2 It will introduce a new regime that is based on value for money, competition and objective criteria in decision-making. It will create a simpler and more flexible, commercial system that better meets our country's needs. And it will more effectively open up public procurement to new entrants such as small businesses and social enterprises so that they can compete for and win more public contracts.
- 3.3 It will strengthen the approach to excluding suppliers where there is clear evidence of their involvement in Modern Slavery practices, and running throughout each part of the Bill is the theme of transparency.
- 3.4 Contracting authorities must have regard to delivering value for money, maximising public benefit, transparency and acting with integrity. Integrity must sit at the heart of the process. It means there must be good management, prevention of misconduct, and control in order to prevent fraud and corruption. The Bill also includes a duty on contracting authorities to have regard to the particular barriers facing SMEs, and to consider what can be done to overcome them.

Key Points within the Bill**Undertaking a Procurement**

- 3.5 The Bill introduces a new procedure for running a competitive tendering process - the competitive flexible procedure - ensuring for the very first time that contracting authorities can design a competition to best suit the particular needs of their contract and market.

Contract Management

REDDITCH BOROUGH COUNCIL**Executive 25th July 2023**

- 3.6 The important work on procurement does not stop once a contract has been awarded. Part four of the Bill sets out steps that must be taken to manage a contract. This includes the strengthening of rules ensuring that suppliers are paid on time and new requirements to assess and publish information about how suppliers are performing.

Transparency Notices

- 3.7 The Bill proposes a number of measures to ensure greater transparency to make it easier to scrutinise procurement decisions. In particular, contracting authorities will be required to publish:

- a "pipeline notice" where contracting authorities consider that they will spend more than £100 million on certain types of procurement in the next financial year;
- a tender notice at the commencement of the procurement procedure;
- more detailed information about the evaluation to unsuccessful bidders;
- a contract award notice before (instead of after) entering into a public contract;
- information about contracts after they have been concluded;
- a copy of any public contract with a value exceeding £2 million within 90 days of it being entered into;
- information about payments under public contracts to enable scrutiny by the general public;
- a contract implementation notice to update on performance against KPIs;
- a contract change notice in advance of implementing amendments; and
- a contract termination notice ahead of the expiry or termination of a contract.

Measures already in place

- 3.8 Whilst the above may appear daunting, the recent work that the Council has already done to put measures in place means that the majority of the requirements under the new Bill are already being met with a few changes required for transparency purposes.

Our existing measures include:

- No Compliance No Order which was implemented on the TechOne system on the 1st April 2023. With this, an order cannot be raised unless it's linked to a contract or an identifiable procurement route. We are 3 months into this process and in the short term we will allow orders not linked to contracts as long as the contracting process is under way (which is checked/approved by the Procurement Team. By the end of the

REDDITCH BOROUGH COUNCIL**Executive 25th July 2023**

Calendar year we expect high compliance as contracts will have been set up for all significant expenditure.

- Presently, orders are raised to purchase goods or services on the TechOne system. The No Compliance No Order links the orders to contracts as well as the supplier (to ensure we are getting best value from our contracts).
- All new suppliers have to be approved by the procurement and payments teams. Up to September 2022 new suppliers were approved just by the payments teams. The new route ensures that we are making the most value of contracting and reducing rogue non contract linked expenditure.
- Monthly spending of over £500 is placed on the Councils Website. Please use this link <https://www.redditchbc.gov.uk/council/finance/supplier-payments-over-%C2%A3500.aspx>
- That the Council has an EPC Card system for small expenditure. Controls are in place using these Cards:
 - Maximum monthly expenditure.
 - Individual transaction limits.
 - Merchant Category Group code blocking
 - Each supplier is classified with a Category Group code. Any number of these codes can be blocked or left unblocked to ensure compliance with business policies.
- The contracts register is available to Officers, Members and the Public – See Appendix C.
- The Procurement team is available for monthly meetings with HOS and this ensures the procurement team has visibility of what service departments are procuring to ensure contracts are set up to ensure compliance to the No Compliance No Order regime.
- Procurement training is provided to the teams on request in order for them to understand the new and wider procurement requirements. The procurement team recently provided a series of training in September 2022.
- Monthly Accounts payable training delivered to ensure that those administering procurements within Service Departments understand how to use the TechOne system to properly code those requisition and orders.
- There is a dedicated Procurement Teams Page (See **Appendix A**) for Officers which covers:
 - The Procurement Process
 - Award Procedures
 - Frameworks Commonly Used
 - How we Advertise our Contract Information
 - Requests for Training
 - Social Value
 - Glossary of Procurement Terms

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- Template documents

Council Governance

- 3.9 Part 5 of the Constitution sets out the Schemes of Delegation. The schemes of delegation set out what decisions can be delegated to Executive and individual Officers. These are set out in Appendix B.
- 3.10 The Council Constitution sets out that from a financial basis a “key decision” is any item that has a combined financial spend (either as a single item or for the length of the contract) of £50,000.
- 3.11 Key decisions need to be on the Council’s forward plan. Then
- Executive Decisions are actioned via a Executive Report;
 - Decisions delegated to Officers are actioned via an Officer Decision notice.

This includes Revenue, Capital and S106 allocations.

The Present Council Procurement Pipeline

- 3.13 The Council’s Procurement Pipeline, which is presently based on the Contracts Register, is set out in Appendix C along with the initial “pipeline document”. The Procurement Pipeline provides a forward look of potential contracting opportunities and when existing contracts are due to expire. The initial pipeline document which has been derived from the Council’s existing Contracts database. However, as set out in section 3.8 above, this is in the process of being built and so departmental procurement officers have been asked to update the Pipeline document for any procurements that they have coming up in 2023 and 2024 that are over £50k for the life of the contract and are not already on the contract register.
- 3.14 The key task of the pipeline is **to allow for proper planning of procurements** to ensure the Council maximises its contracting opportunities by
- Alerting Officers and Members to contracts coming to the end of their terms;
 - Reducing the likelihood of duplicating contracts;
 - Ensuring that if decisions are Key that they are on the appropriate Key Decision Registers
- 3.15 By having an up to date procurement pipeline, and ensuring procurements and the associated key decisions are efficiently planned, we will ensure that the Council is delivering fully to the new Procurement Bill which becomes a requirement on the 1st April 2024.
- 3.16 The Council, when entering into framework contracts, relies on the governance processes of those frameworks to ensure that objectives such as “Social Value” are

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being delivered by prospective suppliers. However, feedback from local businesses is that Council procurement requirements are a barrier for them to bid for work directly. As such the Council will investigate ways to encourage local suppliers to be able to bid for Council work directly. A local example of a Council undertaking this approach is Wolverhampton. The Council will accelerate this process as it will ensure "Council Funds" are being invested locally.

- 3.17 Assessing the current joint procurement register we have the following levels, by spending, of contracts:

Contracts Register – taken as at 17th June

- Over £200k – 44 Contracts
- £100K to £200k – 32 Contracts
- £50k to £100k – 36 Contracts
- £10k to £50k – 94 Contracts
- Up to £10k – 62 Contracts

Capital (Just Redditch) – taken from the present capital programme approved in February 2023

- Over £200k – 13 Schemes
- £100k to £200 – 6 Schemes
- £50k to £100k – 2 Scheme

- 3.18 It is clear from this data that the present £50k threshold for Key Decisions covers far too many projects as many contracts last for multiple years. The majority of Councils have traditionally set the key decision limit at the EU Threshold level of £179k. Other Councils in Worcestershire have the following key decision limits:

- Wyre Valley - £50,000
- Worcester City – £164,176 in 2017, suggests not required in present structure

As a further Comparison we have

- Birmingham – Capital £1m, Revenue £500k, Chief Officers £200k
- Solihull - £500k
- Wolverhampton - £250k

Proposal

- 3.19 Given the above points, it is proposed that:

- The Key Decision threshold is raised to £200k. The logic of this is for revenue expenditure using GCloud, contract lengths can be up to 4 years. As such this is the

REDDITCH BOROUGH COUNCIL**Executive 25th July 2023**

existing £50K limit expanded to the full term of revenue contracts. This new threshold will apply to all classes of delegated decision.

- On a quarterly basis a report “the approval to spend report” will be provided to Executive which sets out from the Procurement Pipeline those procurements that should be taking place over the next year. This report will be refreshed every quarter and can be converted once approved by Executive into the ongoing forward plan.
- That as part of this report an analysis of spending will be made of the past 3 years to identify spends with suppliers over the £200k limit to ensure this spending is converted to properly contracted expenditure.
- The “Approval to Spend” report includes a list of all procurement between £50k-£200k.
- That the Council investigate and put in place processes that allow local businesses to access Council procurements more easily.

4. Legal Implications

- 4.1 No Legal implications have been identified.

5. Strategic Purpose Implications**Relevant Strategic Purpose**

- 5.1 The Strategic purposes are included in the Council’s corporate plan and guides the Council’s approach to budget making ensuring we focus on the issues and what are most important for the borough and our communities. Our Financial monitoring and strategies are integrated within all of our Strategic Purposes.

Climate Change Implications

- 5.2 The green thread runs through the Council plan. Procurements by their nature have potential financial implications and these in turn can have implications on climate change. These will be addressed and reviewed through individual reports when relevant by climate change officers will ensure the correct procedures have been followed to ensure any impacts on climate change are fully understood.

6. Other Implications**Customer / Equalities and Diversity Implications**

- 6.1 None as a direct result of this report.

Operational Implications

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6.2 Managers meet with procurement officers to consider their current procurement position and to ensure actions are in place to mitigate any expenditure that is not contracted properly.

7. RISK MANAGEMENT

7.1 The financial monitoring is included in the corporate risk register for the authority

8. APPENDENCES

Appendix A – Dedicated Procurement Team Page

Appendix B – Bromsgrove Scheme of Delegation

Appendix C – Forward Pipeline and Contracts Register

AUTHOR OF REPORT

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REDDITCH BOROUGH COUNCIL**Executive 25th July 2023****Appendix A – Dedicated Procurement Teams Page**

Thinking about procuring something? Read the process here first then ask us for any advice you may want or need. [Email us](#) or post in [the chat in this channel](#). Procurement is part of Legal Services.

What you procure, when, and why, is up to you and your teams inside the councils' usual political processes. It's your work.

How you procure, however, is **not** up to you. As public employees how we procure is regulated, and there is a process you must follow, with support from Procurement. The process is simple, essential, and will help you to procure well.

It's your responsibility.

Service Protocol – Procurement

Our service protocol can be found [here](#)

The process of procurement

Follow this simple **four-step process** whenever you think about procuring. Links to relevant supporting resources are included as you go along. Documents you may wish to refer to here are collected in [the Files tab of this channel](#).

**Step 1: DETERMINE THE NEED**

1. What are you procuring? Identify and scope the requirement. (Refer to: *Procurement Training*, as a summary of the formal *Contract Procedure Rules*)
2. Agree the procurement with management, including, for new a requirement, whether it's a priority.

Step 2: SPECIFY THE PROCUREMENT TO MEET THE NEED

1. Set out exactly what will you need to buy. This step is critical as it will determine what you end up getting. (Refer to: *Specification training* and *Specification template*. Here's some Crown Commercial Service [info on writing a specification](#))
2. Determine which award procedure you will be following. See [the Award procedures section](#) below for more.
3. Get your specification approved with management, and where necessary get advice from Legal Services.

Step 3: GO TO MARKET (only skip this if your award procedure is a direct award via a framework)

1. Depending on your award procedure, run your tender or quotation procedure. Refer to the template documents, terms and conditions, etc., in [the Files tab](#) on this channel. The standard terms & conditions are not appropriate for all procurements, so please check with Legal Services which terms and conditions are suitable for you.
2. If you are using the procurement portal to go to market, Procurement will handle incoming questions via the portal.
3. Evaluate supplier responses. (Refer to: *Evaluation training*)
4. Feed back to all bidders, and where necessary get advice from Legal Services first.

REDDITCH BOROUGH COUNCIL**Executive 25th July 2023**

Step 4: AWARD/CONTRACT

1. Award the business / contracts.
2. Notify and sign contracts.
3. Request that the supplier and contract are added to the system (all new suppliers require a [new supplier form](#) to be sent to Payments (that file is always available over on [the Purchasing and Payments channel](#) of the ERP Support Team, which is where you should go if you want more support on adding a new supplier).
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Which award procedure do you need to follow?

| Total value of spending (including repeat spending on the same thing) | Award procedure | Written evidence you need on file (emails are ok) | Retain evidence for |
|--|--|---|--|
| £0- £3,000 | Order off a Framework* | | |
| | or There must be evidence of competitive enquiries being undertaken, with details of final selection criteria recorded and retained for one year from date of purchase (this can be in by email) Good practice is to get three quotes. This can be via email with a required response date. | Framework agreement or Your enquiries and how you decided | Purchase date or contract end date plus one year |
| £3,001 - £25,000 | Send your final choice to Procurement for logging on the Contracts Register & ERP. Order off a Framework* | | |
| | or Get at least 3 written quotations and record how you decided which supplier to award to, this can be completed by email. Send your final choice to Procurement for logging on the Contracts Register & ERP. | Framework agreement or Your quotes and how you decided | Purchase date or contract end date plus one year |

REDDITCH BOROUGH COUNCIL**Executive 25th July 2023**

| | | | |
|--|---|-------------------------------|--|
| | <i>Optional:</i> Ask Procurement to advertise the opportunity for you! | | |
| | Order off a Framework* | Framework agreement | |
| | or | or | Purchase date or contract end date plus five years |
| £25,001- £50,000 | Contact Procurement to advertise an invitation for businesses to quote | All procurement documentation | |
| | Send your final choice to Procurement for logging on the Contracts Register & ERP. | | |
| | Order off a Framework* | | |
| £50,001 – £177,897.50 (goods and services) or £4,447,447.50 (works) | or | Framework agreement | Purchase date or contract end date plus five years |
| | Contact Procurement to advertise an invitation to tender via the Proactis Portal managed by Procurement Team. | or | |
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Other sector specific frameworks are available, so if you don't see what you need here or these frameworks don't have what you need on them, please ask.

- Yorkshire Purchasing Organisation (YPO) <http://www.ypo.co.uk/>
- ESPO <http://www.espo.org/supplier-area/becoming-a-supplier.aspx>
- Crown Commercial Service <https://www.gov.uk/government/organisations/crown-commercial-service>
- LHC <https://www.lhc.gov.uk/>
- Fusion 21 <https://www.fusion21.co.uk/>

REDDITCH BOROUGH COUNCIL

Executive 25th July 2023

- EEM Ltd <http://eem.org.uk/>
- PFH <http://procurementforhousing.co.uk/>
- NHS SBS [Procurement Services - NHS SBS](#)
- Procure Partnership [Procure Partnership Frameworks | Procurement For The Public Sector \(procurepartnerships.co.uk\)](#)

Here's some more information on [what a framework is](#), from the Crown Commercial Service.

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Related documents and files

See [the Files tab in this channel](#).

REDDITCH BOROUGH COUNCIL**Executive 25th July 2023****Appendix B – Redditch Scheme of Delegation**

Link to the Council's Scheme of Delegation

<https://moderngovwebpublic.redditchbc.gov.uk/documents/s48093/05.1%20Delegations%20Intro%20and%20Index%20May%202023.pdf>

Appendix C – Contracts Register and Forward Pipeline

Link to the Council's Contracts Register

[Contracts register \(due-north.com\)](https://www.due-north.com)

Forward Pipeline – Redditch Specific – over £200k

| Council | Contract Title | Contract Description | Department | Current Contract Expiry Date | Procurement Start Date | Contract Commencement Date | Contract Length | Extension | Contract Value (anticipated Lifetime Value) | Planned Procurement Route (project type?) | Suitable for SME's? | Suitable for VCSE's? |
|----------|----------------------------------|--|--------------------------|------------------------------|------------------------|----------------------------|-----------------|-----------|---|---|---------------------|----------------------|
| Redditch | Water Mains Repairs | Repairs and replacement of water mains under the responsibility of the Consultant support to carry out a range of services including | Housing Property Service | N/A | 01/08/2023 | 01/12/2023 | 3 | 1 | £320k | Open Tender | Y | N |
| Redditch | Consultancy Support | procurement, architecture, structural Following option appraisal the need to update and change the communal | Housing Property Service | N/A | 01/07/2023 | 01/08/2023 | 2 | 1 | £750k | Framework | N | N |
| Redditch | Communal Boiler Replacement | To tackle isolated cases of rising damp and remedial works | Housing Property Service | N/A | 01/09/2023 | 01/02/2024 | 2 | 1 | £700k | Open Tender | Y | N |
| Redditch | Damp Investigation and Treatment | To provide a range of services in delivery Social Housing | Housing Property Service | N/A | 01/10/2023 | 01/12/2023 | 2 | 1 | £200k | Framework | N | N |
| Redditch | Energy Consultancy Support | Decarbonisation Funding works | Housing Property Service | N/A | 01/07/2023 | 01/08/2023 | 2 | 1 | £200k | Framework | N | N |
| Redditch | Cleaning and Property Clearance | For the periodic cleaning of communal areas and the clearance and cleaning of void properties | Housing Property Service | 08/04/2024 | TBC | TBC | | | £300,000 | Framework | N | N |
| Redditch | Asbestos Management | The surveying and testing of materials to assess if they contain Asbestos together with removal services where | Housing Property Service | 04/10/2023 | TBC | TBC | | | £2,000,000.00 | Framework | N | N |
| Redditch | Fire Precaution Works | To complete fire stopping works, replacement doors and other | Housing Property Service | 11/08/2023 | TBC | TBC | | | £1,000,000.00 | Framework | N | N |
| Redditch | Data Sims | Roaming Sims to provide connectivity for remote monitoring To provide a variety of courses for technical, vocational and customer | Housing Property Service | N/A | 01/08/2023 | 01/11/2023 | 5 | 0 | £300k | Framework | N | N |
| Redditch | Training | service functions following | Housing Property Service | N/A | 01/10/2023 | 01/01/2024 | 3 | 0 | £300k | Open Tender | Y | Y |
| Redditch | Fuel | RBC Red Diesel Fuel via CCS RM6177 | Environmental - Stores | 31/03/2024 | TBC | TBC | TBC | TBC | £300,000.00 | Framework | N | N |
| Redditch | Replacement windows & doors | Supply & Install of Doors and Windows Via PFH Framework | Housing Capital | 30/04/2024 | TBC | TBC | TBC | TBC | £300,000 | Framework | Y | Y |
| Redditch | HVO Fuel | HVO Fuel via CCS RM6177 | Environmental - Stores | 31/03/2024 | TBC | TBC | TBC | TBC | £220,000 | Framework | Y | Y |
| Redditch | Plumbing Supplies | Plumbing & Heating Supplies for RBC via PFH Lot 1a | Environmental - Stores | 30/06/2023 | TBC | TBC | TBC | TBC | £400,000 | Framework | Y | Y |

REDDITCH BOROUGH COUNCIL**Executive 25th July 2023****Redditch Capital Pipeline**

Towns Fund Projects

UKSPF

Car Parks Maintenance

Footpaths Maintenance

Disabled Facilities Grant

Improved Parking (Localities)

Public Buildings

Fleet Replacement

Arrow Park – 5 Weirs Scheme

Server Replacement Programme

Laptop Replacement Programme

Ipsley Church Lance Cemetery

Fire Compentalisation Work in Corporate Buildings

REDDITCH BOROUGH COUNCIL**Executive 25th July 2023****Appendix A – Dedicated Procurement Teams Page**

Thinking about procuring something? Read the process here first then ask us for any advice you may want or need. [Email us](#) or post in [the chat in this channel](#). Procurement is part of Legal Services.

What you procure, when, and why, is up to you and your teams inside the councils' usual political processes. It's your work.

How you procure, however, is **not** up to you. As public employees how we procure is regulated, and there is a process you must follow, with support from Procurement. The process is simple, essential, and will help you to procure well.

It's your responsibility.

Service Protocol – Procurement

Our service protocol can be found [here](#)

The process of procurement

Follow this simple **four-step process** whenever you think about procuring. Links to relevant supporting resources are included as you go along. Documents you may wish to refer to here are collected in [the Files tab of this channel](#).

**Step 1: DETERMINE THE NEED**

1. What are you procuring? Identify and scope the requirement. (Refer to: *Procurement Training*, as a summary of the formal *Contract Procedure Rules*)
2. Agree the procurement with management, including, for new a requirement, whether it's a priority.

Step 2: SPECIFY THE PROCUREMENT TO MEET THE NEED

1. Set out exactly what will you need to buy. This step is critical as it will determine what you end up getting. (Refer to: *Specification training* and *Specification template*. Here's some Crown Commercial Service [info on writing a specification](#))
2. Determine which award procedure you will be following. See [the Award procedures section](#) below for more.
3. Get your specification approved with management, and where necessary get advice from Legal Services.

Step 3: GO TO MARKET (only skip this if your award procedure is a direct award via a framework)

1. Depending on your award procedure, run your tender or quotation procedure. Refer to the template documents, terms and conditions, etc., in [the Files tab](#) on this channel. The standard terms & conditions are not appropriate for all procurements, so please check with Legal Services which terms and conditions are suitable for you.
2. If you are using the procurement portal to go to market, Procurement will handle incoming questions via the portal.
3. Evaluate supplier responses. (Refer to: *Evaluation training*)
4. Feed back to all bidders, and where necessary get advice from Legal Services first.

REDDITCH BOROUGH COUNCIL**Executive 25th July 2023**

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REDDITCH BOROUGH COUNCIL**Executive 25th July 2023**

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- Yorkshire Purchasing Organisation (YPO) [Yorkshire Purchasing Organisation](#)
- ESPO [ESPO advice on becoming a supplier](#)
- Crown Commercial Service [Crown Commercial Services Information - Government Website](#)
- LHC [LHC Procurement Group](#)
- Fusion 21 [Fusion21](#)

REDDITCH BOROUGH COUNCIL

Executive 25th July 2023

- EEM Ltd [EEM Ltd](#)
- PFH <http://procurementforhousing.co.uk/>
- NHS SBS [Procurement Services - NHS SBS](#)
- Procure Partnership [Procure Partnership Frameworks | Procurement For The Public Sector \(procurepartnerships.co.uk\)](#)

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Related documents and files

REDDITCH BOROUGH COUNCIL**Executive 25th July 2023****Appendix B – Redditch Scheme of Delegation**

Link to the Council's Scheme of Delegation

[Redditch Scheme of Delegation](#)**Appendix C – Contracts Register and Forward Pipeline**

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Redditch Capital Pipeline

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UKSPF

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Fleet Replacement

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Server Replacement Programme

Laptop Replacement Programme

Ipsley Church Lance Cemetery

Fire Compentalisation Work in Corporate Buildings

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**Executive
2023**

12 September

Town Hall Refurbishment Report

| | |
|--|---|
| Relevant Portfolio Holder | Councillor Dormer Councillor Court |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Claire Felton |
| Report Authors | Head of Finance and Customer Services Claire.felton@bromsgroveandredditch.gov.uk |
| Wards Affected | All Wards |
| Ward Councillor(s) consulted | No |
| Relevant Strategic Purpose(s) | All |
| Key Decision | |
| If you have any questions about this report, please contact the report author in advance of the meeting. | |
| This report contains exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, as amended | |

1. 1. RECOMMENDATIONS**The Executive is asked to RECOMMEND to Council that:**

- 1) The Town Hall Refurbishment Capital Budget is increased to £6.2m.**
- 2) That the £1m difference from the original approved budget is funded through PWLB debt financed via the additional income, over and above what is in the MTFP, being delivered.**
- 3) Authority be delegated to the Interim Director of Finance and Resource to enter into the consequential contractual arrangements.**

2. BACKGROUND

- 2.1 Following the report to Executive on the 11th October 2022, this report sets out progress on the repurposing of the Town Hall, which had already started at that time of that report with the closure of the cashiers' service as a community hub. The overall aim is to provide a range of services to Redditch residents in one location whilst reducing the overall operational costs to the Council for running the Town Hall and facilitating the use of £4.2m of Towns' Funding at the existing Library site.

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- 2.2 The County Council approved the movement of the Library at its Cabinet Meeting on the 20th July 2023 from its existing site to being housed in the Town Hall with other services.
- 2.3 This report sets out
- The final design of the redeveloped Town Hall, including the movement of the Civic Suite from the Ground to the Second floor.
 - The development of the design and costs and agreements with the County Council to move its services from the Library to the Town Hall.
 - The development, design and agreement of the ground and first floor space with the NHS.
 - The decant and movement of services as building works take place through to final delivery at the end of December 2024.

3. DETAILED REFURBISHMENT BREAKDOWN**Final Design – Town Hall**

- 3.1 The closure of the Cashiers in September (Executive Report “Future Use of the Town Hall and Customer Access” on the 12th July) set out that the Town Hall would be turned into a “public sector hub”.
- 3.2 In assessing the best use of the building as a result of implementing more agile working, the Council’s office space requirement has reduced significantly and can now be contained within the second and third floors of the Town Hall. This would include the Members’ Suite, which would move from its present ground floor location to the second floor in a new “future proofed” space which will be designed to facilitate agile and virtual working.
- 3.3 This would leave the basement, ground, first and fourth floors available to other public sector organisations.
- 3.4 The Government document “The Growing Network of Government Hubs” set out the benefits of housing multiple government and voluntary sector services within a single location. This includes:
- Increased productivity of services.
 - A greater sense of community across the services.
 - Greater collaboration leading to increased public engagement.
 - Increased wellbeing.
 - Greater ability to future proof.
- This is in addition to the savings that the Council will make from fully utilising redundant space.

- 3.5 As mentioned in the July and October 2022 reports, the Council have been in negotiations with the NHS for use of the Cashiers' side of the building, covering both the ground and first floors. As part of this arrangement, the NHS have invested a significant sum in the building to ensure it meets their standards. This is set out in a later section with the site starting to be used with clients in September 2023.

Non-NHS Space

- 3.6 For the remainder of the Ground Floor, First Floor and Basement the Council have been in negotiation with the County Council on the possible move of services presently delivered in the library. This would obviously be subject to a public consultation but if it were to happen, it would open-up the use of the existing Library space for wider Public Realm use for which £4.2m of "Town's Fund" financing is available.
- 3.7 The Council is following as RIBA 4 stage design and build process. The Council are using Eddisons as the Project Managers, with Mac Consulting and AEW Architects undertaking the technical design. In parallel to the County Council library move decision process, discussions have taken place with the County Council and its tenant the DWP on their requirements. This process intensified over the summer of 2023 as the draft costs crystallised into actual costs as requirements of each party became understood and defined.
- 3.8 Part of the process included ensuring that there was no reduction in space or facilities for the Library and the DWP and that the ongoing revenue costs the County Council would be paying would be no higher (linked to yearly to inflation) than what it paid in the 2022/23 financial year for the existing library. However, any additional requirements would be chargeable to the County Council.
- 3.9 We have now reached RIBA Stage 3 where the design and costs are at a stage where they can be used for tenders to prospective contractors. At RIBA Stage 3 RBC, WCC and DWP have formally approved the stage 3 design documentation. The Stage 4 design documentation is in production until mid-September. Redline lease boundaries have been agreed with Heads of Terms formally signed off. Future requested changes to the design will be subject to a formal change request process.

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12 September

-
- 3.10 The timescales for the remainder of the process are set out in **Appendix A**. The key dates are:
- ITT issued through Proactis Portal – 18th August 2023
 - Stage 1 tender period - Provisionally 18th August 2023 to 29th September 2023 – 6 week tender period for Stage 1 tender
 - Stage 4a design ongoing from 18th August 2023 through to 13th October 2023 – 8 weeks – By AEW, Civic, Kennedy Redford and Stannah Lifts employed by the Authority – To be completed during the Stage 1 tender stage
 - Stage 1 tender return date – 12 noon 29th September 2023
 - Evaluation of tenders – 29th September 2023 to 16th October 2023
 - Notification of JCT PCSA contract award decision and appointment Provisionally 20th October 2023 or sooner
 - Bidder mobilisation and start on site – Provisionally from 20th October 2023 or sooner where possible
 - Stage 2 tender period – Provisionally 20th October 2023 to 1st December 2023 – 6 week tender period for Stage 2 tender
 - Notification of JCT D&B contract award decision and appointment Provisionally 11th December 2023 or sooner
 - Continued mobilisation, design development and site works – From 11th December 2023
 - Completion of works 20th December 2024
- 3.11 The Design has gone through a number of iterations over the past 6 months. The final design sees:
- The construction of a new entrance and reception to “invite” stakeholders into the building.
 - The construction of a new feature “public” staircase and lift opposite the Palace Theatre.
 - Moving the Civic Suite from the Ground Floor to the second Floor with additional meeting rooms for Council and external business. This Civic Suite includes the Mayors Office and both Group Rooms
 - The Library moving from its present location to the ground and first floors
 - The DWP moving from its present location in the Library to the basement and also taking space on the 4th floor.
- 3.12 The present designs are set out in **Appendix B, which shows the floor plans, and Appendix C which give internal and external views**. Linking to the Government’s aspirations for Hub as set out in 3.4 above, the designs look to these designs take account of the

following concepts designed to make the building more welcoming to all customers:

- Ensuring the design is inclusive and accessible to all. This ensures the requirements of visual and hearing impaired customers, wheelchair users, Pram users, and Parent and child facilities are catered for.
- That the design is based on a 'street' walkway concept, with a central communal space of the 'community hub' and a shared user journey through the building, This includes digital interaction, inclusive way finding, engaging display and merchandising.
- The scheme will have requirements for new furniture elements across key feature areas. Some opportunities to enhance the offering within the shared and community spaces includes consideration being given to: durability, fabric grade, type, flexibility, and ease of use.
- Lighting will be a key element of the design. The majority of the space is very open plan and due to the nature of the building the occupiers will need sufficient lighting both functionally and to enhance the experience. The design has given significant consideration to the exposed ceilings and ensuring the space feels seamless. Simple architectural lighting in crisp colours will be introduced. Through engagement with lighting specialists, we can ensure lighting specifications work in line with project requirements.

- 3.13 Key considerations to Services users are where they are located and how their services will operate. The floor layouts in Appendix C reflect the approach set out in 3.12 in terms of how the space will be used.
- 3.14 Of significant impact on the working of the Council will be the move of the Council Chamber from the Ground to the Second Floor. This free's up the more "usable" and "accessible" parts of the building for customer based services. However, the move gives the Council the scope to reassess the use of its Civic Space, including audio visual improvements. Work is underway with potential ICT providers for the best option of delivery for Members and once this is secured consultation will be carried out. It should be noted that the present Group Rooms and the Mayors Office will all move to the second floor.
- 3.15 Planning Permission for the changes was agreed on the 27th July (**Appendix D**). There were a number of requirements linked to design

which are set out in the appendix, however the main customer facing issue will be improvements of access to the building from the disabled parking bays.

- 3.16 The final design has been assessed by our Programme Team and their quantity Surveyors. The final costs have risen from the original £5.2m to £6.2m. (20%). A further analysis of costs funding and other overall affect on the Councils budget are set out in Section 4 below. The present cost plan is set out in **Appendix E** and exempt financial information in **Appendix G**.
- 3.17 The Contingency and Inflation amounts have reduced from the initial stages of the project as design requirements of all the partners have been agreed as set out in 3.9 above. Work is still continuing on ICT requirements (non Members) for which after a number of workshops a budget of £250k has been assumed.
- 3.18 The Borough Council and the County Council have entered into the following agreements following the approval by its Cabinet of the proposed Library move:
- Reciprocating Heads of Terms
 - Sets out services delivered at the town hall for County Council services to be located there and other public sector sublets.
 - Reciprocating 125 year lease agreements
 - This is for the present Library site and the use of the Town Hall for County Council services and public sector sublets.

NHS Use of the Ground and First Floors

- 3.19 The NHS have been updating the Ground and first floors to the west side of the building which will be used to deliver mental health services. They are fully funding all the upgrade works to the building to ensure that are to the correct standards. This includes the new entrance via Walter Stranz Square.
- 3.20 The NHS lease is a full repairing and insuring lease for a term of 15 years with tenant only break options on a 5 yearly basis subject to 6 months prior written notice. In addition to this the NHS have a secondary lease for 70 car parking spaces, 5 at the Town Hall, 65 at the Trafford Car Park.

**Executive
2023**

12 September

-
- 3.21 There will be a rent free period of 10 years from commencement of the lease. For the avoidance of doubt this will apply to the rent only and the service charge will be paid upon completion/occupation, whichever the earlier. The rent free period compensates the NHS for the investment they have made in the building. The plans for the Ground and First Floors are shown in **Appendix F**
- 3.22 Works started earlier this year and the NHS are expected to take “occupation” of the area in September 2023.

Interim Arrangements

- 3.23 There are two specific periods where Officer, Member and Public requirements need to be assessed during the construction phase. These are:
- The delivery of Council Meetings during the Building Phase
 - The movement/Decanting of services into the Town Hall once the works have been completed and signed off.
- 3.24 The Council is presently sourcing other locations for Civic duties such as Council and Committee Meetings. Members will be updated on options in a future meeting.
- 3.25 The final decant of staff from their present locations will be planned with partners over the next 2 months so that there is full transparency for partners, users and customers on the process.

4. FINANCIAL IMPLICATIONS

- 4.1 In October 2022 in the Town Hall Hub report to Executive it was set out that the estimated costs of the refurbishment would be circa £5.2m (funded from Capital Receipts from Farmore Lane, Easemore Road and Web Heath) with £400k of savings built into the budget from 2025/6 financial year. At this point detailed conversations had not taken place with the Library or the DWP over their requirements or account taken of increases in utilities due to the conflict in Ukraine.
- 4.2 We now have got to the stage where the detailed requirements of the refurbished Town Hall Hub, including the Library and DWP are known at today's prices which include inflation. Costs now are circa £6.2m. This is £1m more than the original estimate (20%) but takes into account detailed user requirements at present day prices. (All Towns Fund project estimates still have uplifts for price increases as they are delivered by ringfenced grants). This increase is 20% and is inline with

buildings inflationary increases over the 2 year period (in fact it is slightly less)

- 4.3 As part of this process, Council staff will be using less space in the Town Hall to deliver Council Services. This will lead to a reduction in the Service Charge/Rent invoiced to Bromsgrove of £70k a year which needs to be factored into the calculation.
- 4.4 In addition, £250k has now been built into the budget for programmed buildings maintenance for 23/4 ongoing. There was a revenue budget of £200k a year for all buildings. This can now be reduced by £100k to give an ongoing building maintenance budget (capital and revenue) for all sites of £350k a year.
- 4.5 Overall – this gives net savings of 490k. This is £90k better than target.
- 4.6 The £1m increase in costs if we were to fund externally over 40 years via the Public Works Loan Board (PWLb) would be at 5.54% - giving a capital cost of (£55.4K + £25k) = 80.4k. This can be funded from the over recovery of income compared to budget and still ensure the schemes remain within the overall revenue budget target.
- 4.7 In terms of the remainder of the scheme (£5.2m) this was expected to be funded from the disposal of the following sites: Farmore Lane, Easemore Road and Webheath. The present situation on the delivery of these capital receipts of all 3 is £5.05m to £6.2m

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising as a result of this report as HOTs and Leasing Agreements have been signed and tenders are now out for evaluation for the works to be delivered.

6. STRATEGIC PURPOSES - IMPLICATIONS

Relevant Strategic Purpose

- 6.1 The Strategic purposes are included in the Council's corporate plan. The following strategic purposes are linked to this project:
- Finding Somewhere to Live
 - Aspiration, Work and Financial Independence
 - Living Independent, Active and Healthy Lives
 - Communities which are Safe, Well Maintained and Green

- The Green Thread runs through the Council Plan

Climate Change Implications

- 6.2 The green thread runs through the Council plan. The design of the building will be to the latest sustainability standards. Significant investment have already been made in the Town hall over the past 2 years including window replacement and the installation of heat pumps.

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

- 7.1 The design, as set out in 3.12 above, takes account of differing equalities and diversity implications.

Operational Implications

- 7.2 The Council has significant redundant space within the Town Hall. The move to a Community Hub maximises the use of this redundant space and brings partners with similar services within the same building.

8. RISK MANAGEMENT

- 8.1 There are a number of risks which could potentially influence the project, this includes the following which are typical of this type of project::

- Stakeholder sign off.
- Stage 4 design progression.
- Commercial negotiations.
- Project cost envelope.
- Project governance.
- Programme slippage.
- ICT specification and commercials.
- Macro-economics

9. APPENDICES and BACKGROUND PAPERS

Appendix A – Project Timelines

Appendix B – Design Documents – Floorplans

Appendix C – Design Documents External and Internal Visuals

Appendix D – Planning Decision

Appendix E – RIBA Stage 3 Costings (exempt)

Appendix F – NHS Plans for the Ground and First Floors (exempt)

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2023

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Appendix G – Exempt Financial Information

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2023

12 September

10. REPORT SIGN OFF

| Department | Name and Job Title | Date |
|---------------------------------|--|-------------|
| Portfolio Holder | Councillor Luke Court, | 29/08/23 |
| Lead Director / Head of Service | Peter Carpenter, Interim Director of Finance | 04/09/23 |
| Financial Services | Michelle Howell, Head of Finance and Customer Services | 29/08/23 |
| Legal Services | Claire Felton, Head of Legal, Democratic and Property Services | 04/09/23 |

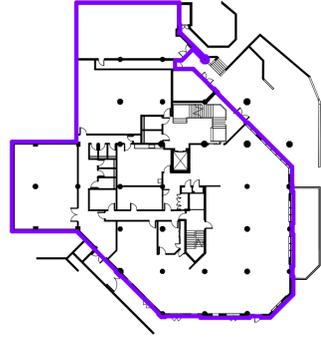
**Executive
2023**

12 September

Appendix A – Project Timelines

- RIBA Stage 2 design – completed March 2023
- RIBA Stage 3 design - completed May 2023
- RIBA Stage 4 design – commenced 18th August 2023
- ITT issued through Proactis Portal – 18th August 2023
- Stage 1 tender period - Provisionally 18th August 2023 to 29th September 2023 – 6 week tender period for Stage 1 tender
- Bidders Event/Site Visit – 24th August 2023 from 10am
- Deadline for the receipt of clarification questions – 4th September 2023
- Target date for responses to clarification questions – 8th September 2023
- Stage 4a design ongoing from 18th August 2023 through to 13th October 2023 – 8 weeks – By AEW, Civic, Kennedy Redford and Stannah Lifts employed by the Authority – To be completed during the Stage 1 tender stage
- Stage 1 tender return date – 12 noon 29th September 2023
- Evaluation of tenders – 29th September 2023 to 16th October 2023
- Notification of JCT PCSA contract award decision and appointment Provisionally 20th October 2023 or sooner
- Bidder mobilisation and start on site – Provisionally from 20th October 2023 or sooner where possible
- Stage 2 tender period – Provisionally 20th October 2023 to 1st December 2023 – 6 week tender period for Stage 2 tender
- Stage 4b design ongoing from 20th October 2023 through to 1st December within the PCSA – 6 weeks – Services by consultants employed by the Contractors
- Notification of JCT D&B contract award decision and appointment
- Provisionally 11th December 2023 or sooner
- Continued mobilisation, design development and site works – From 11th December 2023
- Completion of works 20th December 2024

Keyplan
Scale @ 1 : 500



Note:
All existing information shown is based upon a survey model provided by the client. In some instances existing information was not available and has been estimated.
All proposed information shown is subject to review by the following consultants (list not exhaustive): Structural Engineer, M&E Engineer, Building Control, Fire Engineer, Acoustician, Planning Consultant, Local Authority, Statutory Consultees.



| Scale | TO BE USED ONLY AS GUIDANCE |
|--------|-----------------------------|
| 1:100 | mm |
| 1:200 | mm |
| 1:500 | M |
| 1:1250 | M |

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 - All proprietary materials and products are to be used strictly in accordance with the manufacturers recommendations.
- This drawing contains the following model files -
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CDM 2015

Client notified of duties: 11/04/22
Principal Designer: TBC

Unless noted below, all known hazards have been highlighted on the drawing.

Key

- Current Project Boundary
- Existing Structure
- Existing Structure (assumed - subject to further survey)
- Area not surveyed internally
- Proposed New Structure
- Proposed New Floor Area
- Not in project scope

Proposed Uses

- Library (Dedicated)
- DWP (Dedicated)
- Council Services (Dedicated)
- Communal Hub Services (Shared)

Furniture arrangements and specifications shown indicatively only - awaiting client/ stakeholder FFE audit information. Furniture arrangements, details and quantities subject to further development by designer.

| Rev | Date | Description | Drawn by | Checked by |
|-----|----------|--|----------|------------|
| P04 | 06/07/23 | Updated to library feedback call | PC | LD |
| | 27.06. | - door added to store room - shelving adjusted to suit | | |
| P03 | 23/06/23 | Layouts & areas updated following client meeting | MH | LD |
| | 22/06/23 | | | |
| P02 | 15/06/23 | Areas / layout updated following client meeting following WCC meetings | MH | LD |
| | 14/06/23 | | | |
| P01 | 28/04/23 | Initial Issue | MH | LD |
| Rev | Date | Description | Drawn by | Checked by |
| S2 | | For information | | |

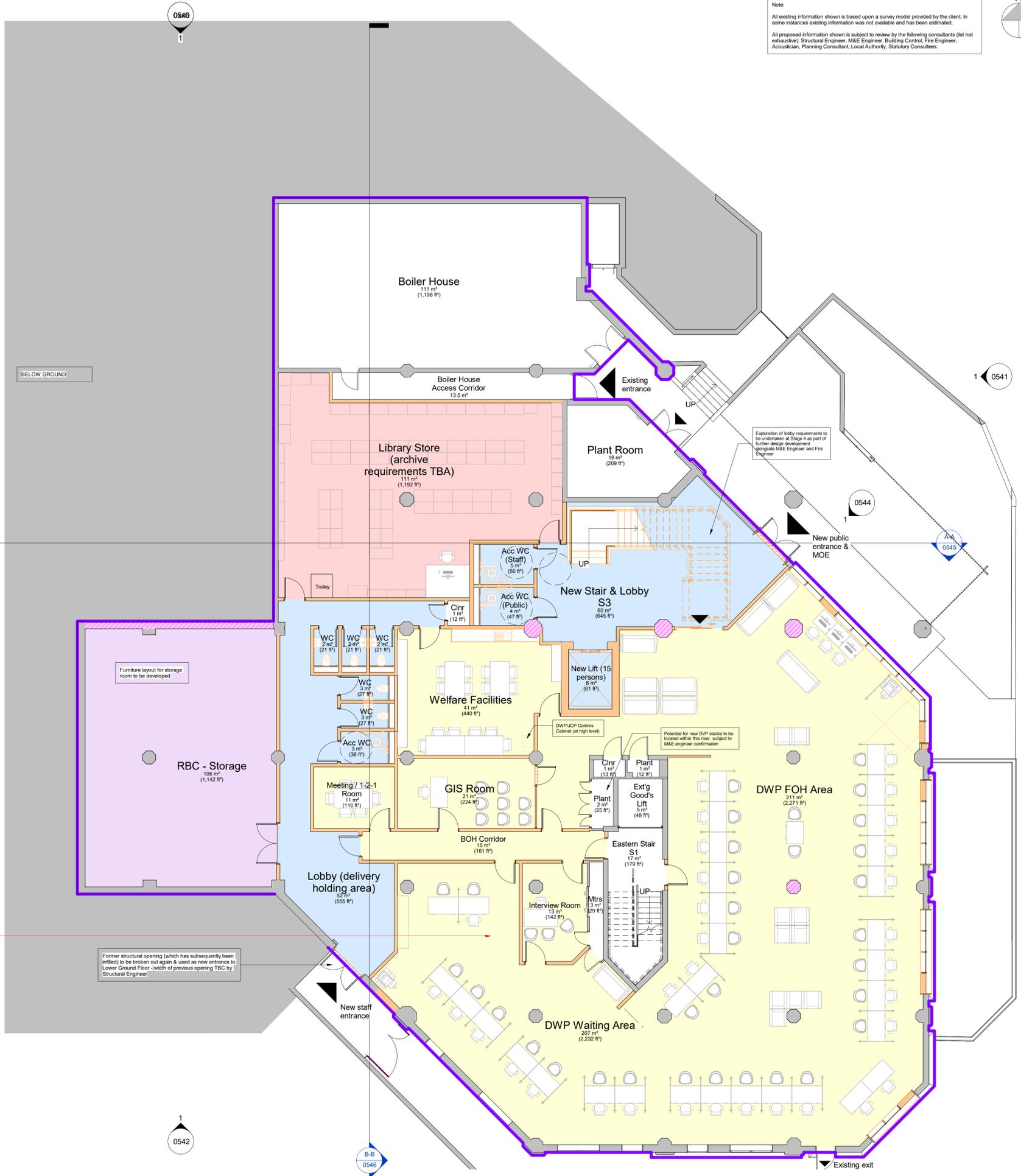
drawing stage: **Stage 3**

client: **Redditch & Bromsgrove Borough Council**

project: **Redditch Town Hall**

drawing title: **Proposed GA Lower Ground Floor Plan (Stage 3)**

date: 27/03/23 drawn: MH
scale @ A1 As indicated checked: LD



DWP furniture plans based on latest floor plans P00391-DWP-XXXXXX-XX-04-PR-SP-0001-S0-H provided by DWP. Layouts subject to further development by AEW/ DWP during stage 4 period.

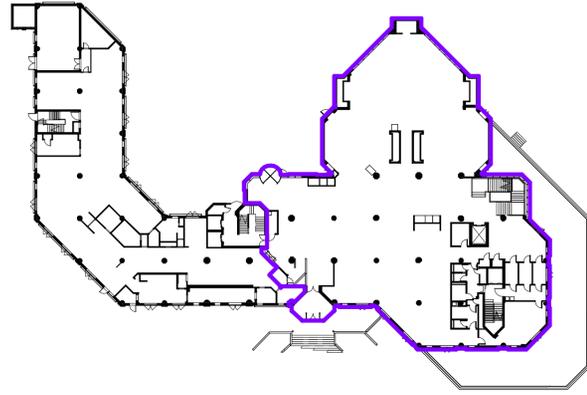
Former structural opening (which has subsequently been infilled) to be broken out again & used as new entrance to Lower Ground Floor - width of previous opening TBC by Structural Engineer

Exploration of lobby requirements to be undertaken at Stage 4 as part of further design development alongside M&E Engineer and Fire Engineer

Potential for new SVP stacks to be located within this area, subject to M&E engineer confirmation

LG - Proposed GA Lower Ground Floor Plan (Stage 3)
Scale @ 1 : 100

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Keyplan
Scale @ 1 : 500

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Scale Bars TO BE USED ONLY AS GUIDANCE

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|--------|----|---|------|------|------|
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| 1:200 | mm | 0 | 1000 | 2000 | 3000 |
| 1:500 | M | 0 | 10 | 20 | 30 |
| 1:1250 | M | 0 | 10 | 20 | 30 |

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CDM 2015

Client notified of duties: **11/04/22**
Principal Designer: **TBC**

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- Existing Structure (assumed - subject to further survey)
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- Proposed New Floor Area
- Not in project scope

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- DWP (Dedicated)
- Council Services (Dedicated)
- Communal Hub Services (Shared)

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| | | 22/06/23 | | |
| P02 | 15/06/23 | Areas / layout updated following client meeting following WCC meetings | MH | LD |
| | | 14/06/23 | | |
| P01 | 28/04/23 | Initial Issue | MH | LD |
| Rev | Date | Description | Drawn by | Checked by |

drawing stage: **Stage 3**

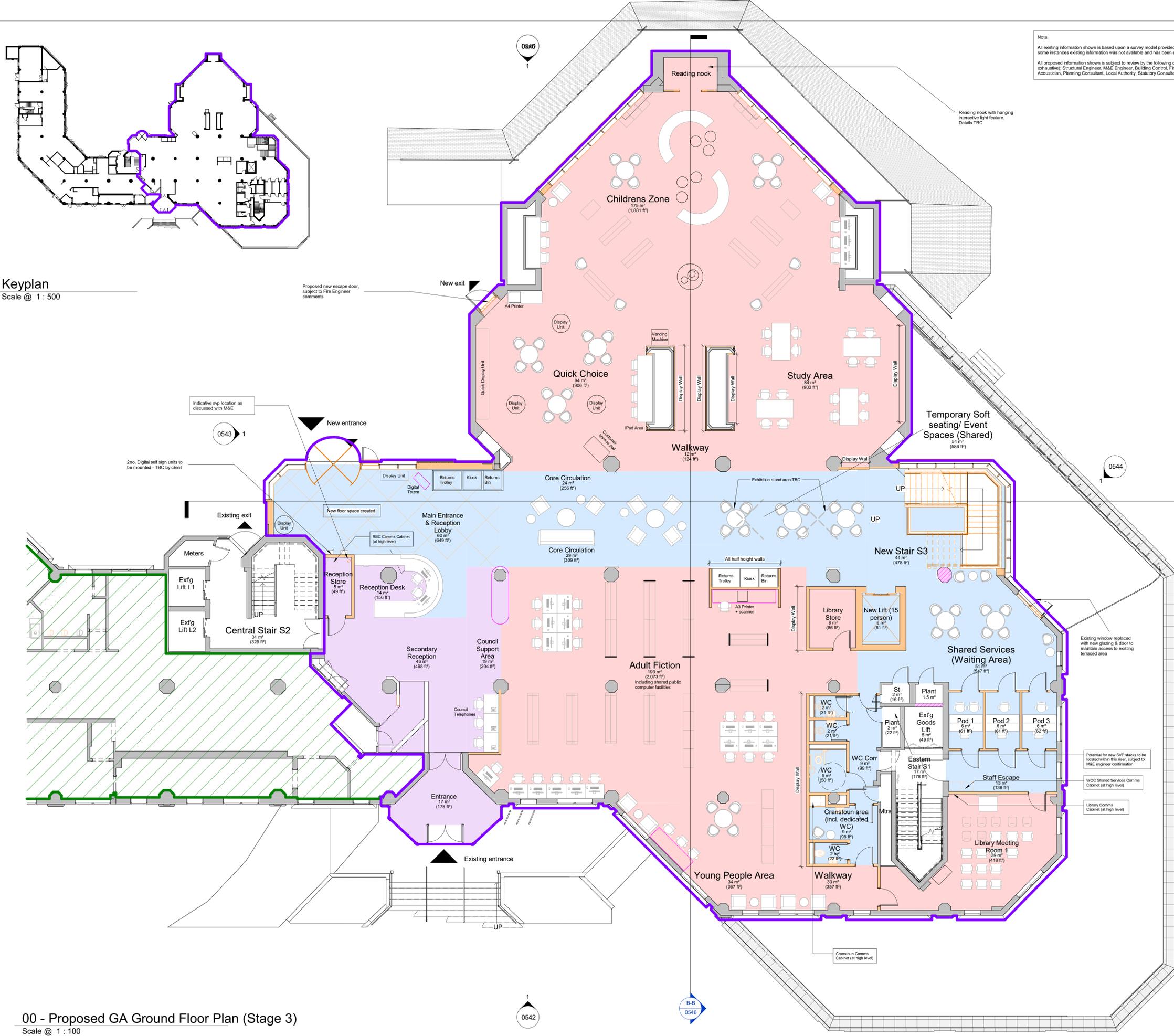
client: **Redditch & Bromsgrove Borough Council**

project: **Redditch Town Hall**

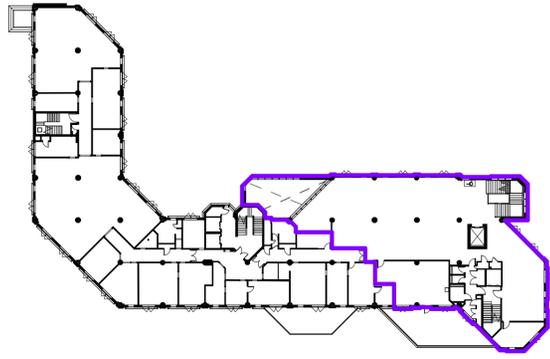
drawing title: **Proposed GA Ground Floor Plan (Stage 3)**

date: 27/03/23 drawn: MH
scale @ A1 As indicated checked: LD

00 - Proposed GA Ground Floor Plan (Stage 3)
Scale @ 1 : 100



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Keyplan
Scale @ 1 : 500

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| Scale Bars | | TO BE USED ONLY AS GUIDANCE | |
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CDM 2015

Client notified of duties: **11/04/22**
Principal Designer: **TBC**

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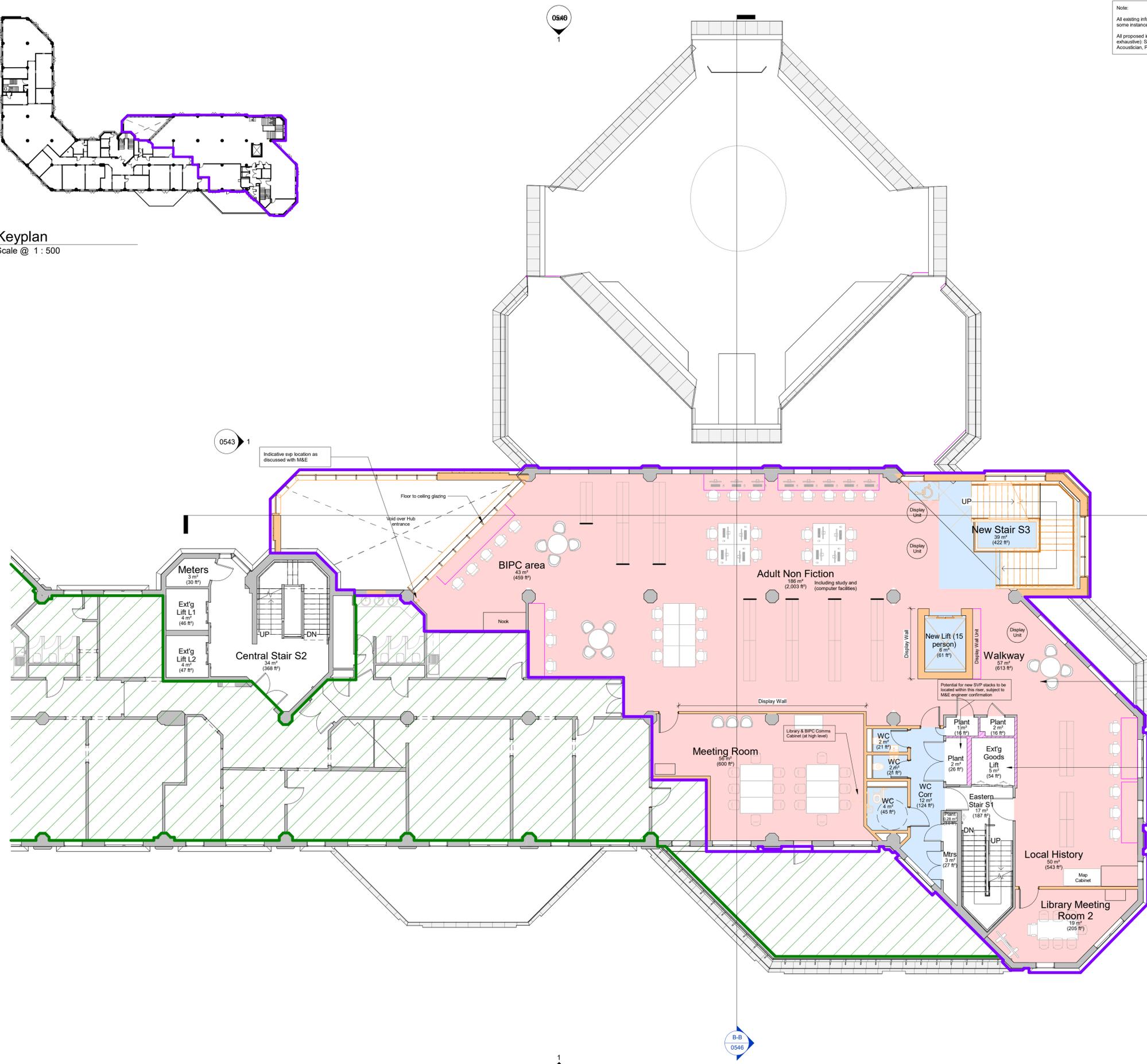
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Furniture arrangements and specifications shown indicatively only - awaiting client/ stakeholder FFE audit information. Furniture arrangements, details and quantities subject to further development by designer.



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| drawing stage | client |
|---------------|--------|
| Stage 3 | client |

Redditch & Bromsgrove Borough Council

project

Redditch Town Hall

drawing title

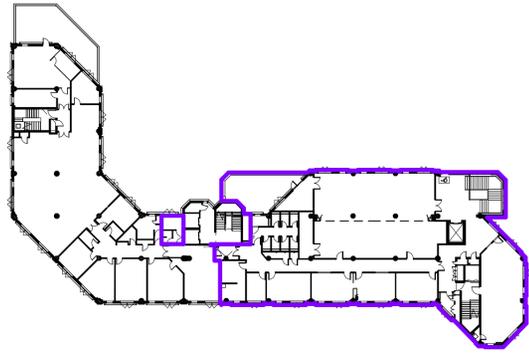
Proposed GA First Floor Plan (Stage 3)

| date | drawn | checked |
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| 27/03/23 | MH | LD |

scale @ A1 As indicated

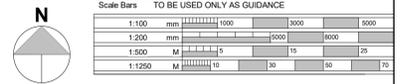
01 - Proposed GA First Floor Plan (Stage 3)
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Keyplan
Scale @ 1 : 500

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CDM 2015
Client notified of duties: 11/04/22
Principal Designer: MAC Consulting
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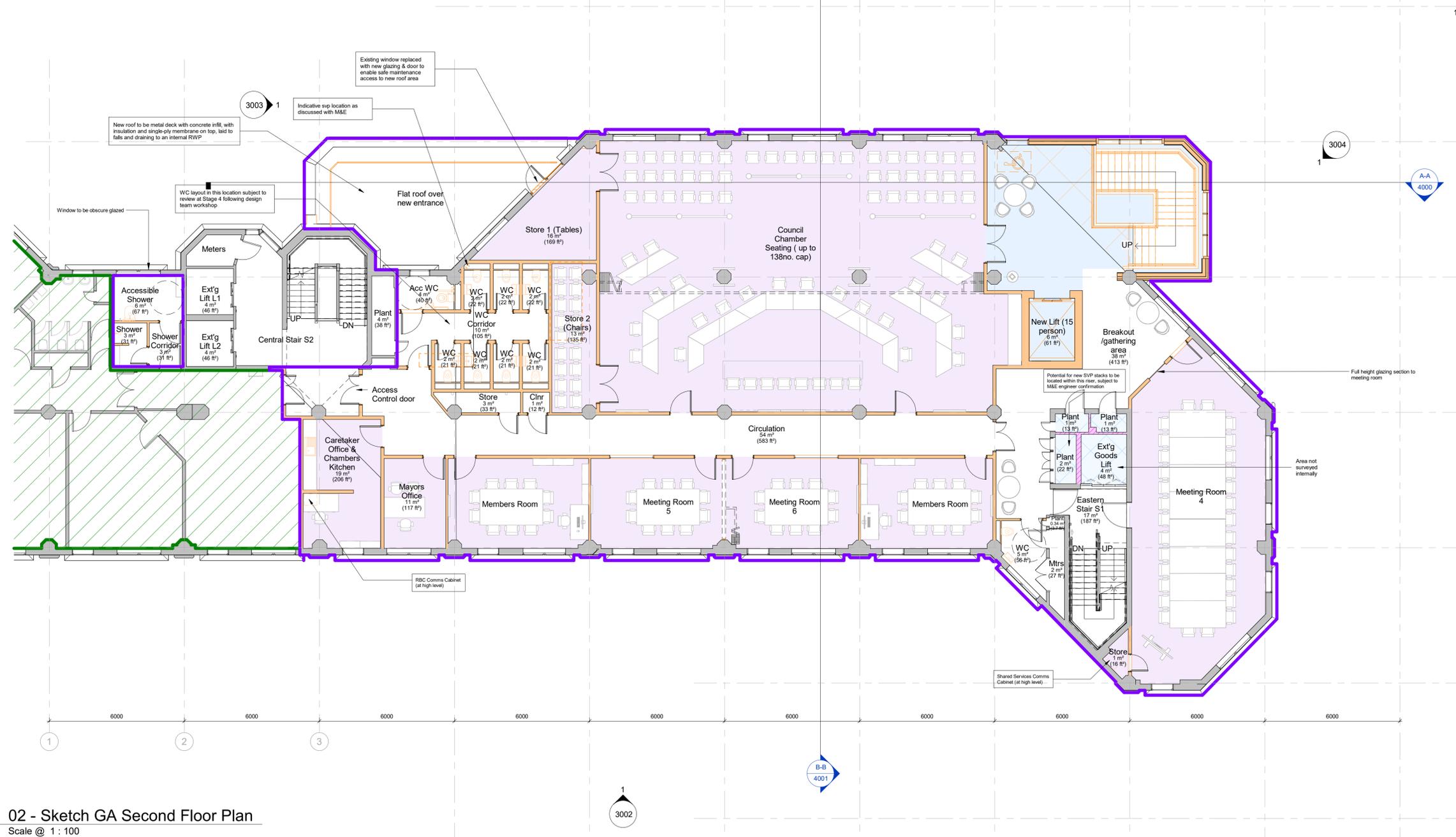
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- Communal Hub Services (Shared)

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| Rev | Date | Initial Issue | MH | LD |
|---------------|------------------|---------------|----------|------------|
| P01 | 04/09/23 | | | |
| Rev | Date | Description | Drawn by | Checked By |
| Status | Purpose of Issue | | | |
| S2 | For Information | | | |
| drawing stage | Stage 4 | | | |
| client | | | | |

Redditch & Bromsgrove Borough Council
Redditch Town Hall
GA Second Floor Plan
date: 23/08/23 drawn: MH
scale @ A1 As indicated checked: DS



02 - Sketch GA Second Floor Plan
Scale @ 1 : 100

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Redditch Town Hall Community Hub

CGI Document

aew architects

together we

create buildings and interiors, masterplan and design urban spaces, we work with the virtual and the real, we make places to work, live and play, we volunteer and fundraise, we collaborate with each other, with every client on every project .

this is the work we do **everyday.**

AEW Job Reference

12905

Issuing Date

30 June 2023

Document Reference

REDACTED

Revision

P01

CGI

3D view

View of new circulation stair from Alcester Street

For illustrative purposes only



CGI

3D view

View of new main entrance from Walter Stranz Square

For illustrative purposes only



3D view

View of new circulation stair from Alcester Street

For illustrative purposes only



CGI

3D view

View of new circulation stair from corner of Grove Street and Alcester Street

For illustrative purposes only



CGI

3D view

Aerial view of new circulation stair

For illustrative purposes only



new interventions | the hub

our welcome

- digital interaction
- inclusive way finding
- engaging display and merchandising

vertical connection

- accessible
- communal



high level design features to scheme;

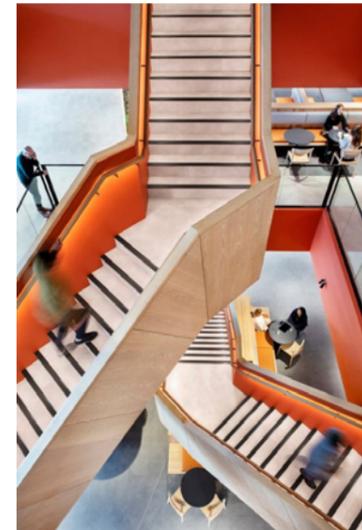
1



2



3





new entrance arrival



children's library



council chamber

FF & E | initial furniture aesthetics

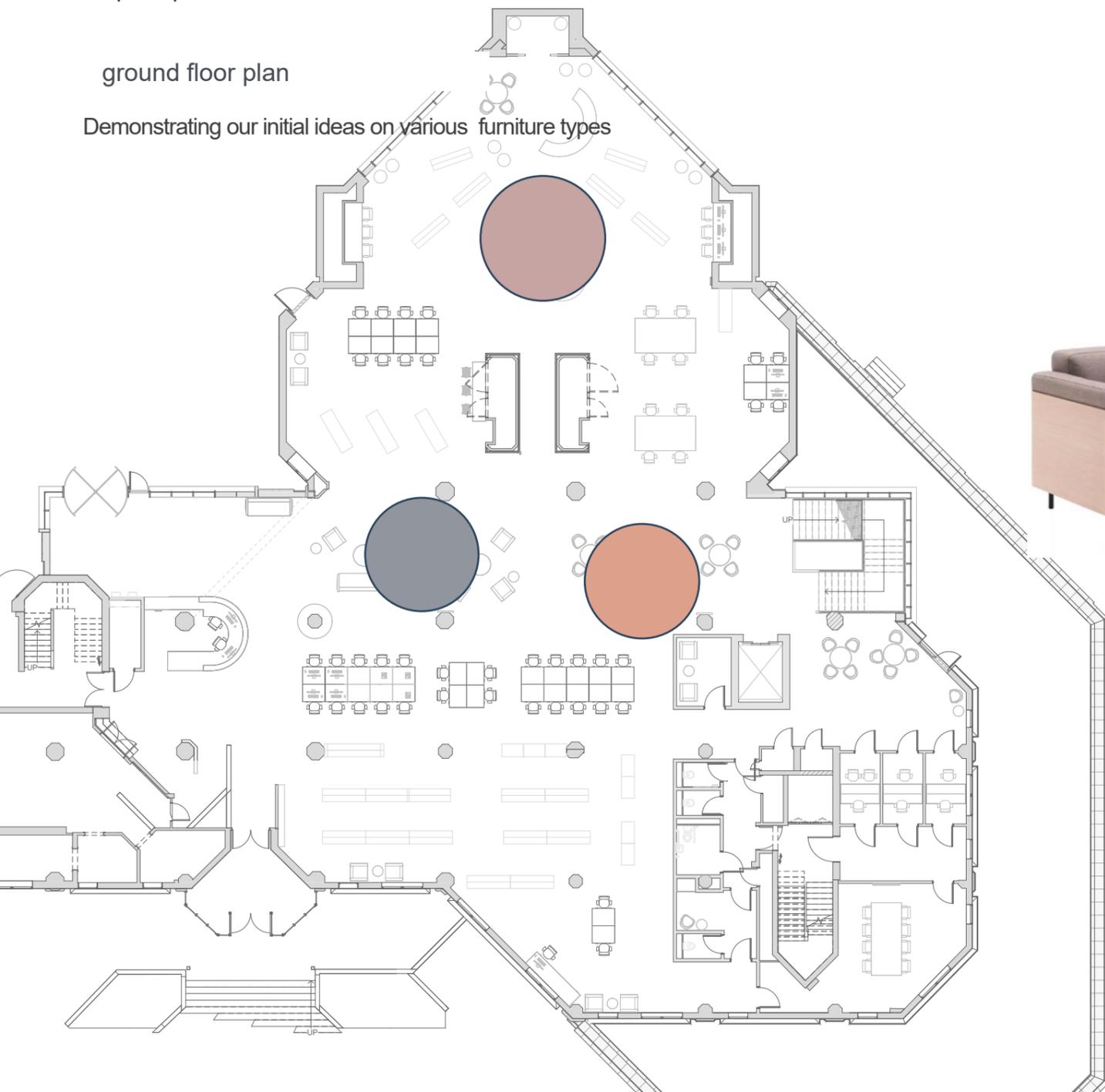
The scheme will have requirements for new furniture elements across key feature areas. Some initial areas are highlighted below and provide opportunity to enhance the offering within the shared and community spaces.

Consideration should be given to;

- + durability
- + fabric grade
- + type
- + flexibility
- + ease of use
- + price points

ground floor plan

Demonstrating our initial ideas on various furniture types



children's area



welcome area



working tables



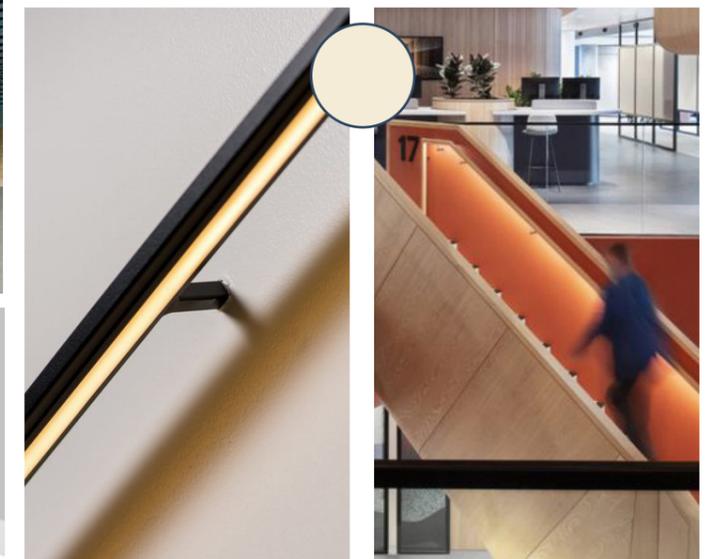
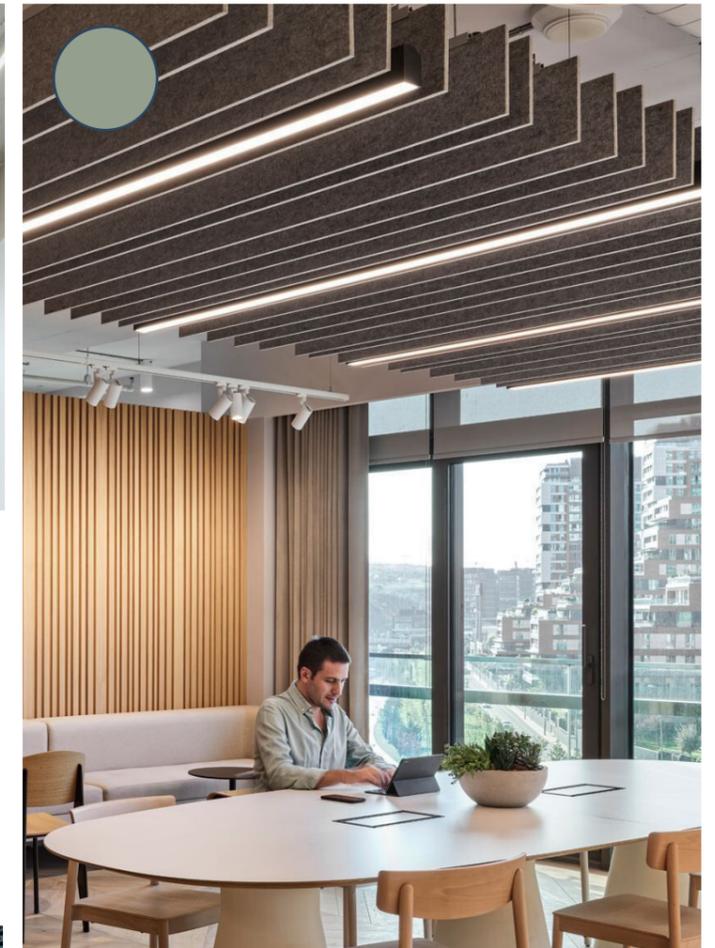
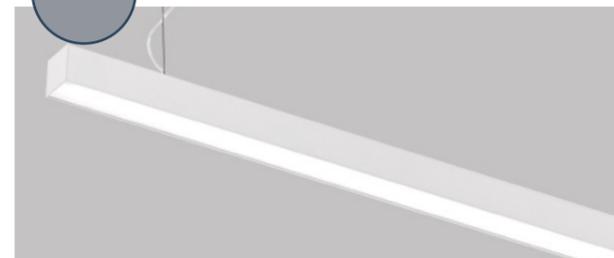
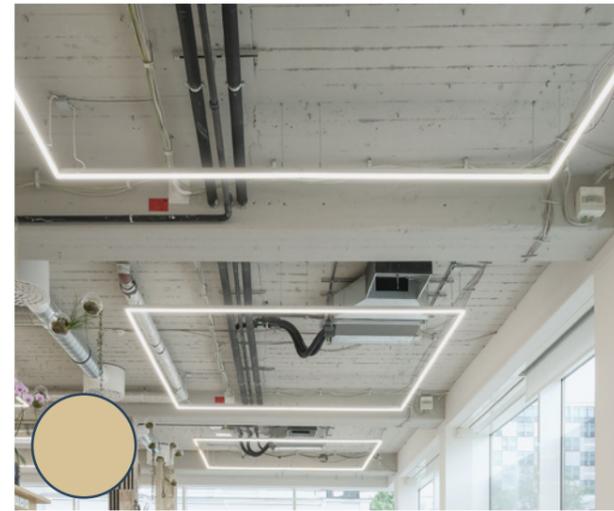
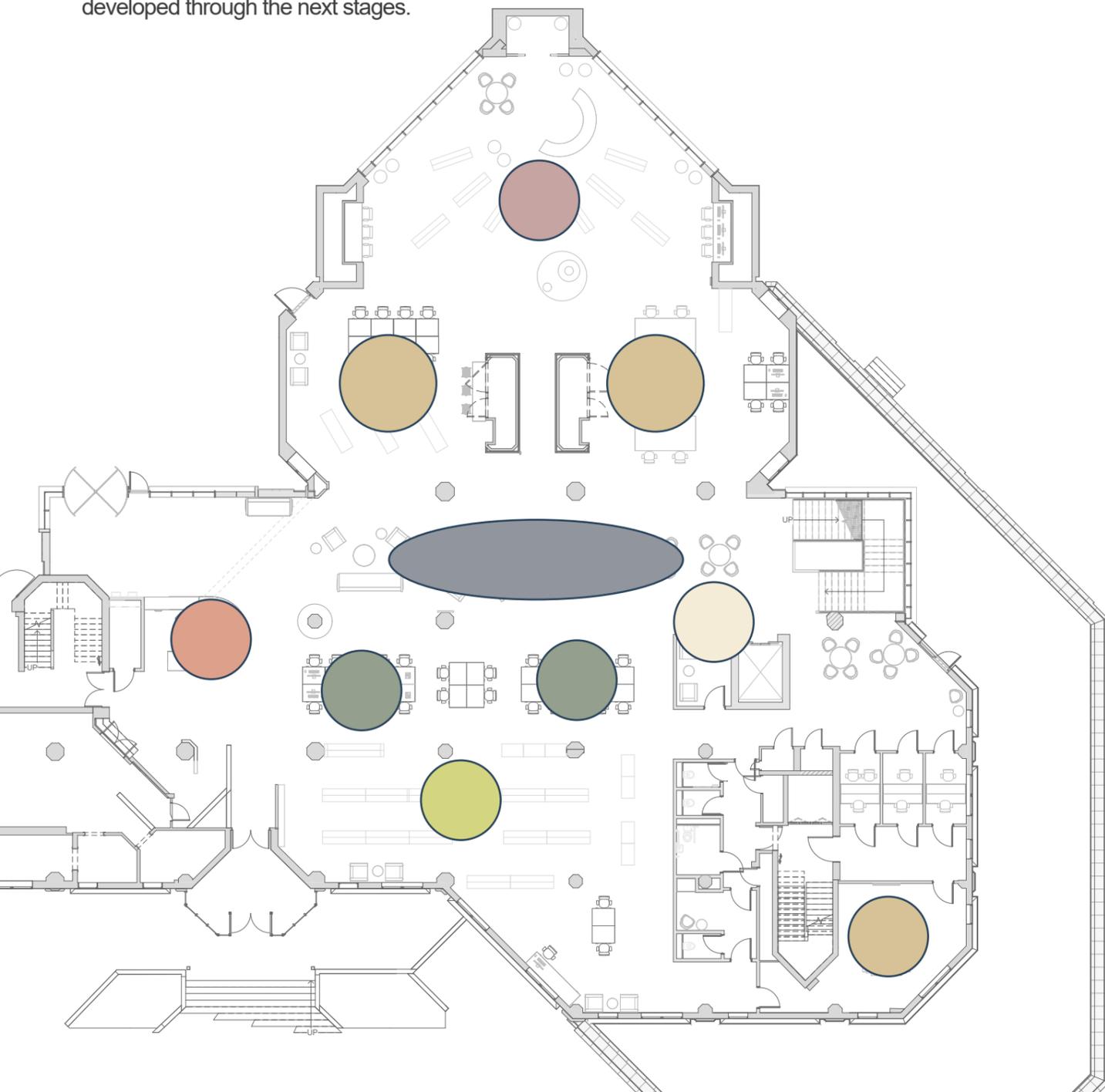
FF & E | initial lighting aesthetics

Lighting will be a key element of the design within the Redditch Town Hall – the majority of the space is very open plan and due to the nature of the building the occupiers will need sufficient lighting both functionally and to enhance the experience.

We approach this project with much consideration to the exposed ceilings and ensuring the space feels seamless. Simple architectural lighting in crisp colours will be introduced. Through engagement with lighting specialists we can ensure lighting specifications work in line with project requirements.

ground floor plan

Demonstrating our initial ideas on various lighting solutions to enhance the space. Considerations to both task and decorative lighting types. These can be reviewed and developed through the next stages.



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|---------------------------------|
| REDDITCH BOROUGH COUNCIL |
|---------------------------------|

Redditch Borough Council
 C/O Ms Kate Wood
 Eddisons Barker Storey Matthews
 The Lawns
 33 Thorpe Road
 Peterborough
 PE3 6AB
 United Kingdom

Grant of Planning Permission subject to Conditions

| | |
|-----------------------|---|
| APPLICATION: | 23/00537/FUL |
| LOCATION: | Town Hall, Walter Stranz Square, Redditch, Worcestershire |
| PROPOSAL: | Change of use from Town Hall to Mixed Use as Town Hall, and Community Hub including Use Classes F2(b) and F1, with associated extensions and works. |
| DECISION DATE: | 27th July 2023 |

Redditch Borough Council as the Local Planning Authority grants planning permission in accordance with the Town and Country Planning Act 1990 and The Town and Country Planning (Development Management Procedure) (England) Order 2015 (as amended) for the proposal described above. This permission is subject to conditions which must be complied with and are set out below:

Conditions

- 1) The development to which this permission relates must be begun not later than the expiration of three years beginning with the date of the grant of this permission.

Reason: In accordance with the requirements of Section 91(1) of the Town and Country Planning Act 1990 as amended by Section 51 of the Planning and Compulsory Purchase Act 2004.

- 2) The development hereby approved shall be carried out in accordance with the following plans and documents:-
 - Dwg. No. 12905-AEW-XX-SI-DR-A-0500_Location Plan Rev.P02
 - Dwg. No. 12905-AEW-01-SI-DR-A-0502_Proposed Site Plan Rev.P04
 - Dwg. No. 12905-AEW-XX-LG-DR-A-0520_Proposed GA Lower Ground Floor Plan Rev.P04
 - Dwg. No. 12905-AEW-XX-00-DR-A-0521_Proposed GA Ground Floor Plan Rev.P04
 - Dwg. No. 12905-AEW-XX-01-DR-A-0522_Proposed GA First Floor Plan Rev.P04
 - Dwg. No. 12905-AEW-XX-02-DR-A-0523_Proposed GA Second Floor Plan Rev.P04
 - Dwg. No. 12905-AEW-XX-03-DR-A-0524_Proposed GA Third Floor Plan Rev.P04
 - Dwg. No. 12905-AEW-XX-04-DR-A-0525_Proposed GA Fourth Floor Plan Rev. P03
 - Dwg. No. 12905-AEW-XX-RF1-DR-A-0526_Proposed GA Lower Roof Plan Rev. P03
 - Dwg. No. 12905-AEW-XX-RF2-DR-A-0527_Proposed GA Upper Roof Plan Rev. P03
 - Dwg. No. 12905-AEW-XX-ZZ-DR-A-0540_Proposed GA North Elevation Rev. P04
 - Dwg. No. 12905-AEW-XX-ZZ-DR-A-0541_Proposed GA East Elevation Rev.P04

Dwg. No. 12905-AEW-XX-ZZ-DR-A-0542_Proposed GA South Elevation Rev.P03
 Dwg. No. 12905-AEW-XX-ZZ-DR-A-0543_Proposed GA West Elevation Rev.P04
 Dwg. No. 12905-AEW-XX-ZZ-DR-A-0544_Proposed GA North East Elevation Rev.P04
 Dwg. No. 12905-AEW-XX-ZZ-DR-A-0545_Proposed GA Section A-A Rev.P04
 Dwg. No. 12905-AEW-XX-ZZ-DR-A-0546_Proposed GA Section B-B Rev.P04
 Dwg. No. 12905-AEW-XX-ZZ-DR-A-0549_Proposed Site Section (Streetscene) Rev.P04
 Document 12905-AEW-ZZ-XX-RP-A-003-S2-P02 Design & Access Statement Rev.P03
 Document 12905-AEW-ZZ-XX-RP-A-004-S2-P01-CGI Document Rev P01

Reason: To provide certainty to the extent of the development hereby approved in the interests of proper planning.

- 3) Prior to their first installation, details of the form, colour and finish of the materials to be used externally on the walls and roofs shall be submitted to and approved in writing by the Local Planning Authority. The development shall then be carried out in accordance with the approved details.

Reason: To ensure that the development is satisfactory in appearance, to safeguard the visual amenities of the area.

- 4) Prior to first occupation of the development hereby permitted, a scheme for hard and soft landscaping shall have been submitted to and approved in writing by the Local Planning Authority. The scheme shall include the following:

Details of all proposed planting, including numbers and species of plant, and details of size and planting method of any trees.

All hard landscaping shall be completed in accordance with the approved scheme prior to first occupation of the development. All planting, seeding or turfing comprised in the approved scheme of landscaping shall be carried out in the first planting and seeding seasons following the first occupation of the building or the completion of the development, whichever is the sooner; and any trees or plants which within a period of 5 years from the completion of the development die, are removed or become seriously damaged or diseased shall be replaced in the next planting season with others of similar size and species, unless the Local Planning Authority gives written consent to any variation.

Reason: To enhance the appearance of the development in the interest of the visual amenities of the area.

- 5) In the event that contamination is found at any time when carrying out the approved development that was not previously identified it must be reported immediately to the Local Planning Authority. The applicant is advised to immediately seek the advice of an independent geo-environmental consultant experienced in contaminated land risk assessment, including intrusive investigations and remediation.

No further works should be undertaken in the areas of suspected contamination, other than that work required to be carried out as part of an approved remediation scheme, unless otherwise agreed by the Local Planning Authority, until requirements 1 to 4 below have been complied with:

1. Detailed site investigation and risk assessment must be undertaken by competent persons in accordance with the Environment Agency's 'Land Contamination: Risk Management' guidance and a written report of the findings produced. The risk assessment must be designed to assess the nature and extent of suspected contamination and approved by the Local Planning Authority prior to any further development taking place.

2. Where identified as necessary, a detailed remediation scheme to bring the site to a condition suitable for the intended use by removing unacceptable risks to identified receptors must be prepared and is subject to the approval of the Local Planning Authority in advance of undertaking. The remediation scheme must ensure that the site will not qualify as Contaminated Land under Part 2A Environmental Protection Act 1990 in relation to the intended use of the land after remediation.

3. The approved remediation scheme must be carried out in accordance with its terms prior to the re-commencement of any site works in the areas of suspected contamination, other than that work required to carry out remediation, unless otherwise agreed in writing by the Local Planning Authority.

4. Following completion of measures identified in the approved remediation scheme a verification report that demonstrates the effectiveness of the remediation carried out must be produced, and is subject to the approval of the Local Planning Authority prior to the occupation of any buildings on site.

REASON: To ensure that the risks from land contamination to the future users of the land and neighbouring land are minimised, together with those to controlled waters, property and ecosystems, and to ensure that the development can be carried out safely without unacceptable risks to workers, neighbours and other offsite receptors.

6) No development shall take place until a programme of archaeological work including a Written Scheme of Investigation(s), has been submitted to and approved by the local planning authority in writing. The scheme shall include an assessment of significance and research questions; and:

- a) The programme and methodology of site investigation and recording.
- b) The programme for post investigation assessment.
- c) Provision to be made for analysis of the site investigation and recording.
- d) Provision to be made for publication and dissemination of the analysis and records of the site investigation
- e) Provision to be made for archive deposition of the analysis and records of the site investigation
- f) Nomination of a competent person or persons/organisation to undertake the works set out within the Written Scheme of Investigation.

Reason: In accordance with the requirements of paragraph 199 of the National Planning Policy Framework.

7) The development shall not be occupied until the site investigation and post investigation assessment has been completed in accordance with the programme set out in the Written Scheme(s) of Investigation approved under condition (6) and the provision made for analysis, publication and dissemination of results and archive deposition has been secured.

Reason: In accordance with the requirements of paragraph 199 of the National Planning Policy Framework.

- 8) Level 1 Record: The development shall not be commenced until a Level 1 Historic Building Recording (as defined by Historic England) has been completed in accordance with the guidelines laid out in the Standards and Guidelines for Archaeological Projects in Worcestershire and submitted to the County Historic Environment Record.

Reason: In accordance with the requirements of paragraph 205 of the National Planning Policy Framework.

- 9) The premises shall be used for a mixed use as a Town Hall, and Community Hub including uses that fall within Classes F1 and F2(b) of the Town and Country Planning (Use Classes) Order 1987 (as amended) and any subsequent amendments thereto.

Reason:- To define the permission.

- 10) The Development hereby permitted shall not be first occupied until 10 sheltered, safe, secure and accessible cycle parking to comply with the Council's adopted highway design guide has been provided in accordance with details which shall first be submitted to and approved in writing by the Local Planning Authority and thereafter the approved cycle parking shall be kept available for the parking of bicycles only.

Reason: To comply with the Council's parking standards.

- 11) Prior to their first installation, the details below shall be submitted to and approved in writing by the Local Planning Authority. The development shall then be carried out in accordance with the approved details.

- details, including samples, of the form, colour, and finish of the materials to be used externally on the walls and roofs
- 1:20 or 1:25 setting out elevations for the proposed works, within the context of the existing building, to enable assessment of alignments
- 1:5 details of proposed glazing and cladding junctions, edges and copings.

Reason: To ensure that the character of the NDHA is maintained as a result of the works, in accordance with Policy section 20 of the Bromsgrove District Plan and the NPPF.



Ruth Bamford
Head of Planning, Regeneration and Leisure Services

Reason

This proposal has been assessed against the following documents:-

Borough of Redditch Local Plan No. 4

Policy 1: Presumption in Favour of Sustainable Development

Policy 13: Primarily Open Space

Policy 22: Road Hierarchy

Policy 30: Town Centre and Retail Hierarchy
 Policy 31: Regeneration for Town Centre
 Policy 39: Built Environment
 Policy 40: High Quality Design and Safer Communities

Others

NPPF National Planning Policy Framework (2021)
 NPPG National Planning Practice Guidance
 Redditch High Quality Design SPD
 National Design Guide

Assessment of Proposal

The Use

Members will be aware that there are proposals to transform Redditch Town Hall into a new community hub providing multiple services.

Work has already started to transform the Town Hall into that community hub, with the west wing of the Town Hall currently being refurbished for the NHS to use as a clinical therapy/counselling space on the ground floor, with general office accommodation /meeting space on the first floor.

This application involves the relocation of the existing Council Chamber facilities to the second floor of the building enabling the opportunity to reuse the lower ground floor, ground floor and first floor space for community hub type uses.

As mentioned above the application includes the change of use of the building from Town Hall to Mixed Use as Town Hall, and Community Hub including Use Classes F2(b) and F1, with associated extensions and works.

As it is unclear at this stage who will be the end users of the community hub facilities, it is considered prudent to define the use of the east wing of the building to uses that fall within Classes F1 and F2(b) only as defined below:-

Class F1 uses are generally learning and non-residential institutions and defined in 7 parts:

- F1(a) Provision of education
- F1(b) Display of works of art (otherwise than for sale or hire)
- F1(c) Museums
- F1(d) Public libraries or public reading rooms
- F1(e) Public halls or exhibition halls
- F1(f) Public worship or religious instruction (or in connection with such use)
- F1(g) Law courts

Class F2(b) uses are local community related and include halls or meeting places for the principal use of the local community.

The site is within the Town Centre zone and Civic Open Space as defined in Borough of Redditch Local Plan No. 4 (LP4). Policy 30 of LP4 requires the Town Centre to be the preferred location for many facilities including social and community facilities.

The proposed uses cited above are acceptable community activities that could easily occupy the intended facilities and would not conflict with the existing uses within the building, including the new NHS facilities proposed to be available soon. In addition, the proposed uses would be acceptable Town Centre uses complying with Policy 30 of the LP4 which encourages tourist and cultural activities, as well as social and community venues. Policy

30.6i of LP4 promotes the redevelopment and diversification of the Town Centre by providing vibrant mixed-use areas and enhanced public realm.

Extensions

To enable the implementation of the community hub facilities, extensions are proposed to provide a new entrance and an additional circulation staircase. The additional staircase would provide access to the community hub facilities at lower ground level, ground level, first floor level, as well as access to the relocated Council services that will be provided from the second floor onwards.

To provide a renewed presence for the building in respect to enhanced Council facilities and new community hub, a double height glazed entrance is proposed on Walter Stranz Square which is regarded as the most convenient access to the Town Hall from the town.

The extensions have been revised following on from negotiations between officers and the applicant in respect to comments made by the Conservation Officer regarding the design of the extensions. As mentioned above the building is regarded as a Non-Designated Heritage Asset and is also opposite the Palace Theatre which is a Grade-II listed building.

Initially the extensions were rectangular and horizontal attenuation jarred with the building's prominent horizontal attenuation features. It was also evident that the rectangular form of the two extensions clashed with the building style of the Town Hall which has heavily chamfered corners. In addition, the elevations initially submitted showed a material dark grey finish with dark colour glazing bars. The architect's intention was to provide a modern contrast to enable the history of the building to be clearly read rather than trying to blend in and devalue the quality of the original with a pastiche.

Officers considered that the shape of the extension including the pronounced upper floor overhang of the staircase, the colour finish of the cladding, and positioning of the glazing bars, clashed with the design of the Town Hall and would cause harm to the setting of the Palace Theatre.

Revisions have been made to the scheme which now shows the following:-

- o A reduction in the mass of the staircase extension.
- o Chamfered corners have been introduced on prominent corners of the extensions.
- o Horizontal attenuation (utilising glazing bars and cladding features) has been carefully applied to ensure alignment is as close as possible, with horizontal attenuation features that exist on the building.
- o The colour finish of the potential cladding has been amended to a bronze anodised finish that will now harmonise and complement the existing building. Whilst this colour has been mutually agreed between the applicant and your officers, a condition would be imposed for the submission and approval of all materials including the cladding.

Although revisions have been made to the scheme, concerns have still been raised by Conservation in respect to the design. The architect acknowledges the comments and potential suggestions made to further revise the scheme, and responds as summarised below:-

- o If the plans were to amend the building to provide further office space or link floors, and the stair core was simply a functional addition then the design may be different. However, the proposal is trying to achieve a very ambitious conversion of office space into a public, accessible and community facility and the stair will be an integral part of this. The contrast in use we feel justifies the cost and design ambition of a high-quality modern addition to the building.

- o In our experience this approach is generally recognised as a suitable approach to extending existing (and even listed) buildings. The modern contrast enables the history of the building to be clearly read. This approach has also been taken at the theatre and to a lesser extent by the NHS with their entrance proposal.
- o The glazing at the ground floor level in our opinion is wholly appropriate and helps denote the ground floor (which due to the topography is at first floor level). This is already denoted by roof features and so we believe our addition provides another interesting detail to further emphasise this and provide a clear break of old and new. The internal space within the Town Hall building will be open to views and light, and when viewed externally the extension will be an illuminated feature particularly in the darker evenings.
- o The design of the extensions represents a high-quality approach which is respectful of the existing building and its surroundings.

Paragraph 203 of the NPPF states that the effect of an application on the significance of a non-designated heritage asset should be taken into account in determining the application. In weighing applications that directly or indirectly affect non-designated heritage assets, a balanced judgement will be required having regard to the scale of any harm or loss and the significance of the heritage asset.

Paragraph 202 of the NPPF states that where a development proposal will lead to less than substantial harm to the significance of a designated heritage asset, this harm should be weighed against the public benefits of the proposal including, where appropriate, securing its optimum viable use.

Conservation harm identified in this case is low-medium impact on the Town Hall as a non-designated heritage asset, whilst harm to the Palace Theatre (Grade-II listed building), would be considered as at the lower end of less than substantial harm. As mentioned above under Paragraph 202 of the NPPF, the less than substantial harm should be weighed against the public benefits. In this situation, the public benefits would be making more efficient use of the Town Hall by introducing additional uses to provide a community hub facility optimising the viable use of the building.

In coming to a 'balanced judgement' as required by para 203, officers consider the revised plans enable the proposals to complement the existing building whilst still projecting a modern interpretation. The proposals also enable the optimum viable use of the Town Hall building whilst ensuring that harm to buildings of significance and their setting such as the Palace Theatre is minimised in accordance with paragraphs 202 of the NPPF. The revised proposals are considered to be acceptable complying with Policies 39 and 40 of the LP4.

The new entrance extension will be located at the South-East corner of Walter Stranz Square. The site is within the Civic Open Space as defined in LP4. Policy 13 of LP4 requires open space areas to be protected and, where appropriate, enhanced to improve quality, value, multifunctionality and accessibility. In order to maintain the levels of open space provision in the Borough, proposals which would result in the total or partial loss of Primarily Open Space will not normally be granted planning permission unless it can be demonstrated that the need for development outweighs the value of the land as an open area.

A criteria is set out in the Policy and should be applied when assessing applications for development in open space areas:-

- i. the environmental and amenity value of the area;

- ii. the recreational, conservation, wildlife, historical, visual and community amenity value of the site;
- iii. the merits of retaining the land in its existing open use, and, the contribution or potential contribution the site makes to the Green Infrastructure Network, character and appearance of the area;
- iv. the merits of protecting the site for alternative open space uses;
- v. the location, size and environmental quality of the site;
- vi. the relationship of the site to other open space areas in the locality and similar uses within the wider area;
- vii. whether the site provides a link between other open areas or as a buffer between incompatible uses;
- viii. that it can be demonstrated that there is a surplus of open space and that alternative provision of equivalent or greater community benefit will be provided in the area at an appropriate, accessible locality; and
- ix. the merits of the proposed development to the local area or the Borough generally.

Whilst the site is located within the Civic Open Space as annotated in LP4, due to the location of the new extended entrance (adjoining the Town Hall building), it is considered unlikely that the proposal would conflict with the above criteria and would not hinder the use of the Square for open space purposes. 13.8 supports this view as it sets out that where a building is already located on land that is designated as Primarily Open Space, proposed development within its curtilage or immediate surroundings may be acceptable subject to the proposal complying with other relevant planning policies and material considerations. The design of the proposed entrance is acceptable complementing the streetscene and would be in accordance with Policies 39 and 40 of the Local Plan No. 4.

Consultation responses

An extensive public consultation has taken place twice for this application due to the change in the description of the application. Only 1 comment has been received which does not include any comments in respect to the proposals but refers to existing mobility access arrangements between the Council car park and Town Hall entrance. Property Service Officers will be looking into this as a separate matter to the application proposal.

Consultee comments include the request for conditions to cover potential contamination issues should they arise, and County Archaeology Services request standard conditions including a condition to photographically record the interior of the building prior to works taking place. Worcestershire Highways note that the proposed uses could lead to an intensification of the site and have requested a condition for additional cycle parking facilities.

Overall, it is considered that the proposed uses would be compatible with existing uses within the Town Hall, the proposed uses would be acceptable uses in this Town Centre location complying with the Council's policies.

The proposals complement the existing building whilst still projecting a modern interpretation and enable the optimum viable use of the Town Hall building whilst ensuring that harm to buildings of significance and their setting such as the Palace Theatre is minimised in accordance with paragraphs 202 and 203 of the NPPF and policies in LP4. For these reasons the development complies with the provisions of the development plan and would be acceptable.

Informatives

- 1) In dealing with this application the local planning authority have worked with the applicant in a positive and proactive manner, seeking solutions to problems arising

from the application in accordance with the NPPF and Article 35 of the Town and Country Planning (Development Management Procedure) (England) Order 2015. The authority has helped the applicant resolve technical issues such as:

- o the impact of the development in the street scene,
- o improving the design of the proposed development.

The proposal is therefore considered to deliver a sustainable form of development that complies with development plan policy.

- 2) The applicant is advised that Cadent Gas have identified gas service pipes and related apparatus in the vicinity of the site which may be affected by the proposed works. Prior to any works that take place on site, the applicant is advised to contact Cadent Gas.

For your information

Appealing the Decision

If you feel that the conditions are not acceptable you can appeal to the Secretary of State through the Planning Inspectorate. This appeal should be made by 25th January 2024 unless supported by special circumstances. The appropriate form and further information on how to appeal can be found at <https://www.gov.uk/appeal-planning-decision> or by contacting the planning Inspectorate Customer Services Team on 0303 444 5000. If you want a planning appeal to follow the inquiry procedure you should notify the Local Planning Authority and also the Planning Inspectorate at least 10 working days before submitting your planning appeal.

Purchase Notices

If Redditch Borough Council or the Secretary of State has refused planning permission or granted it conditionally, the landowner may claim that the land is incapable of reasonable beneficial use, and for this reason may serve the Council a purchase notice requiring them to purchase the land. In certain circumstances, a claim may be made against Redditch Borough Council for compensation. Further information about purchase notices can be found at: <http://www.legislation.gov.uk/ukpga/1990/8/part/VI>

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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of the Local Government Act 1972.

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Executive

12 September 2023

Quarter 1 2023-24 – Financial and Performance Report

| | |
|---|---|
| Relevant Portfolio Holder | Councillor Court |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Michelle Howell Deborah Poole |
| Report Authors | Head of Finance and Customer Services michelle.howell@bromsgroveandredditch.gov.uk Head of Business Transformation, Organisational Development and Digital Strategy d.poole@bromsgroveandredditch.gov.uk |
| Wards Affected | All Wards |
| Ward Councillor(s) consulted | No |
| Relevant Strategic Purpose(s) | All |
| Key Decision | |
| If you have any questions about this report, please contact the report author in advance of the meeting. | |
| This report contains exempt information as defined in Paragraphs 3 and 4 of Part I of Schedule 12A to the Local Government Act 1972, as amended | |

1. 1. RECOMMENDATIONS

The Executive is asked to RESOLVE that:

- 1) The current overspend position in relation to Revenue and Capital Budgets for the period April to June and the full year overspend position of £557k be noted.
- 2) Those procurements over £200k due to be delivered during 2023/4 be added to the forward plan.
- 3) The Q1 Performance data for the Period April to June 2023 be noted.

That Executive is asked to RECOMMEND to Council

- 4) Allocating £557k from the Utilities Reserve to mitigate the overspend position in 2023/4.
- 5) Changes to the Capital Programme with an ongoing revenue cost of £101k as set out in 3.17, £2k Leisure Changing Places and £99k Fleet replacement.
- 6) Approving the £18.2k increase to the Engineering Services base budget from the General Fund and £4.9k increase from the HRA in 2023/4 from reserves and including this change in the 2024/25 Medium Term Financial Plan.

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- 7) Approving the £23k increase to the Bereavement Services base budget in 2023/4 from reserves and including this change in the 2024/25 Medium Term Financial Plan.
- 8) That the underspend of £4,114 from the Grants to Voluntary Bodies scheme be allocated to Citizens Advice Redditch and Bromsgrove to fund the costs of room hire to enable residents to access face to face appointments.

2. BACKGROUND

- 2.1 This report presents at Quarter 1 (April – June) 2023/24
 - the Council's forecast outturn revenue monitoring position for 2023/24 based on data to the end of Quarter 1
 - An update on progress on the 2023/24 budget process
 - Procurement pipeline projects (over £200k)
 - The organisations performance against the strategic priorities outlined in the Council Plan Addendum, including operational measures to demonstrate how the council is delivering its services to customers.
 - 2.2 The 2022/23 Financial Outturn position is also being presented to Executive in September. Both reports will need to be read to give an overall view of the financial position as the 2022/23 Outturn Report
- 9) Will directly affect reserve levels
 - 10) Will set out the final Capital budgets coming forward into 2023/24 by project.

3. DETAILED PERFORMANCE**Financial Performance**

- 3.1 As part of the monitoring process a detailed review has been undertaken to ensure that issues are considered, and significant savings and cost pressures are addressed. This report sets out, based on the position at the end of Quarter 1, the projected revenue outturn position for the 2023/24 financial year and explains key variances against budget.

REDDITCH BOROUGH COUNCIL**Executive**

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- 3.2 The £10.7m full year revenue budget included in the table below is the budget that was approved by Council in April 2023.

| Service Description | 2023-24 Approved Budget | 2023-24 Approved Budget Q1 | Payroll Assumptions | Utilities Adjustment | Q1 Adjusted Spend | Q1 Variance to Budget | Full Year Variance to Budget |
|--|-------------------------------|----------------------------------|------------------------|-------------------------|-------------------------|-----------------------------|---------------------------------------|
| Business Transformation and Organisational Development | 1,767,562 | 441,891 | 2,800 | | 444,691 | 2,801 | 11,202 |
| Community and Housing GF Services | 1,608,893 | 402,223 | 22,200 | | 424,423 | 22,200 | 88,799 |
| Corporate Services | -1,558,136 | -389,534 | 104,000 | | -285,534 | 104,000 | 416,000 |
| Environmental Services | 2,615,993 | 653,998 | 0 | | 653,998 | 0 | 0 |
| Finance and Customer Services | 1,777,749 | 444,437 | 35,900 | | 480,337 | 35,900 | 143,599 |
| Legal, Democratic and Property Services | 2,071,581 | 517,895 | 10,700 | -42,500 | 486,095 | -31,800 | -127,201 |
| Planning, Regeneration and Leisure Services | 1,282,538 | 320,635 | 6,100 | | 326,735 | 6,101 | 24,402 |
| Regulatory Client | 451,038 | 112,760 | 0 | | 112,760 | 0 | 0 |
| Rubicon Client | 764,747 | 191,187 | 0 | | 191,187 | 0 | 0 |
| Starting Well | -32,000 | -8,000 | 0 | | -8,000 | 0 | 0 |
| | 10,749,965 | 2,687,491 | 181,700 | -42,500 | 2,826,692 | 139,200 | 556,801 |
| | | | | | | | |
| Corporate Financing | -10,749,965 | -2,687,491 | 0 | 0 | -2,687,491 | 0 | 1 |
| | | | | | | | |
| Overall Total | 0 | 0 | 181,700 | -42,500 | 139,201 | 139,201 | 556,802 |

Budget Variances

- 3.3 The draft position is set out in the above table. As this is expenditure at Q1 it is important to note that, at this stage in the financial year there are a number of instances where annual expenditure or accruals may distort the profiling as reflected in the Q1 actual. The above profiles have assumed Support services and grant are adjusted to budgetary levels and accruals are netted out of the figures.
- 3.4 In addition to this, it is also important to note that the Council is yet to close its accounts for the 2020/21, 2021/22 and 2022/23 financial years. This could therefore result in adjustments to the actual expenditure/income and forecast outturn positions as reported in the table above. Further updates will be provided to Members throughout the financial year (this work is being led by the Audit Governance and Standards Committee).
- 3.5 Overall, the Council is currently forecasting a revenue overspend at Quarter 1 in the region of £139k. This is due to the pay award yet to be ratified and projects to a full year overspend of £557k. This position will continue to be reviewed particularly given the impact of the increasing costs linked to inflation and further updates will be provided to Councillors throughout 2023/24.
- 3.6 This in-year budget forecast reflects the best information available at the present time, however it is important to note that there are a number of key factors that may impact upon the financial position which are not yet reflected fully within the forecast, including:
- The present cost of living crisis and the impact that this may have upon demand for council services, including the impact of

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homelessness and the cost of bed and breakfast temporary accommodation costs.

- Inflationary increases – general inflation is coming down but is still running at over 8% and will impact upon transport costs, utilities and contracts in particular.
- Pay negotiations – a 2023/24 pay award similar to the 2022/23 £1,925 level per pay point plus on costs has been offered by the Employers. This is yet to be accepted by the Unions. The table at 3.2 gives the estimated impact of these changes.
- It is estimated that utilities increases are running at 70%. In the 2023/4 budget we assumed a 100% increase in budget and also set up a reserve for the same amount. The table at 3.2 gives the estimated impact of these changes.

- 3.7 The full year effect of a £557k overspend will need to be mitigated. In our original MTFP assumptions for 2023-26 we set up a Utilities Reserve of £1,710k which we assuming reducing by £570k a year to mitigate increased costs. Given that this increase has not happened to this magnitude it is proposed that £557k of this reserve is used to mitigate the overspend position as set out in 3.2 above. The ongoing 2023/4 pay increases position, once it is finalised and ratified later this year would then need to be resolved as part of the 2024/5 MTFP process.

Additional Funding Requirements

- 3.8 The following reports have been to CMT over the past three months requesting additional Funding.
- 3.9 The first is for a change in the structure of the Bereavement Service which is set out in a Paper at **Appendix G**. Further information can be found in Appendix G.
- 3.10 There is a paper attached at **Appendix G** which sets out making permanent the current temporary restructuring of the Environmental Services, Engineering and Design Team (EDT).

Grants to Voluntary Bodies

- 3.11 The 2023/24 Grants to Voluntary bodies have been awarded following the annual grants process. The budget of £100k was allocated with a small underspend of £4,114.

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- 3.12 In light of the current Cost of Living situation, Citizens Advice Redditch and Bromsgrove is keen to get a physical presence back into Redditch as an interim provision ahead of the opening of the Council Hub. Whilst their phone and e-mails services are supporting many Redditch residents (over 2,300 in 2022/2023 dealing with over 11,500 issues) there will always be clients who will benefit from a face to face appointment because of the nature of their enquiry, or their personal circumstances. Their aim is to hire two rooms in the Old Needleworks, a VCS Hub near the Kingfisher Centre, and provide an appointment service for both our caseworkers and for general advice on Wednesday mornings and afternoons.
- 3.13 The Committee is therefore asked to consider allocating the £4k underspend to the Citizens Advice for this purpose. The Portfolio Holder has been consulted and supports this proposal.

Capital Monitoring

- 3.14 A capital programme of £10.6m was approved in the Budget for 2023/24 in March 2023. Many of these schemes are already in partial delivery in the 2022/23 financial year. By approving this list, the Council also agreed sums not spent in 2022/23 (and 2021/22 by default if schemes originated earlier than 2022/23 as sums have been carried forward through to the 2021/22 MTFs Report) to be carried forward into 2023/4. The table also splits amounts by funding Source, Council or third party.

| Financial Year | Total Budget £000 | Council Funded £000 | External Funded £000 |
|-----------------------|------------------------------|--------------------------------|---------------------------------|
| 2021/22 | 5,671 | 2,243 | 3,428 |
| 2022/23 | 5,431 | 2,033 | 3,398 |
| 2023/24 | 12,651 | 2,015 | 10,636 |
| 2024/25 | 16,185 | 5,255 | 10,930 |
| 2025/26 | 4,863 | 1,915 | 2,948 |

- 3.15 Included in this funding the Council also have the following Grant Funded Schemes which are being delivered in 2022/23:
- The three Towns Fund schemes – Innovation Centre, Public Square, and Public Realm which are funded via £15.2m of Government Funding, an application will need to be made to Birmingham and Black Country LEP once Innovation Centre plans are more detailed for a further funding of £1.9m, and the Council is funding £0.4m of works.

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- The refurbishment of the Town Hall for £5.2m. This is being funded via Capital Receipts.
 - UK Shared Prosperity Schemes totalling £2.5m (although it should be noted that these grant funded schemes are a mix of capital and revenue).
- 3.16 The spend at quarter 1 is £0.583m against the overall 2023/24 capital budget totalling £12.651m is detailed in Appendix A. It should be noted that as per the budget decision carry forwards of £3.292m will be added to this figure to take account of slippage from 2022/23.
- 3.17 The following changes are requested for approval (allowing for slippage as set out in 3.14 above):
- Ipsley Church Lane Cemetery transfer 23/4 budget to 24/5
 - Leisure Changing Places budget for Redditch of £21,750 is required. The Changing Places Facility will provide a state of the art toilet facility for visitors to Redditch town centre who have profound and multiple disabilities. This will transform access and provide a “worry free day out” to residents and visitors who want to participate in business, retail and leisure and culture facilities across the town centre area.
 - At 20 year debt at 5.85% interest this has a yearly cost of (£1k MRP + £1.2k interest) £2.2k per year.
 - Fleet replacement – increased costs. This is a £585k increase in 24/5 and a £26k increase for 25/6. This £611k increase over 10 years at an interest rate of 5.63% is a cost of (MRP £61k interest £38k) £99k per year.
- 3.18 Capital Programmes (21/22 and 22/23) are set out in **Appendix A**.

Earmarked Reserves and their application

- 3.19 The position as reported to Council in February 2023 as per the 2023/24 – 2025/26 Medium Term Financial Plan is shown in **Appendix B**. This is linked to the Outturn Report which is also coming to this Executive and will be updated to reflect those figures.
- 3.20 As was noted in paragraph 3.7 above, £570k of the utilities reserve was planned to be utilised in 2023/4 for increased costs. At the moment the increased costs are around 70% - not the 200% expected. However, the proposed pay award is significantly more than expected. Therefore, it is requested that £557k of the utilities reserve is repurposed for this requirement in 2023/24.

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Procurement

- 3.21 A report came to Executive in July, which was debated at the Finance and Budget working Group on the 7th July requesting that:
- On a quarterly basis a “Approval to Spend Report” will be provided to Executive which sets out the Council’s Procurement Pipeline for approval to be included on the forward plan and an analysis of spending over the past 4 years.
 - This report will also identify spending with suppliers over the £200k limit to ensure this spending is converted to properly contracted expenditure.
 - That the Council investigate and put in place processes that allow local businesses to access Council procurements more easily, following the passage of the Procurement Bill.
 - The Key Decision threshold is raised to £200k.
 - The “Approval to Spend Report” report also provides a list of all procurement between £50k and £200k, which Executive can request further detail and subject to additional scrutiny where they see fit.
 - That items from the initial pipeline report at the appropriate Key Decision level are added to the forward plan.
- 3.22 The table in **Appendix C** sets out those procurements (Capital and Revenue) over £200k which are delegated for approval to Executive or Officers over the next year. It is proposed that these are added to the forward plan. There are 15 contracts listed.
- 3.23 A list of all procurement between £50k and £200k are set out in **Appendix D**. Executive can request further detail and subject to additional scrutiny where they see fit. There are 11 contracts listed here.
- 3.24 As the Council runs a shared service, a number of procurements that impact on Redditch will be procured through Bromsgrove. For reference these are also included in **Appendix E**.

Housing Revenue Account

- 3.25 The table below details the financial position for the Housing Revenue Account (HRA) for the period April - March 2024. The major variances are due to the following:
- Repairs & Maintenance - vacancies pending restructure of service areas.

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- Supervision & Management - the variance is predominantly due to vacant posts.

| HOUSING REVENUE ACCOUNT (HRA) | | | | | | |
|--|---|---|---|---|--|---|
| REVENUE 2023/24 PROVISIONAL OUTTURN Q1 | | | | | | |
| | 2023/24 Full Year Budget £'000 | 2022/24 Budget Apr - Mar £'000 | 2022/24 Actual Outturn Apr - Mar £'000 | 2023/24 Variance Apr - Mar £'000 | 2023/24 Projected Outturn £'000 | 2023/24 Projected Variance £'000 |
| INCOME | | | | | | |
| Dwelling Rents | -25,658 | -6,414 | -3,474 | 2,940 | -25,644 | 14 |
| Non-Dwelling Rents | -572 | -143 | -384 | -241 | -572 | 0 |
| Tenants' Charges for Services & Facilities | -618 | -155 | -193 | -39 | -618 | 0 |
| Contributions towards Expenditure | -53 | -13 | -17 | -4 | -53 | 0 |
| | | | 0 | | | |
| Total Income | -26,902 | -6,726 | -4,069 | 2,657 | -26,887 | 15 |
| EXPENDITURE | | | | | | |
| | 6,528 | 1,632 | 3,265 | 1,633 | 6,245 | -283 |
| Repairs & Maintenance | | | | | | |
| Supervision & Management | 8,690 | 2,173 | 945 | -1,227 | 8,471 | -219 |
| Rent, Rates, Taxes & Other Charges | 259 | 65 | 73 | 9 | 259 | -0 |
| Provision for Bad Debts | 538 | 135 | 0 | -135 | 538 | -0 |
| Depreciation & Impairment of Fixed Assets | 6,259 | 1,565 | 0 | -1,565 | 6,259 | 0 |
| Interest Payable & Debt Management Cost | 4,179 | 1,045 | 0 | -1,045 | 4,179 | 0 |
| | | | | | | |
| Total Expenditure | 26,453 | 6,613 | 4,284 | -2,330 | 25,950 | -503 |
| Net cost of Services | -449 | -112 | 215 | 327 | -937 | -488 |
| Net Operating Expenditure | -449 | -112 | 215 | 327 | -937 | -488 |
| Interest Receivable | -234 | -58 | 0 | 58 | -234 | -0 |
| Revenue Contribution to Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| Planned use of Balances | 682 | 171 | 0 | -171 | 1,171 | 488 |
| Transfer to Earmarked Reserves | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | |
| (Surplus)/Deficit on Services | -0 | -0 | 215 | 215 | -0 | -0 |

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In capital terms

| HRA Capital Outturn Quarter 1 | | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 |
|--------------------------------|-------------------------|---------------------------|---------------------------------------|---------------------------------------|---------------------------------|-------------------------------|--------------------------------|
| Project | Project Description | Full Year Budget £'000 | Budget to Date Apr - June £'000 | Actuals + Comm Apr - June £'000 | Variance Apr - June £'000 | Projected Outturn £'000 | Projected Variance £'000 |
| 100050 - Housing 1-4-1 p | - Housing 1-4-1 p | 3,000,000.00 | 750,000.00 | 208,303.96 | -541,696 | 3,000,000.00 | - |
| 100053 - Asbestos Genera | - Asbestos Genera | 100,000.00 | 25,000.00 | 6,617.51 | -18,382 | 100,000.00 | - |
| 100054 - Structural Repa | - Structural Repa | 75,000.00 | 18,750.00 | 37,578.34 | 18,828 | 75,000.00 | - |
| 100055 - Electrical Upgr | - Electrical Upgr | 100,000.00 | 25,000.00 | 37,701.32 | 12,701 | 100,000.00 | - |
| 100056 - Boiler Replacem | - Boiler Replacem | 850,000.00 | 212,500.00 | 129,238.48 | -83,262 | 850,000.00 | - |
| 100059 - Disabled Adapta | - Disabled Adapta | 500,000.00 | 125,000.00 | 163,982.42 | 38,982 | 500,000.00 | - |
| 100060 - Environmental E | - Environmental E | 250,000.00 | 62,500.00 | 55,131.70 | -7,368 | 250,000.00 | - |
| 100062 - Stock Condition | - Stock Condition | 150,000.00 | 37,500.00 | - | -37,500 | 150,000.00 | - |
| 100063 - Housing Managem | - Housing Managem | - | - | 24,455.52 | 24,456 | - | - |
| 100066 - Design and Supe | - Design and Supe | 500,000.00 | 125,000.00 | - | - | 500,000.00 | - |
| 100066 - Door Entry/CCTV | - Door Entry/CCTV | 100,000.00 | 25,000.00 | 15,425.00 | -9,575 | 200,000.00 | 100,000.00 |
| 100067 - Door Entry/CCTV | - HRA Hard Wire S | 300,000.00 | 75,000.00 | 141,720.48 | 66,720 | 300,000.00 | - |
| 100074 - Balcony Replace | - Balcony Replace | 100,000.00 | 25,000.00 | 541.00 | - | 100,000.00 | - |
| 100082 - HRA Property pu | - HRA Property pu | - | - | 1,611.26 | 1,611 | - | - |
| 100083 - HRA Compartment | - HRA Compartment | 1,000,000.00 | 250,000.00 | 867,309.32 | - | 1,500,000.00 | 500,000.00 |
| 100084 - Major Voids wor | - Major Voids wor | 500,000.00 | 125,000.00 | 345,900.40 | 220,900 | 500,000.00 | - |
| 100098 - HRA-Energy Effi | - HRA-Energy Effi | 750,000.00 | 187,500.00 | 13,773.00 | -173,727 | 750,000.00 | - |
| 100115 - HRA Stock Remod | - HRA Stock Remod | 100,000.00 | 25,000.00 | 18,308.69 | -6,691 | 100,000.00 | - |
| 100116 - HRA Estates Gar | - INTERNAL REFURB | - | - | - | - | - | - |
| 110001 - INTERNAL REFURB | - INTERNAL REFURB | 2,500,000.00 | 625,000.00 | 669,668.40 | 44,668 | 1,800,000.00 | - 700,000.00 |
| 110003 - HIGH TREES PROJ | - HIGH TREES PROJ | 350,000.00 | 87,500.00 | 168,694.75 | 81,195 | 350,000.00 | - |
| 110004 - DISREPAIR CASES | - DISREPAIR CASES | 50,000.00 | 12,500.00 | 47,479.80 | - | 50,000.00 | - |
| 110005 - External Improvements | - External Improvements | 300,000.00 | 75,000.00 | 19,496.53 | -55,503 | 300,000.00 | - |
| 110006 - Community Safety | - Community Safety | - | - | 67,368.15 | -67,368 | - | - |
| 110022 - Garage Improvem | - Garage Improvem | 150,000.00 | 37,500.00 | - | -37,500 | 150,000.00 | - |
| | | 11,725,000.00 | 2,931,250.00 | 2,905,569.73 | - 528,510.39 | 11,675,000.00 | - 100,000.00 |

Performance Report

3.26 The first section of this report shows the organisations performance against the strategic priorities outlined in the Council Plan Addendum. Additional comments and updates have been provided for the success measures to explain progress/activity. The final section of the report includes some operational measures to demonstrate how the council is delivering its services to customers.

3.27 The process of performance reporting will develop iteratively, however this document is a snapshot in time and very much a temperature check of the organisation, the layout comprises:

- Strategic Priorities – success measures
- Operational Measures – by service area
- Financial Data (separate report on this occasion)
- Corporate Projects (by exception)

3.28 The Council has an approved Council Plan in place that was completed before the Covid-19 outbreak., the Council then developed the Council Plan Addendum to take the potential shift in priorities bought about by the pandemic into consideration. The current key priorities are:

1. Economic Development and Regeneration
2. Housing Growth
3. Work and Financial Independence

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4. Improved Health and Wellbeing
5. Community Safety and Anti-Social Behaviour
6. Green Thread
7. Financial Stability
8. Organisational Sustainability
9. High Quality Services

3.29 **Appendix F** sets out the Strategic Priorities and Performance Measures in detail. For the 9 priorities there is data contained in the Appendix on:

- The Performance Measure being used.
- An update on how it is being used.
- Where relevant, contextual information.

3.30 In addition, **Appendix F** also sets out Operational Service Measures.

4. FINANCIAL IMPLICATIONS

4.1 The financial implications are contained in the body of the report.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising as a result of this report.

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

6.1 The Strategic purposes are included in the Council's corporate plan and guides the Council's approach to budget making ensuring we focus on the issues and what are most important for the district and our communities. Our Financial monitoring and strategies are integrated within all of our Strategic Purposes

Climate Change Implications

6.2 The green thread runs through the Council plan. The Financial monitoring report has implications on climate change and these will be addressed and reviewed when relevant by climate change officers to ensure the correct procedures have been followed to ensure any impacts on climate change are fully understood.

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

- 7.1 There are no direct equalities implications arising as a result of this report.

Operational Implications

- 7.2 Managers meet with finance officers to consider the current financial position and to ensure actions are in place to mitigate any overspends.

8. RISK MANAGEMENT

- 8.1 The financial monitoring is included in the corporate risk register for the authority.

9. APPENDICES and BACKGROUND PAPERS

Appendix A – Capital Programme

Appendix B – Reserves Position

Appendix C – Strategic and Operational Performance Measures

Appendix D – Procurement Pipeline (over £200K) - Exempt

Appendix E – Procurements between £50k and £150k - Exempt

Appendix F - Procurements undertaken by Bromsgrove on behalf of Redditch - Exempt

Appendix G – Background Reports for Bereavement and Engineering Services - Exempt

10. REPORT SIGN OFF

| Department | Name and Job Title | Date |
|---------------------------------|--|-------------|
| Portfolio Holder | Councillor Luke Court, | 22/8/23 |
| Lead Director / Head of Service | Peter Carpenter, Interim Director of Finance | 22/8/23 |
| Financial Services | Michelle Howell, Head of Finance and Customer Services | 22/8/23 |

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Appendix A – Capital Programme

| Description | Approved budget date | Original approved Budget £ | duration (years) | Department | 21/22 Spend £ | 2022/23 Total £ | 22/23 Spend £ | c/f | 2023/24 Total £ | 22/23 Spend Q1 £ | 2024/25 Total £ | 2025/26 Total £ |
|--|----------------------|-------------------------------|------------------|---|------------------|--------------------|------------------|-----------|--------------------|---------------------|--------------------|--------------------|
| Large Schemes | | | | | | | | | | | | |
| Towns Fund | | 17,587,000 | | | | | | | | | | |
| - Innovation Centre | | 8,000,000 | | Planning, Regeneration & Leisure Services | | 500,000 | 71,000 | 429,000 | 2,500,000 | | 4,000,000 | 1,000,000 |
| - Innovation Centre | | 1,948,000 | | Planning, Regeneration & Leisure Services | | | | 0 | | | | 1,948,000 |
| - Library | | 4,200,000 | | Planning, Regeneration & Leisure Services | | 500,000 | 90,611 | 409,389 | 2,000,000 | 0 | 1,700,000 | |
| - Public Realm | | 3,000,000 | | Planning, Regeneration & Leisure Services | | 500,000 | -796,500 | 1,296,500 | 1,500,000 | 234,119 | 1,000,000 | |
| - Public Realm | | 439,000 | | Planning, Regeneration & Leisure Services | | | | 0 | | | 439,000 | |
| Town Hall Redevelopment | | 5,200,000 | | Legal, Democratic and Property Services | | 400,000 | 210,822 | 189,178 | 3,000,000 | 202,528 | 1,800,000 | |
| | | | | | | | | 0 | | | | |
| UK Shared Prosperity Fund | | 2,522,050 | | | | | | 0 | | | | |
| - Capital Element | | | | Planning, Regeneration & Leisure Services | | 108,500 | | 108,500 | | | | |
| - Revenue Element | | | | Planning, Regeneration & Leisure Services | | 195,147 | | 195,147 | | | | |
| - Remainder (to be allocated) | | | | Planning, Regeneration & Leisure Services | | 20,000 | | 20,000 | 607,294 | | 1,591,109 | |
| | | | | | | | | 0 | | | | |
| | | | | | | | | 0 | | | | |
| Schemes Agreed to Continue in Tranche 1 | | | | | | | | | | | | |
| Car Park Maintenance | | | | Environmental Services | 0 | 25,000 | 3,055 | 21,945 | 150,000 | | 150,000 | 150,000 |
| Footpaths | | | | | 0 | | | 0 | 75,000 | | 75,000 | 75,000 |
| Disabled Facilities Grant | 21/22 | 839,000 | 4 | Community & Housing GF Services | 765,000 | 839,000 | 850,979 | -11,979 | 839,000 | | 839,000 | 0 |
| Energy & Efficiency Installs. | 21/22 | 110,000 | 1 | Community & Housing GF Services | 19,000 | 110,000 | 305 | 109,695 | 0 | | 0 | 0 |
| GF Asbestos | 2020/21 | 40,000 | 3 | Finance & Customer Services | 82,000 | 40,000 | 1,770 | 38,230 | 0 | 412 | 0 | 0 |
| Improved Parking Scheme (includes locality funding) | | | | Environmental Services | -5,000 | 400,000 | 0 | 400,000 | 0 | | 0 | 0 |
| Camera Replacement programme | | | | Planning, Regeneration & Leisure Services | 0 | 0 | | 0 | 0 | | 0 | 0 |
| Improvement to Morton Stanley Open Space | | | | Planning, Regeneration & Leisure Services | 24,000 | 0 | 256 | -256 | 0 | | 0 | 0 |
| Improvement to Morton Stanley -Play Area for toddler and junior play | | | | Planning, Regeneration & Leisure Services | 35,000 | 0 | | 0 | 0 | | 0 | 0 |

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| Description | Approved budget date | Original approved Budget £ | duration (years) | Department | 21/22 Spend £ | 2022/23 Total £ | 22/23 Spend £ | c/f | 2023/24 Total £ | 22/23 Spend Q1 £ | 2024/25 Total £ | 2025/26 Total £ |
|---|----------------------|----------------------------|------------------|---|---------------|-----------------|---------------|----------|-----------------|------------------|-----------------|-----------------|
| Improvements at Business Centres | | | | Planning, Regeneration & Leisure Services | 88,000 | 0 | 17,861 | -17,861 | 0 | | 0 | 0 |
| Localilty Capital Projects - Woodrow Footpath Work | | | | Environmental Services | 3,000 | 0 | 0 | 0 | 0 | | 0 | 0 |
| Morton Stanley Play, Sport and Open Space Improvements (General) | | | | Planning, Regeneration & Leisure Services | 217,000 | 0 | 40,022 | -40,022 | 0 | 4,198 | 0 | 0 |
| New Finance Enterprise | 2019/20 | 455,000 | 1 | Finance & Customer Services | 233,000 | 0 | 228,991 | -228,991 | 0 | 2,787 | 0 | 0 |
| Public Building | 2019/20 | 250,000 | 4 | Finance & Customer Services | 266,000 | 250,000 | 336,260 | -86,260 | 250,000 | 20,241 | 250,000 | 250,000 |
| Fleet Replacement new line | New | | | | 275,000 | 450,000 | 12,750 | 437,250 | 843,000 | | 3,848,000 | 1,204,000 |
| Removal of 5 weirs through Arrow Valley Park | | | 0 | Planning, Regeneration & Leisure Services | 3,000 | 20,000 | 93,143 | -73,143 | 414,000 | | 0 | 0 |
| Sports Contributions to support improvements to Outdoor facilities at Terry | | | 0 | Planning, Regeneration & Leisure Services | 19,000 | 0 | 6,781 | -6,781 | 0 | | 0 | 0 |
| Wheelie Bin purchase | | | 0 | Environmental Services | 88,000 | 85,000 | 53,579 | 31,421 | 100,000 | 11,500 | 100,000 | 100,000 |
| New Digital Service | 2020/21 | 86,450 | 0 | Community & Housing GF Services | 19,000 | 50,502 | 149,270 | -98,768 | 50,502 | 0 | 0 | 0 |
| Environmental Services Computer System | 2020/21 | 38,200 | 1 | Environmental Services | 84,000 | 0 | 80,793 | -80,793 | 0 | 11,851 | 0 | 0 |
| Café and Infrastructure Morton Stanley Park | 2020/21 | 100,000 | 1 | Planning, Regeneration & Leisure Services | 49,000 | 0 | 61,464 | -61,464 | 0 | | 0 | 0 |
| Localilty Capital Projects - Capital Landscape Improvement | | | 0 | Environmental Services | 8,000 | 0 | 0 | 0 | 0 | | 0 | 0 |
| Salix | 20/21 | 250,000 | 1 | Legal, Democratic and Property Services | 1,111,111 | 0 | 431,367 | -431,367 | 0 | | 0 | 0 |
| Improvement Holly trees childrens centre | 2020/21 | 15,000 | 0 | Community & Housing GF Services | 9,000 | 0 | 0 | 0 | 0 | | 0 | 0 |
| Passing bay at main access AVCP | 2020/21 | 6,000 | 1 | Planning, Regeneration & Leisure Services | 6,000 | 0 | 0 | 0 | 0 | | 0 | 0 |
| Greener Homes | 20/21 | 150,000 | 2 | Community & Housing GF Services | -81,000 | 0 | -69,444 | 69,444 | 0 | 0 | 0 | 0 |
| Bomford Hill Pathway | | | | | 32,000 | | 31,272 | -31,272 | | | | |

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| Description | Approved budget date | Original approved Budget £ | duration (years) | Department | 21/22 Spend £ | 2022/23 Total £ | 22/23 Spend £ | c/f | 2023/24 Total £ | 22/23 Spend Q1 £ | 2024/25 Total £ | 2025/26 Total £ |
|---|----------------------|----------------------------|------------------|---|---------------|-----------------|---------------|---------|-----------------|------------------|-----------------|-----------------|
| Grassland Mitigation measures- recreating and monitoring grassland habitats in MS and AVCP | | | | Planning, Regeneration & Leisure Services | 0 | 0 | | 0 | 0 | | 0 | 0 |
| Hedgerow Mitigation measures by restoration and hedge laying with associated fencing and gates at AVP SHM and AVP North | | | | Planning, Regeneration & Leisure Services | 0 | 0 | | 0 | 0 | | 0 | 0 |
| HMO Grants | 21/22 | 25,000 | 4 | Community & Housing GF Services | 0 | 25,000 | | 25,000 | 25,000 | 13,500 | 25,000 | 25,000 |
| Home Repairs Assistance | 21/22 | 40,000 | 4 | Community & Housing GF Services | 0 | 40,000 | | 40,000 | 40,000 | | 40,000 | 40,000 |
| Improvement to original Pump Track at AVCP | | | | Planning, Regeneration & Leisure Services | 0 | 0 | | 0 | 0 | | 0 | 0 |
| Replacing 3 fuel pumps and upgrading tank monitoring equipment | | | | Environmental Services | 0 | 0 | | 0 | 0 | | 0 | 0 |
| Fleet Management Computer System | 2020/21 | 16,600 | 1 | Environmental Services | 0 | 0 | | 0 | 0 | | 0 | 0 |
| Cisco Network Update | 22/23 | | 3 | Business Transformation and Organsational Development | 0 | 53,561 | 53,090 | 471 | 5,463 | | 0 | 47,339 |
| Server Replacement Est(Exact known Q2 2022) | 22/24 | | 4 | Business Transformation and Organsational Development | 0 | 83,250 | 0 | 83,250 | 2,000 | 78,451 | 177,500 | 18,500 |
| Laptop Refresh | 22/25 | | 4 | Business Transformation and Organsational Development | 0 | 5,000 | 4,961 | 39 | 25,000 | 3,693 | 150,000 | 5,000 |
| Ipsley Church Lane Cemetary | 22/23 | 195,000 | 1 | Environmental Services | 0 | 195,000 | | 195,000 | 125,000 | | 0 | 0 |
| Provide the Crossgate Depot site with a new and Compliant Deisel Fuel | 22/23 | 56,000 | 1 | Environmental Services | 0 | 56,000 | | 56,000 | 0 | | 0 | 0 |
| Widen access road to Arrow Valley Country park | 2021/22 | 25,000 | 1 | Planning, Regeneration & Leisure Services | 0 | 25,000 | 366 | 24,634 | 0 | | 0 | 0 |
| Forge Mill and Bordelsey Open Space Improvements | 22/23 | 18,684 | 1 | Planning, Regeneration & Leisure Services | 0 | 18,684 | 15,787 | 2,897 | 0 | 38 | 0 | 0 |
| Arrow Valley Entrance Improvements 18/10149 | 22/23 | 10,000 | 1 | Planning, Regeneration & Leisure Services | 0 | 10,000 | | 10,000 | 0 | | 0 | 0 |

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| Description | Approved budget date | Original approved Budget | duration (years) | Department | 2022 Spend £ | 2022/23 Total £ | 2023 Spend £ | cf | 2023/24 Total £ | 2023 Spend Q1 £ | 2024/25 Total £ | 2025/26 Total £ |
|--|----------------------|--------------------------|------------------|---|------------------|------------------|------------------|------------------|-------------------|-----------------|-------------------|------------------|
| MUGA at Greenlands Sports Pitches. | 22/23 | 137,649 | 1 | Planning, Regeneration & Leisure Services | 0 | 137,649 | 0 | 137,649 | 0 | 0 | 0 | 0 |
| Play Area (£26,777.32) and POS (£6055.22) improvements at Birchfield Road/Headless Cross Rec Ground. 2014/31/FUL | 22/23 | 32,833 | 1 | Planning, Regeneration & Leisure Services | 0 | 32,833 | 0 | 32,833 | 0 | 0 | 0 | 0 |
| Play Area (£26,079.84) and POS (£5,191.82) improvements at Batchley and Brockhill Park. | 22/23 | 32,379 | 1 | Planning, Regeneration & Leisure Services | 0 | 32,379 | 0 | 32,379 | 0 | 0 | 0 | 0 |
| Play Area improvements at Birchfield Road/Headless Cross Rec Ground. 1700737/FUL | 22/23 | 7,575 | 1 | Planning, Regeneration & Leisure Services | 0 | 7,575 | 0 | 7,575 | 0 | 0 | 0 | 0 |
| Play area (£34,583.39), Open space (£12,001.36) and Sport (£8,516) improvements at Mayfields | 22/23 | 55,101 | 1 | Planning, Regeneration & Leisure Services | 0 | 55,101 | 53,379 | 1,722 | 0 | 550 | 0 | 0 |
| Play Area and POS improvements at Winyates. 2016/290/FUL | 22/23 | 40,449 | 1 | Planning, Regeneration & Leisure Services | 0 | 40,449 | 49,749 | -9,300 | 0 | 0 | 0 | 0 |
| Arrow Valley Country Park - Play, Open Space and Sports Improvements. | | | | Planning, Regeneration & Leisure Services | -1,000 | 0 | 2,269 | -2,269 | 0 | 0 | 0 | 0 |
| Arrow Valley Country Park - Play, Open Space and Sports Improvements. | | | | Planning, Regeneration & Leisure Services | 0 | 0 | | 0 | 0 | 0 | 0 | 0 |
| Improvement to Sports Pitches infrastructure in Morton Stanley Park | | | | Planning, Regeneration & Leisure Services | 0 | 0 | 51,666 | -51,666 | 0 | 0 | 0 | 0 |
| Investment into Health and Fitness Facilities | | | | Planning, Regeneration & Leisure Services | 0 | 0 | | 0 | 0 | 0 | 0 | 0 |
| Upgrade hardwired lifeline schemes | | | | Community & Housing GF Services | 0 | 0 | | 0 | 0 | 0 | 0 | 0 |
| Localilty Capital Projects - Garage Condition Survey (Housing) | | | | Environmental Services | 0 | 0 | | 0 | 0 | 0 | 0 | 0 |
| Digital Screens | 2020/21 | 15,000 | 1 | Planning, Regeneration & Leisure | 0 | 0 | | 0 | 0 | 0 | 0 | 0 |
| Fire compartmentation works in Corporate | 22/23 | 100,000 | 1 | Legal, Democratic and Property Services | 0 | 120,000 | | 120,000 | 100,000 | 0 | 0 | 0 |
| Total | | 218,000 | | | 3,348,111 | 5,430,629 | 2,137,674 | 3,292,955 | 12,651,259 | 583,868 | 16,184,609 | 4,862,839 |

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Appendix B – Reserves Position

| | Balance at 31/3/22 | Transfers In 2022/23 | Transfers out 2022/23 | Re-baseline 2022/23 | Balance at 31/3/23 | Transfers in 2023/24 | Transfers out 2023/24 | Balance at 31/3/24 | Transfers in 2024/25 | Transfers out 2024/25 | Balance at 31/3/25 | Transfers in 2025/26 | Transfers out 2025/26 | Balance at 31/3/26 |
|---|--------------------|----------------------|-----------------------|---------------------|--------------------|----------------------|-----------------------|--------------------|----------------------|-----------------------|--------------------|----------------------|-----------------------|--------------------|
| General Fund | 2,069 | | (967) | 1,584 | 2,686 | 200 | (311) | 2,575 | 0 | (67) | 2,508 | 63 | | 2,571 |
| General Fund Earmarked Reserves: | | | | | | | | | | | | | | |
| Business Rate grants | 0 | | | | 0 | | | 0 | | | 0 | | | 0 |
| Business Rates Retention Scheme | 2,832 | | | (1,500) | 1,332 | (200) | | 1,132 | | | 1,132 | | | 1,132 |
| Support for Commercialism | 0 | | | | 0 | | | 0 | | | 0 | | | 0 |
| Community Development | 74 | | | | 74 | | | 74 | | | 74 | | | 74 |
| Community Safety | 232 | | | | 232 | | | 232 | | | 232 | | | 232 |
| Corporate Services | 149 | | (150) | | (1) | | | (1) | | | (1) | | | (1) |
| Customer Services | 93 | | | (93) | 0 | | | 0 | | | 0 | | | 0 |
| Economic Growth | 330 | | | | 330 | | | 330 | | | 330 | | | 330 |
| Electoral Services | 49 | | | | 49 | | | 49 | | | 49 | | | 49 |
| Environmental Vehicles | 29 | | | | 29 | | (15) | 14 | | (14) | 0 | | | 0 |
| Equalities | 0 | | | | 0 | | | 0 | | | 0 | | | 0 |
| Equipment replacement | 25 | | | (25) | 0 | | | 0 | | | 0 | | | 0 |
| Financial Services | 87 | | | | 87 | | | 87 | | | 87 | | | 87 |
| General Risk reserve | 45 | | | (45) | 0 | | | 0 | | | 0 | | | 0 |
| Housing Benefit Implementation | 270 | | | (130) | 140 | | | 140 | | | 140 | | | 140 |
| Housing Support | 978 | | | | 978 | | | 978 | | | 978 | | | 978 |
| Land Charges | 9 | | | | 9 | | | 9 | | | 9 | | | 9 |
| Land Drainage | 129 | | | | 129 | | | 129 | | | 129 | | | 129 |
| Leisure | 0 | | | | 0 | | | 0 | | | 0 | | | 0 |
| Mercury Emissions | 0 | | | | 0 | | | 0 | | | 0 | | | 0 |
| Parks & Open spaces | 8 | | | | 8 | | | 8 | | | 8 | | | 8 |
| Planning Services | 516 | | | | 516 | | | 516 | | | 516 | | | 516 |
| Public Donations - Shop mobility | 0 | | | | 0 | | | 0 | | | 0 | | | 0 |
| Sports Development | 9 | | | | 9 | | | 9 | | | 9 | | | 9 |
| Town Centre | 7 | | | | 7 | | | 7 | | | 7 | | | 7 |
| Warmer Homes | 16 | | | | 16 | | | 16 | | | 16 | | | 16 |
| Transformational Growth | 100 | | | | 100 | | | 100 | | | 100 | | | 100 |
| Pensions | 200 | | | (200) | 0 | | | 0 | | | 0 | | | 0 |
| Regeneration Income | 273 | | | | 273 | | | 273 | | | 273 | | | 273 |
| Utilities Reserve | | | | 1,710 | 1,710 | | (570) | 1,140 | | (570) | 570 | | (570) | 0 |
| Covid-19 (General) | 941 | | | (941) | 0 | | | 0 | | | 0 | | | 0 |
| Covid-19 Sales Fees and Charges | 100 | | | (100) | 0 | | | 0 | | | 0 | | | 0 |
| Covid-19 (Collection Fund) | 2,955 | | (1,478) | | 1,478 | | (1,478) | 0 | | | 0 | | | 0 |
| Total General Fund | 10,456 | 0 | (1,628) | (1,324) | 7,504 | (200) | (2,063) | 5,242 | 0 | (584) | 4,658 | 0 | (570) | 4,088 |

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Appendix C - Strategic and Operational Performance Measures**1. Introduction**

The process of performance reporting will develop iteratively, however this document is a snapshot in time and very much a temperature check of the organisation.

2. Background

The performance measures for the current key priorities are shown in the next section.

3. Strategic Priorities and Performance Measures**3.1 Economic Development and Regeneration**

We will set up a catalyst for local economic growth and strengthen two critical elements of our infrastructure and Redditch Town Centre.

3.1.1 Supporting businesses to start and grow.**Performance measures:**

- Take-up of grants

Start-up grants**Update**

No start-up grants were paid this month as the ERDF funded programme is closed and the Council is transitioning to the UKSPF funded programme. This is scheduled to open in Q2 (soft launch in August, formal launch in September) so it is unlikely that any grants will be paid until Q3.

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Grants to Established Businesses



Update

A significant number of grants were paid this quarter as the deadline to claim ERDF funded grants was 30/6/23. Grants were awarded from the Elevate programme providing grants to deliver growth plans. Grants were also awarded for energy efficiency and low carbon innovation. Businesses that received grants included manufacturers, facilities management companies, IT companies, logistics companies and a leisure company.

3.1.2 Regenerating our Infrastructure.

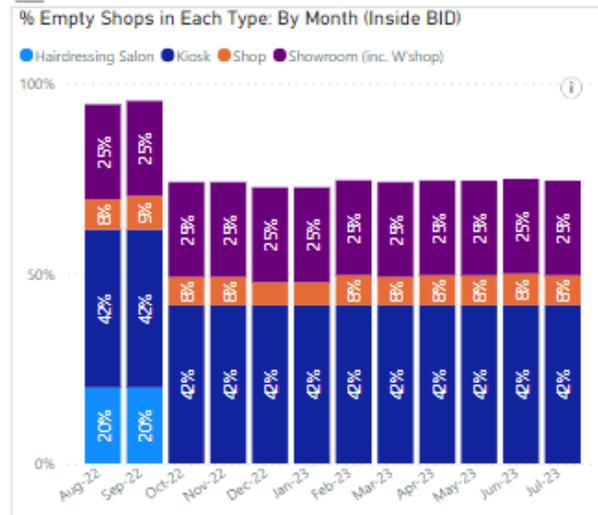
The past two years have emphasised the economic and wellbeing importance of local (a sense of place) and connection (information networks). To support this we have secured Town Investment Plan (TIP) funding for Redditch Town Centre.

Performance measure

- % Of empty shops

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**Update**

Understanding the level of vacancies over a period of time is useful for showing trends and formulating courses of action. At the time of writing there is no further historical vacancy information available.

Officers are currently considering the Redditch town centre vacancy rates against national trends and comparable other towns.

In the interim it has been decided that there should be officer attendance at the BID (Business Improvement District) Board so that the council can work with partners on the compilation of data/ consideration of next steps.

Performance measure

- Level of funding secured.

Update

Approximately fifteen million pounds.

3.2. Housing Growth

During 2023/24 we will accelerate the pace of affordable housing development. We will deliver on the Housing Revenue Account (HRA) Housing Growth programme as a priority and, where possible, enable the building of market housing on our own land and the creation of additional income for the Council.

Performance measure

- Number of new homes - total and affordable (annual)

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Total number of homes built in 22/23:

- Total Homes Built (including affordable) - 108 (net)
- Total affordable homes built - 39 (net)

Housing completions which contribute towards meeting the Borough's housing requirement come from several sources including newly built properties, change of use to a dwelling from another use such as an office, conversions (for example from a barn to a dwelling) or sub-division (for example from a house to flats). In addition, dwellings are also either private for the open market or affordable for rent through Registered Providers, which meet the needs of those on the Council's housing waiting list. The supporting measure records all new build dwellings by size (number of bedrooms) but makes no distinction between tenure.

Performance measure

- Number of new council houses (HRA) projected to be built during 22/23.

Update

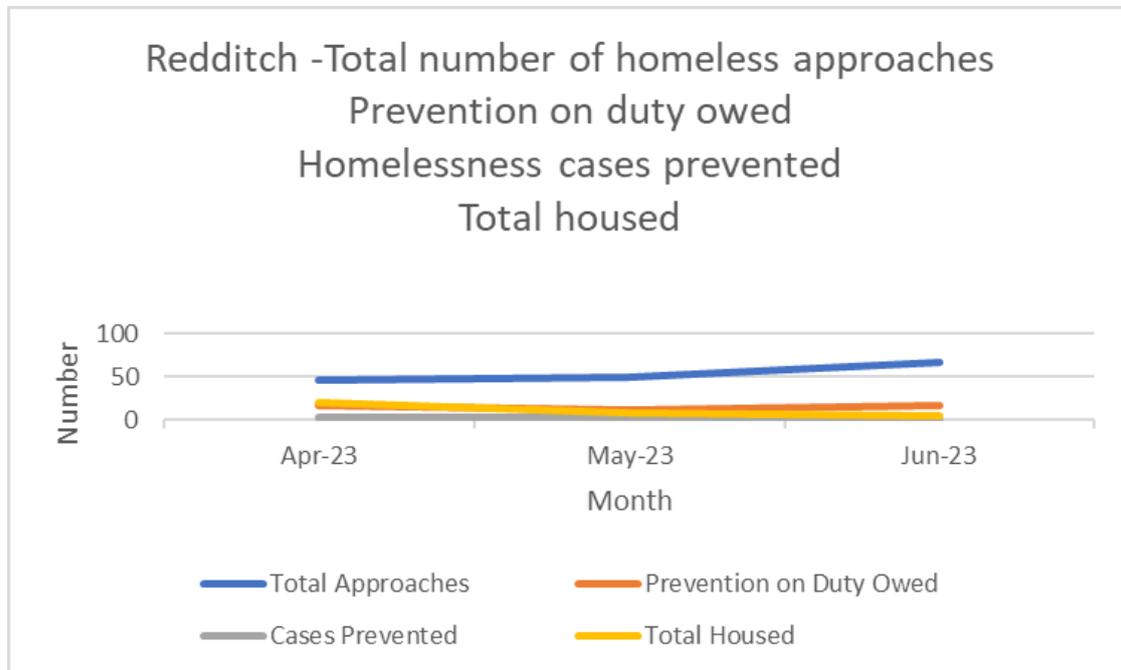
There were nineteen units projected to be built; however, due to delay in the build progress, the properties will not be expected until the end of Q1 2023/24. The development at Edgeworth Close is expecting practical completion end of June/beginning of July.

Performance measure

- Number of homeless approaches
- Number of threatened with homelessness preventions.
- Number of homeless applicants housed.

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It is not uncommon for RBC to be working in 'crisis' – as in many of their approaches are owed a relief duty. So effectively, RBC do not have opportunity to intervene sooner at prevention stage.

Update

The financial situation in the UK continues to affect the housing market, which creates unavoidable pressure on homelessness services.

There are and continue to be many private sector landlords issuing 'with' and 'without fault' S.21 notices on their tenants.

Many are selling their portfolios, due to cost of living rises and subsequent rent arrears of tenants already affected by rent affordability and cost of living. Many professional landlords must increase the rent cost in their properties to ensure that they are able to successfully remain in the rental market, and this simply isn't within reach of many residents in Redditch whom inadvertently present as homeless. This is further exacerbated by the local housing allowance remaining at the former rates, with no up-lift. The gap is such that many low paid working applicants and those not in employment cannot access the private sector. The gap is too big.

Homelessness approaches are as a result of the cost-of-living crisis, private rent affordability and economic struggles. The impending introduction of the banning of 'no fault' evictions by private landlords is likely to further exacerbate this situation, as landlords look to sell or re-let in the competitive rental market.

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Demand continues to outweigh supply in the social housing sector, and we as other local authorities need to identify increased build programmes.

The pressure on resources and limited exit options continues to put pressure on temporary accommodation, and the staff within homelessness services. The Homelessness and Housing Solutions (HHS) Manager is committed to upskilling the housing officers to identify more innovative temporary accommodation arrangements, with friends/family where possible. Well trained staff and stable teams in terms of staff retention are starting to offer a more consistent service offer.

The Voids, Allocation and Lettings Manager and HHS Manager are meeting with the young people's providers to facilitate a better move-on policy, and a single point of access arrangement to reduce the spaces offered to homeless individuals outside of the Redditch area. This should provide an increased streamlined through-put, fewer bed blocking instances and increased availability.

We are in discussions with providers who are keen to discuss what they can offer in Redditch, however the crisis in neighbouring Birmingham offers lessons to avoid pitfalls in exempt accommodation and as such it is crucial to understand what Redditch needs as well as commission appropriately and safely.

Property leasing is a consideration to develop alternative offers to households, at a more affordable rent. It is early days, but consideration is being given to all appropriate tenures to relieve the pressure on our service. We are committed to reduce the use of bed and breakfast and looking at all viable options that we can use to facilitate this. We have noticed a reduction in this use though it is expected to be as the result of a number of reasons, not least a more rigorous assessment process.

This winter we are hoping to offer a cold weather provision which is communal – whilst I understand that this may not directly affect the B&B usage as it is Severe weather emergency protocol (SWEP) led, it does mean that our available spaces are used by SWEP and this has on occasions forced us to source hotels outside of our usual providers which have been less favourable cost-wise.

The personal benefits to this are ten-fold as clients experiencing multiple complex needs which include street homelessness are offered quality support alongside accommodation.

We continue to look at ways to reduce costs, reduce reliance on B&B for temporary accommodation and identify appropriate solutions for our

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households. We also look to create a fit for purpose service, with staff who feel confident to offer innovative ideas and suggestions.

Performance measure

Local housing affordability rate (annual, calendar year, 1 year lag)



Data extracted from Officer for National Statistics (ONS) – House Price Statistics for Small Areas, Annual Survey of Hours, and Earnings.

Update

The affordability ratio in England is currently 9.05.

There are a number of affordability ratios and the above relates to workplace-based income so looking at the median earnings of those employed in Redditch.

| | Median House Price (Year ending Sept) | Median Earnings |
|------|--|-----------------|
| 2018 | £200,000 | £24,254 |
| 2019 | £215,000 | £25,472 |
| 2020 | £220,000 | £26,984 |
| 2021 | £239,250 | £31,692 |
| 2022 | £235,000 | £27,062 |

As the rate continues to rise this will push more households into needing affordable housing. We are working with developers to secure the maximum provision of affordable housing on developments and RP's to bring forward affordable housing. A "First Homes" policy with a local connection criterion was approved by Council in September 2022 to ensure these discounted homes are provided for local applicants in the first instance

3.3 Work and Financial Independence

In 2023/24, we will find ways to further support, engage, and empower our residents to maintain / achieve financial independence.

Our Financial Independence Team will continue to help residents to gain financial independence both through short and long-term solutions. This includes advising our residents on how to manage fuel and utility costs, maximise their income, manage their personal finances, and access other specialist agency support.

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We will provide quality services that help to empower residents through good financial advice, the effective coordination and signposting of services, and partnership working.

Performance measure

- Number of Financial Independence Team client contacts. The chart relates to the number of FI Team cases opened. The top 5 referral reasons (where a value has been provided) for the last 12 months are:
 - 'Under occupancy charge' (59)
 - 'Debt' (50)
 - 'Other' (36)
 - 'No value' (33) - excluded from top 5 reasons.
 - 'Budgeting Issues' (25) and
 - 'Cost of Living Crisis' (23)



For quarter 1, the top referral reasons were:

- 'Debt' (10)
- 'No value' (8) - excluded from top 3 reasons.
- 'Under occupancy charge' (5)
- 'Budgeting issues' (5)

The Assistant Financial Support Manager is currently liaising with the communications team to promote the FI Team where possible, so those in need are aware.

Performance measure

- Number of eligible children accessing nursery funding across the borough.

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Although data is shared termly (with a lag) from Worcestershire County Council, this has been inconsistent. Work is ongoing to improve the regularity of the supply of data. There is no additional data for the current quarter.

| Term | % 2-year-olds accessing funding |
|----------------|--|
| Summer 2019/20 | 56% |
| Summer 2020/21 | 59% |
| Summer 2021/22 | 70% |
| Spring 2022/23 | 84% |

The take up of nursery places supports parents in taking up work and the two-year-old funding considers vulnerable families to try and support reducing the early years attainment gap. In respect of the above, Redditch performance has increased and is higher than the County average of 77.3% for Spring Term 2023. The overall national average for 2022 was 72%.

Previously we received a list from Worcestershire Children First so we could contact families who had applied for 2-year-old funding but had not processed their application. Unfortunately, there is an ongoing issue between our commissioners (WCC Public Health/ H&W Health and Care Trust) and Worcestershire Children's First (WCF) Early Years. The DWP created an information sharing agreement which currently prevents WCF sharing the DWP list with us, this is yet to be resolved.

We continue to promote childcare funding at all our community events with a particular focus on 2-year-old funding and school readiness to encourage those eligible to take up the funding. We promote on our website and social media pages and with any families we encounter who may be eligible.

3.4 Improved Health and Wellbeing

In 2023/24, we will work with communities to help them identify and develop their strengths. We will look at ways to encourage physical movement into part of people's normal routines. We will also look to catalyse an integrated approach to care.

Success measures:

- Number of Community Builders in post.

Update

- There are 3 currently in post:
 - Abbeydale
 - Woodrow

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- Focussing on BME

Asset Based Community Development (ABCD) is an approach built on tried and tested methods from sustainable community development practice. The aim of ABCD approaches is to create the conditions that will enable both place and people to flourish, reduce inequalities, improve quality of life that supports communities to thrive and to reduce or delay the need for long term care and support.

The Bromsgrove and Redditch Shared Learning Network continues to meet, supported by Public Health at Worcestershire County Council, which includes community builders, the voluntary and community sector hosts, relevant RBC and BDC officers and the relevant portfolio holders. The purpose of the Network is to provide a forum to support and encourage the development of ABCD good practice locally. The most recent meeting fed back on very successful Christmas events, support being provided to vulnerable individuals and the in-depth scoping that has been undertaken by the BME Community Builder.

Community Builders are on fixed term contracts, but funding has been confirmed to extend the posts until end of March 2025. The longer-term aim remains that other areas will be covered if funding becomes available for additional Community Builders.

Performance measure

- Deliver improved outcomes by implementing the Leisure Strategy

Update

The short-term recommendations in the Leisure Strategy run to October 2026. Most are underway. Further Leisure Reports will be presented to members this municipal year.

3.5 Community Safety and Anti-Social Behaviour

Working with Community Safety partners we will implement crime prevention projects and promote community safety services to reduce the hazards and threats that result from the crime, violence, and anti-social behaviour. We will also promote and support victim services that are in place to help and encourage recovery from the effects of crime.

Performance measure

- Number of young people engaged through Detached/Outreach youth work.

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This is a new measure from April 2022.

Update

During Q1 2023/24 (Apr-Jun) a total of 361 young people were engaged via the Outreach Youth Work. This was an increase of 239 on the same period last year, although it needs to be noted, it was a new service in quarter 1 2022/23.

In April routine patrols were carried out in known areas of concern in Matchborough, Woodrow, Town Centre, Smallwood, Batchley, Greenlands, Lodge Park and Lakeside; young people engaged well with youth workers and were signposted to local youth provision and support services. Patrols continued in May and discussions took place with some year 11 students who were due to sit exams. The conversation included exam stress and coping mechanisms. In June engagement was also undertaken with some young people who had been excluded from school; they were signposted to local youth provision and support services.

Performance measure

- Levels of crime. (Up to and including May 2023)

Update

Data extracted from 'data.police.uk' below – there is a lag in data reporting.

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| Crime Type | Total | % of Total | v 1 Mth Prior | v 1 Yr Prior | 12 Mth. Avg. |
|----------------------------|--------------|---------------|---------------|--------------|--------------|
| Violence and sexual off... | 3,173 | 47.2% | 0 | 160 | 264.4 |
| Public order | 694 | 10.3% | -13 | 80 | 57.8 |
| Criminal damage and a... | 561 | 8.3% | -2 | 29 | 46.8 |
| Shoplifting | 558 | 8.3% | -16 | 199 | 46.5 |
| Other theft | 541 | 8.0% | 3 | 79 | 45.1 |
| Vehicle crime | 393 | 5.8% | -8 | 74 | 32.8 |
| Burglary | 288 | 4.3% | -11 | 41 | 24.0 |
| Drugs | 162 | 2.4% | 19 | -3 | 13.5 |
| Other crime | 136 | 2.0% | 6 | 13 | 11.3 |
| Possession of weapons | 83 | 1.2% | -2 | 23 | 6.9 |
| Robbery | 66 | 1.0% | 5 | 23 | 5.5 |
| Bicycle theft | 35 | 0.5% | 1 | 6 | 2.9 |
| Theft from the person | 33 | 0.5% | 4 | 2 | 2.8 |
| Total | 6,723 | 100.0% | -14 | 726 | 560.3 |

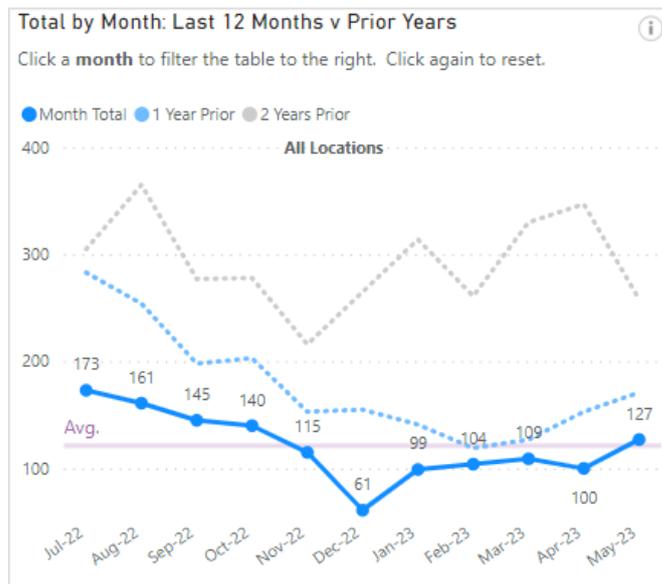
On average there has been a predicted increase in crime trends in 2022/23 compared to 2021/22 where multiple months had varied stages of COVID lockdowns in place. North Worcestershire saw increases (8%) across all crime types up to April 2023. This quarter (April – June 2023) has seen slight increases in 'violence with injury', 'shoplifting' and 'criminal damage' when compared to Qtr4 (Jan – March 2023). Increases were also seen in 'public order' offences although this was a predicted rise following recording changes to ASB reporting. In Redditch the Ward with the highest number of offences in 2023 was Abbey Ward which contains Redditch Town Centre. Other areas with increases were Church Hill and Winyates.

ASB (up to and including May 2023)

Data extracted from 'data.police.uk' below – there is a lag in data reporting.

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**Update**

ASB reports have been decreasing, certainly due to a recording change in Feb 2022 which reclassified some ASB incidents to Public Order offences. Since the change there has been little impact on ASB trends, with predicted seasonal increases in the summer months. In Redditch in 2023 increased numbers of reports were seen in Abbey Ward, particularly in the Town Centre and Greenlands Ward with high volume locations in areas of Woodrow.

Performance measure

- Number of crime risk surveys carried out.

| | No. Surveys 2022/23 | No. Surveys 2023/24 |
|-----------|--------------------------------|--------------------------------|
| Q1 | 10 | 28 |
| Q2 | 14 | |
| Q3 | 11 | |
| Q4 | 15 | |

Update

During quarter 1 2023/24 there were a large number of surveys undertaken these are outlined below:

Apr - Detailed written crime prevention recommendations were provided for planning applications in Webheath. A domestic abuse home security assessment and recommendations for works was carried out for a high-risk resident in Batchley. Crime prevention advice was provided in Crabbs Cross following reports of youth ASB and in Winyates following reports of loose dogs roaming.

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May – Detailed written crime prevention recommendations were provided for planning applications in Batchley and the Town Centre. Crime prevention advice was provided for a high-risk resident receiving MARAC domestic abuse support. Site visits and crime prevention advice was provided following ASB reports in Greenlands, Town Centre, Winyates, Church Hill and Batchley. Multiple sites visits were conducted following concerns raised about RBC land at risk of unlawful incursions. Crime risk advice was provided to relevant service areas in attendance.

June – Detailed written crime prevention recommendations were provided for planning applications in the Town Centre and Enfield. Site visits and crime prevention advice was provided following ASB issues in Woodrow, Town Centre, Batchley and Lodge Park. Advice was also provided following a neighbour dispute in Batchley. Sanctuary domestic abuse assessments were carried out for high risk residents in Batchley and Woodrow.

3.6 Rubicon Leisure

As reported in Q4 Rubicon has now implemented a new system and so measures data will be available for Q2. Unfortunately, this data is not available for Q1.

3.7 Green Thread

We continue to focus on innovation as we play our part in the response to climate change and biodiversity challenges. Working with partners across the region, including the LEPs and the Waste Partnership, we will explore the possibilities of modern technologies to our fleet but also how innovative technology can help us deliver greener and more efficient systems internally. We also need to maintain work around waste minimisation and maximising recycling, particularly around recycling quality and the implications of the new Environment Act.

Performance Measure:

- Have an agreed and funded plan and capital replacement programme for the Council's fleet subject to any budget constraints.

Update

Nottingham City Council, through their government funding grant to undertake a review of its fleet, is providing an external consultancy service to the council. Officers have been working with Nottingham City Council and have now received a copy of their report which will be used to create the basis of the fleet replacement programme report that will go to CMT in readiness for Executive in the autumn.

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Performance Measure:

- Introduce vegetable derived diesel into the councils' vehicles to reduce carbon emissions subject to any budget constraints.

Update

Hydrogenated Vegetable Oil (HVO) has seen a severe increase in cost due to external influences such as the war in Ukraine. Due to this large increase in costs, and the wider financial pressures on the Council, Environmental Services have reverted back to using diesel for the vehicle fleet and will continue to monitor costs until they stabilise and settle down. Prices for HVO fuel remain high until prices reduce we will continue to use standard diesel.

Performance measure

- Households supported by the Council's energy advice service.

| Period | Households |
|----------------------------|------------|
| 2019/20 (09/19-03/20 only) | 21 |
| 2020/21 | 26 |
| 2021/22 | 6 |
| 2022/23 (part year) | 57 |

| Period | Households |
|-------------------|------------|
| Q1 2023/24 | 250 |

Update

In the first quarter of 2023/24 a total of 250 households received energy advice and guidance from Act on Energy. Of these, 6 received home visits due to vulnerability and 13 were provided with support through Warm Home Discount and Severn Trent Big Difference Scheme.

3.8 Financial Stability

The Councils resources continue to be constrained. To address this, we will continue to work to ensure our people, assets and financial resources are focused on the priorities and activities that most effectively deliver wellbeing and progress for our local population.

Success measures:

- Financial performance – actuals consistent with budget (earlier section of this report)
- Increased levels of General Fund Balances over medium term.
- Towns Fund Project delivered within budget.

3.9 Organisational Sustainability

The Council will work to maximise the use of digital infrastructures, including cloud technologies, to enhance its support for customers. We will encourage residents and businesses to access high speed fibre and wireless technologies to deliver growth in the local economy. Ensuring the Councils infrastructure can securely process the increased demand placed on it by the expanding use of Internet of Things devices will be key to its digital success. Any new delivery models, utilising technology, must deliver improved customer service at a lower cost.

Performance measure

- Number of corporate measures accessible through the dashboard.

Update

The organisation is moving from the current legacy dashboard to a new Power BI dashboard. Power BI is an interactive data visualisation software product with a primary focus on business intelligence. There are currently 34 strategic measures available via the dashboards. Work is also being undertaken on a number of operational measures.

Performance measure

- % of staff able to work in an agile way.

Update

This new measure is aligned with the ongoing agile project; we are continuing to work to devise an effective method of data capture. The Agile Policy has now been launched across the organisation.

3.10 High Quality Services

The Council's people are key to its long-term success. We aim to recruit, retain, and motivate the right employees, with the right knowledge, skills, and attitude to deliver excellent services and customer care.

Performance measure

- % of employees who undertake management training.

Update

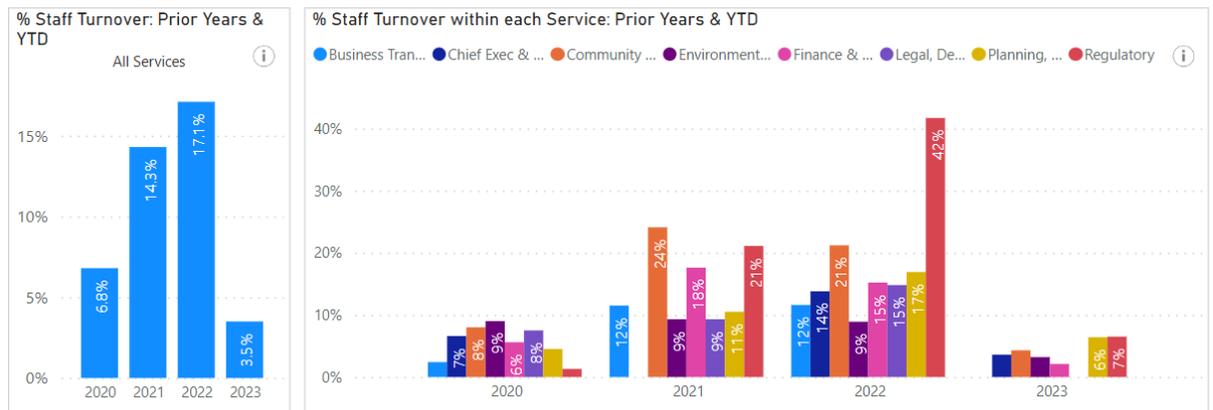
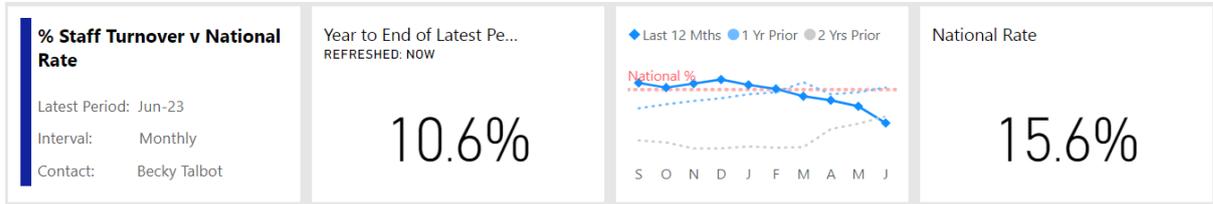
The management training was launched for the first time in Summer 2022. It is an annual measure; the first data will be reported in late 2023.

Performance measure

Staff turnover rates in relation to national rates

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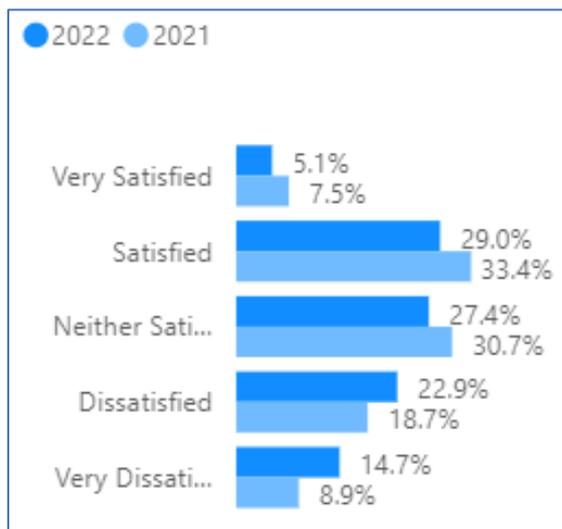
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Since January 2023, it can be seen there has been a continued improvement in turnover rates which brings the authority under the national average. We will be launching a process for exit interviews before the next quarterly report cycle. We will utilise this data to further understand context and undertake necessary actions.

Performance measure

- Customer satisfaction with service delivery, measured through the Community Survey.



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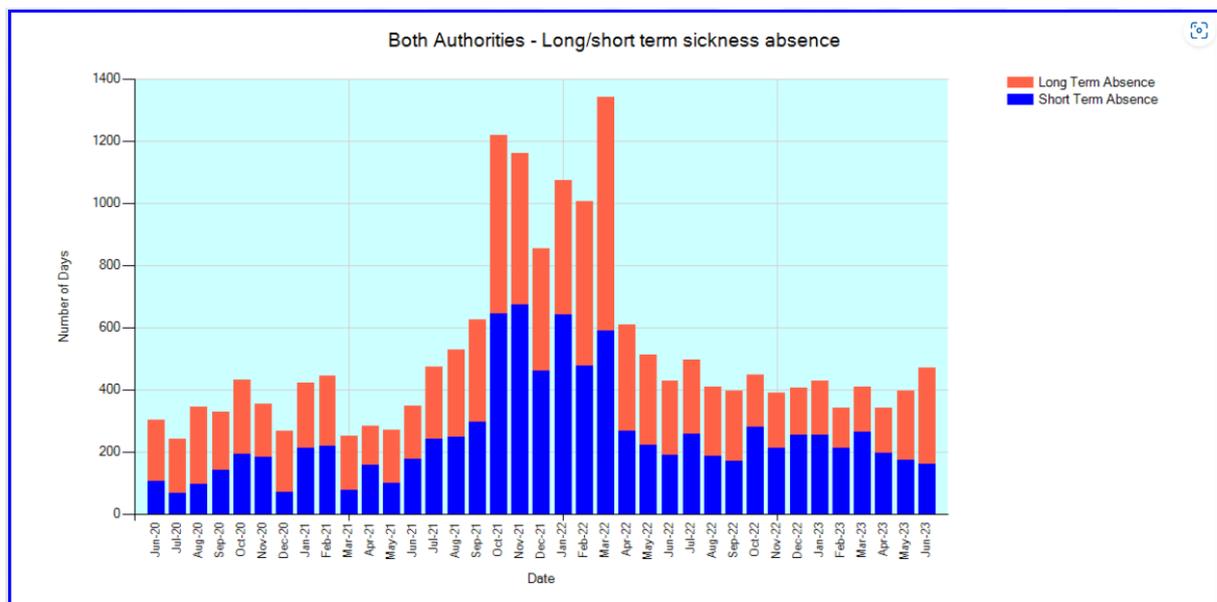
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This is an annual measure. Data is extracted from the annual community survey. 2021 was the first year the public were asked about their level of satisfaction with the way the council delivers its services. National satisfaction with LA's, according to the Local Government Chronicle is currently at 40%. The 2022 survey was carried out in October/November 2022. The top lines have been reported to CMT and will be reported to members in July 2023; they will also be published on the Council's webpages.

4. Operational Measures**4.1 Business Transformation, Organisational Development & Digital Services**

Performance measure

- Sickness absence

**Update**

The year end (2022-23) days lost per FTE is 7.04, lower than the previous year of 12.02 (national average in 2022 was 5.7 days per FTE); the national average date for year-end 2023 is not yet available. We are currently undertaking a fundamental review of the data source, data capture and data calculation, in order to utilise the increased functionality of PowerBI which will enhance both the overview and more in-depth analysis for this measure and in turn enable actions from the understanding gained.

Actions:

- Review of the data source, to include training where needed.
- Review of the absence reasons reported under in comparison to national data.
- Review of how the data is analysed and presented to managers.

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4.2 Environmental and Housing Property Services**Environmental Services - RBC Domestic Waste Collection****Performance measure**

- Percentage of household waste sent for reuse, recycling and composting.

| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|---------|--------|--------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 2021/22 | 36.65 | 31.20 | 25.82 | 26.57 | 34.13 | 34.69 | 32.52 | 27.38 | 25.61 | 34.91 | 30.52 | 39.82 |
| 2022/23 | 35.27 | 28.45 | 28.16 | 29.31 | 39.52 | 38.06 | 33.21 | 27.96 | 28.89 | 38.44 | 30.74 | 37.50 |
| 2023/24 | 29.37* | 25.01* | 25.15* | | | | | | | | | |

*Current figures are not including the Garden Waste tonnage for composting, and we are awaiting updated figures from WCC to recalculate this, which are expected to lift this percentage closer to the performance in 2022/23.

Update

This is a National Indicator measuring the percentage of household waste arisings which have been sent by the Authority for reuse, recycling, and composting, and is used in the national league tables ranking Local Authority performance. In 2021/22 Redditch was ranked 309th in the national league tables – Up from 315th in 2020/21. This ranking is currently limited due to the lack of a widespread garden waste service in Redditch.

Actions:

Discussions are being had with our neighbouring Worcestershire Authorities about how we can increase our resources collectively to support more proactive engagement with residents to educate on waste reduction and effective use of our services, as we still have regular contamination of our recycling with non-recyclable items. Work is also on-going to consider the future of waste collection services alongside new legislative requirements that will see the introduction of a weekly food waste collection and potential changes to how we manage both residual waste and dry recycling. We are also fitting new banners to the side of our refuse collection fleet during July/August to highlight the issue of food waste as part of a joint campaign with Worcestershire County Council, and have resources available via our website to support households in using our services and reducing waste: <https://www.worcestershire.gov.uk/lets-waste-less>

Performance measure

- Residual Waste per household (kg)

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| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 2021/22 | 44.77 | 41.84 | 55.21 | 51 | 40.09 | 40.96 | 38.78 | 46.1 | 51.99 | 41.79 | 39.64 | 39.26 |
| 2022/23 | 36.68 | 46.17 | 47.97 | 42.65 | 35.23 | 36.11 | 36.02 | 47.54 | 42.52 | 39.24 | 36.33 | 39.23 |
| 2023/24 | 41.07 | 49.61 | 47.52 | | | | | | | | | |

Update

This measures non-recyclable waste thrown away per household. The increase in tonnages for April and May is believed to be partly due to the inclusion of garden waste in the grey bins, and the increased growth rate this year in comparison with 2022. Approximately 8% of residual waste in Redditch was identified as garden waste in analysis carried out during 2022.

The response from Central Government on their waste consultation, which will give details on precisely what is required of us as the Waste Collection Authority under the Environment Act 2021, has been deferred again and there are growing doubts as to whether this will be released before the next General Election.

Waste Composition Analysis was carried out across the Borough to sample waste during 2022 and identify what is being thrown away in our residual waste to support discussions on the future of our services, and any communication/education campaigns we may need to implement to support further recycling. In the samples taken, up to 20% of the residual waste put out for collection could have been collected as recycling, with nearly 8% of that being garden waste. Up to 35% of the residual waste was food waste (47% of that was still in its packaging unused). This information is being considered as part of the wider Task and Finish project to consider future options for how we collect our residents waste in the future.

Actions:

Discussions are being had with our neighbouring Worcestershire Authorities about how we can increase our resources collectively to support more proactive engagement with residents to educate on waste reduction and effective use of our services, as we still have regular contamination of our recycling with non-recyclable items. Work is also on-going to consider the future of waste collection services alongside new legislative requirements that will see the introduction of a weekly food waste collection and potential changes to how we manage both residual waste and dry recycling.

We are fitting new banners to the side of our refuse collection fleet during July/August to highlight the issue of food waste as part of a joint campaign with Worcestershire County Council, and have resources available via our website to support households in using our services and reducing waste: <https://www.worcestershire.gov.uk/lets-waste-less> .

Given the on-going lack of information from Central Government to support wider changes to the waste collection service, we are exploring options and

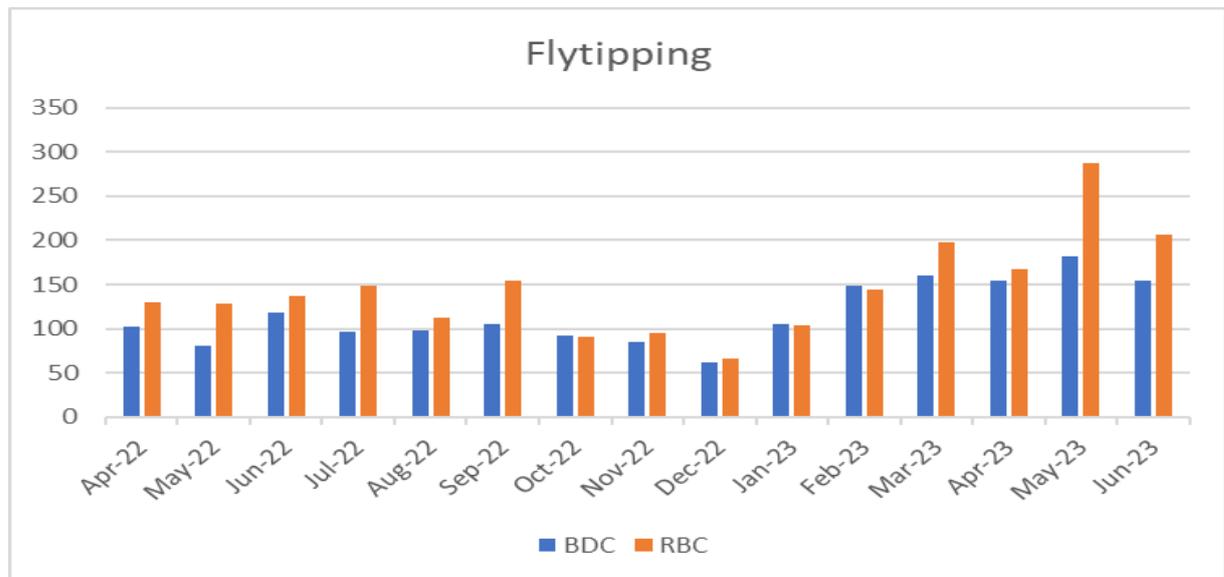
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costs to support consideration of a dedicated garden waste service in Redditch from 2025/2026, as the current service only supports a small proportion of Redditch Households, and this would support a reduction in residual waste as well as support the Borough's Climate Emergency aims.

Performance Measure:

- Fly Tipping

**Update**

The type of fly-tips is unchanged and is small domestic fly-tips. An increase in the numbers is due to the IT system making it easy for the crews to record/report fly-tips when they are out on site.

Actions

Start utilising the new software on site, so the information provided can enable us to look at specific locations and follow any trends.

Housing Property Services

The initial Operational KPIs for Housing Property Services are shown below. The Housing Property Services Manager has established several KPIs to provide both Operational and Strategic monitoring of Services delivered. These are supplemented by the 22 KPIs created by the Regulator of Social Housing (RSH), of which 10 are the responsibility of the Landlord to provide and 12 of which are as a result of Tenant Perception Survey, the format of which is dictated by the RSH. In the interim however please see below:

Performance measure

- Third Party Gas Audit Compliance- Frequency Monthly – Target 85%

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Update

The Performance Indicator is a measure of the compliance with Gas Regulations and Codes of Practice for the work undertaken by the in-house Gas Team. An Independent external company undertakes a random sample of Audits across several properties to assess the standard of workmanship and compliance and reports their findings monthly.

The maintained compliancy score can be attributed to the ongoing improvements within the Gas Team. These improvements include regular Toolbox Talks, coupled with regular manufacturer appliance training to ensure the Gas Engineers have the knowledge and confidence to carry out the tasks at hand effectively and efficiently.

| Quarter 1, 2023/24 | | Quarter 2, 2023/24 | | Quarter 3, 2023/24 | | Quarter 4, 2023/24 | |
|-----------------------|--------|-----------------------|--|-----------------------|--|-----------------------|--|
| Apr 23 | 87.18% | Jul 23 | | Oct 23 | | Jan 24 | |
| May 23 | 93.22% | Aug 23 | | Nov 23 | | Feb 24 | |
| Jun 23 | 92.00% | Sep 23 | | Dec 23 | | Mar 24 | |

Performance measure

- Average time taken to complete repairs to standard voids – Frequency Monthly - Target 20 Calendar days.

Update

The performance indicator is a measure of the number of calendar days taken on average to complete works to standard voids. (This does not include properties requiring major works, decant properties, insurance claims following fire damage and currently dispersed units of accommodation).

| Quarter 1, 2023/24 | | Quarter 2, 2023/24 | | Quarter 3, 2023/24 | | Quarter 4, 2023/24 | |
|-----------------------|-------|-----------------------|--|-----------------------|--|-----------------------|--|
| Apr 23 | 21.50 | Jul 23 | | Oct 23 | | Jan 24 | |
| May 23 | 25.17 | Aug 23 | | Nov 23 | | Feb 24 | |
| Jun 23 | 18.06 | Sep 23 | | Dec 23 | | Mar 24 | |

There was one property in April and another in May that had significant delays which has resulted in the average over these 2 months exceeding the target.

4.3 Finance & Customer Services (inc Revenues & Benefits)**Performance measure**

- Council Tax Collection Rate

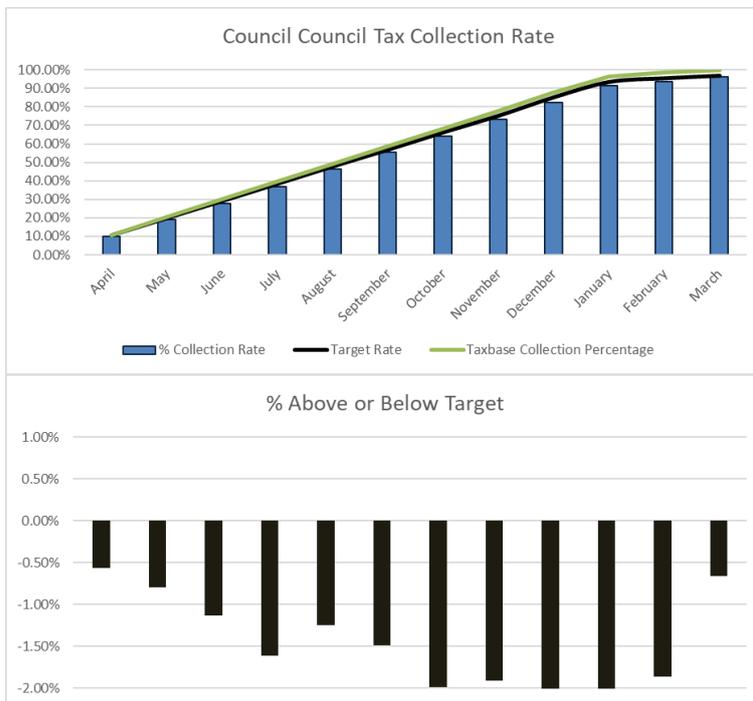
The data remains as Quarter 4 2022/23 data. Revenues cannot accurately produce the updated information due to batch scheduling having stopped working within Civica-OpenRevenues; this issue is waiting to be addressed and is currently within the escalation process.

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The OpenRevenue system includes software titled "Civica Automation" - which is batch scheduling tool that is able to automate linear tasks. There was an issue with one of the process maps in April and the process maps have been switched off by systems admin/internal ICT.

The process map that is switched off is the one which runs the reports which we use to profile collections rates. We have now been without this process map for 4 months, and ICT/Systems Admin has not provided an adequate response as to the reasons or when this will be fixed.



Performance measure

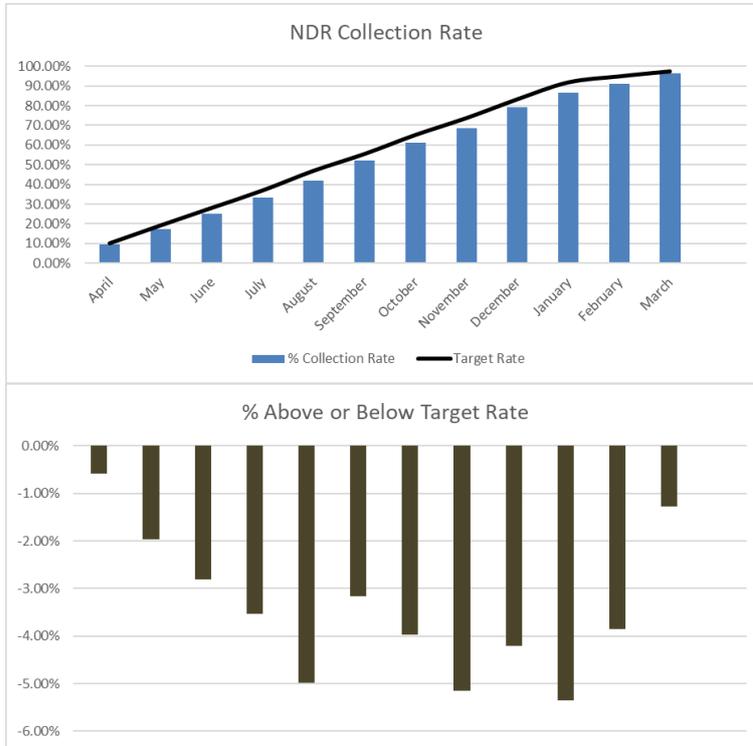
- NDR Collection Rate

The data remains as Quarter 4 2022/23 data. Revenues cannot accurately produce the updated information due to batch scheduling having stopped working within Civica-OpenRevenues; this issue is waiting to be addressed and is currently within the escalation process.

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Performance measure

- Revenues Processing

| Month | Completed Items | Completed < 7 Days | Completed < 14 Days | Completed < 21 days | Completed < 28 Days | Completed > 28 days | Outstanding Documents |
|--------|-----------------|--------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|
| Apr-22 | 2082 | 588 | 301 | 308 | 517 | 368 | 1869 |
| May-22 | 1659 | 409 | 230 | 138 | 75 | 807 | 2044 |
| Jun-22 | 2115 | 442 | 239 | 152 | 201 | 1081 | 2031 |
| Jul-22 | 2107 | 393 | 253 | 202 | 293 | 966 | 1605 |
| Aug-22 | 1340 | 325 | 182 | 148 | 429 | 256 | 1421 |
| Sep-22 | 2408 | 692 | 402 | 222 | 445 | 647 | 1430 |
| Oct-22 | 3324 | 1070 | 675 | 338 | 537 | 704 | 1402 |
| Nov-22 | 2778 | 1052 | 546 | 232 | 192 | 756 | 1399 |
| Dec-22 | 2150 | 879 | 350 | 135 | 114 | 672 | 1270 |
| Jan-23 | 3231 | 1391 | 361 | 234 | 215 | 1030 | 928 |
| Feb-23 | 3376 | 1848 | 289 | 202 | 273 | 764 | 895 |
| Mar-23 | 4357 | 2611 | 635 | 435 | 209 | 467 | 862 |
| Apr-23 | 2764 | 1346 | 459 | 284 | 359 | 316 | 651 |
| May-23 | 2368 | 1451 | 254 | 133 | 175 | 355 | 769 |
| Jun-23 | 2321 | 1393 | 190 | 120 | 86 | 532 | 891 |

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Update

The Covid-19 Business Support Grants, Council Tax Energy Rebates, and Energy Bill Support Scheme – Alternative Funding schemes is no longer impacting on the workload for the Revenue Service. Some reconciliation work remains to be completed for these schemes, but there is no longer any day-to-day processing impact. This has enabled a reduction to the outstanding work items.

It is anticipated that the impact of inflation and rising interest rates will cause an increase in customer contact with regards to the payment of their council tax.

Actions

Available resources will be reviewed to ensure that they are sufficient to meet the ongoing demand on the service.

Performance measure

- Online Customer Interactions

| Month | On-Line Service Requests | Auto Processed | Referenced | Rejected |
|--------|--------------------------|----------------|------------|----------|
| Apr-22 | 1340 | 385 | 384 | 571 |
| May-22 | 6811 | 5734 | 460 | 617 |
| Jun-22 | 4242 | 3413 | 328 | 501 |
| Jul-22 | 3199 | 2275 | 403 | 521 |
| Aug-22 | 1427 | 527 | 386 | 514 |
| Sep-22 | 2729 | 1785 | 396 | 548 |
| Oct-22 | 1518 | 499 | 459 | 560 |
| Nov-22 | 1183 | 197 | 401 | 585 |
| Dec-22 | 906 | 170 | 283 | 453 |
| Jan-23 | 973 | 186 | 274 | 513 |
| Feb-23 | 752 | 138 | 235 | 379 |
| Mar-23 | 1426 | 380 | 390 | 656 |
| Apr-23 | 1014 | 278 | 274 | 462 |
| May-23 | 1023 | 240 | 297 | 486 |
| Jun-23 | 1039 | 227 | 337 | 475 |

Update

Customers are continuing to utilise the on-line portal to carry out service requests and transactional enquiries for Council Tax, Non-Domestic Rates and Welfare Benefits. The on-line forms include an element of automatic

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processing, at present, approximately 20% of enquires are processed automatically.

Actions

Lay-out of forms and systems parameters will be reviewed during quarters 2 and 3 to ensure that the full benefits of automation are being utilised.

Customer Service**Performance measure**

- Revenues Calls (shared service)

| Date | Calls Answered | Avg in Queue | Avg Wait (mm:ss) | Avg Logged in | Avg call length (mm:ss) |
|----------|----------------|--------------|------------------|---------------|-------------------------|
| Apr 2023 | 2712 | 1.06 | 05:19 | 5.22 | 08:27 |
| May 2023 | 2601 | 0.98 | 05:47 | 4.51 | 08:32 |
| Jun 2023 | 2708 | 0.56 | 05:04 | 5.72 | 08:49 |

Update

The service met expectations with regards to answering calls during the quarter. The spike in calls is due to the annual council tax billing which occurs in March and April. Where demand exceeds supply, particularly during March and April, then officers from the revenues team are requested to assist. Following the annual billing, then reminder letters are sent which explains the longer times resolving customer queries (e.g. payment arrangements / explanation of outstanding balances)

Performance measure

- Number of Web Payments

Update

| Date | Number of Payments |
|----------|--------------------|
| Apr 2023 | 3764 |
| May 2023 | 3868 |
| Jun 2023 | 3699 |

Performance measure

- Customer Service calls (Switchboard)

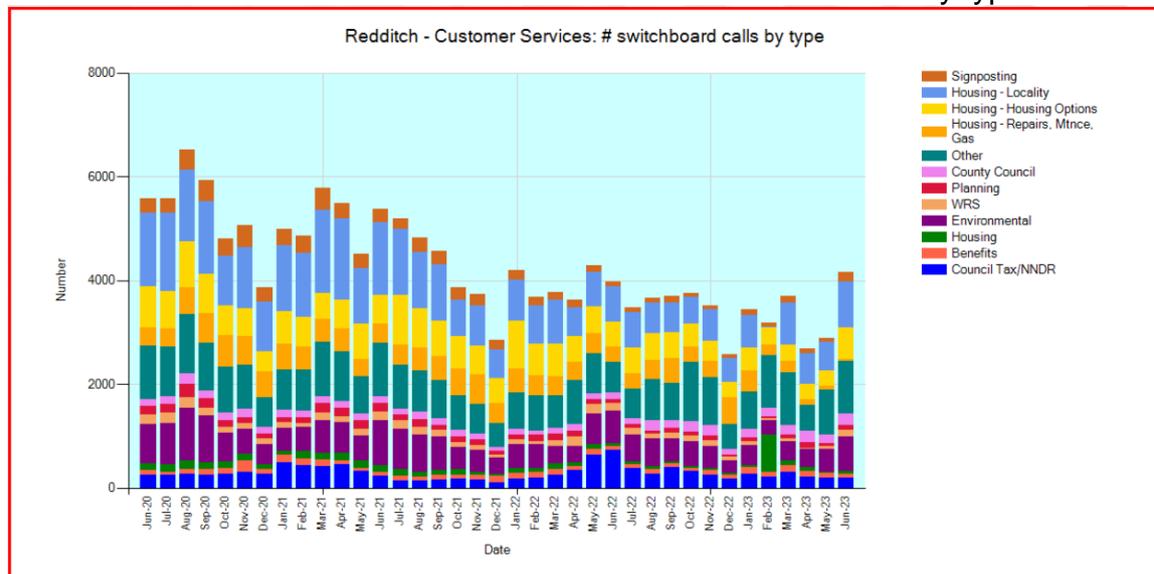
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| Date | Calls Answered | Avg in Queue | Avg Wait (mm:ss) | Avg Logged in | Avg call length (mm:ss) |
|--------|----------------|--------------|------------------|---------------|-------------------------|
| Apr 23 | 3597 | 0.08 | 00:41 | 1.93 | 00:43 |
| May 23 | 4086 | 0.09 | 00:41 | 1.90 | 00:43 |
| Jun 23 | 4340 | 0.11 | 00:45 | 1.55 | 00:39 |

Switchboard - The service met expectations with regards to answering calls during the quarter, despite an increase in demand across all areas. 2 FTE officers that provide switchboard service across both Bromsgrove and Redditch Switchboard. We have requested an automated single option for the welcome message for all areas of housing (locality, housing options and repairs/gas) to reduce demand on operators on switchboard, however we are awaiting approval from Housing before this can be implemented.

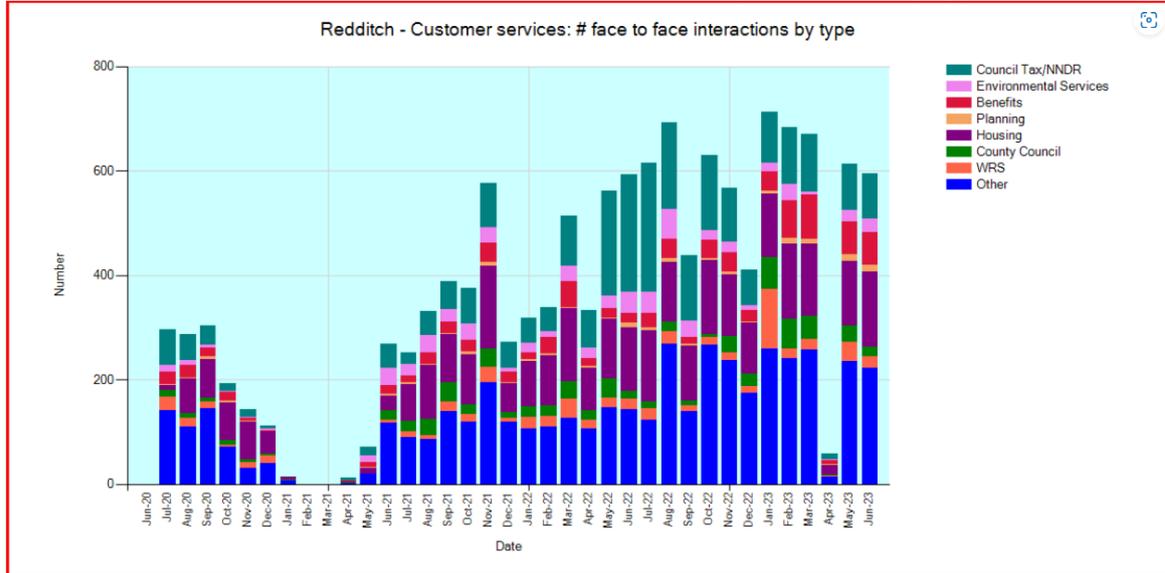
Measures Dashboard - Customer Services - Switchboard calls by type



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Measures Dashboard - Customer Services - Reception visits by type



Visitor numbers remain on average of 600 per month (150/week, 30/day) at the Town Hall. The highest demand is for 'other' which is for non-RBC services (signposting). The highest demand at the Town Hall for council-run services is Housing.

There was an ICT database error in April so these figures should be disregarded.

4.4 Planning, Regeneration & Leisure Services

The Leisure and Cultural Strategy has been endorsed by Committee. Recommendations in the strategy have been prioritised and are being worked through.

Performance measure

- Total number of applications determined in quarter (all types)

Update

| Period | Number Determined |
|--------------------|-------------------|
| Quarter 1, 2022/23 | 63 |
| Quarter 2, 2022/23 | 77 |
| Quarter 3, 2022/23 | 49 |
| Quarter 4, 2022/23 | 46 |
| Quarter 1, 2023/24 | See comment |

Due to an issue with Uniform (system holding the data) we have been unable to extract any information for quarter 1, 2023/24

Performance measure

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- Speed of decision making for ‘major applications’ (over a rolling 2-year period) (Governmental targets for determining applications in time (or within an agreed extension of time) on major applications is 60%)

| Period | % Determined ‘on time’ |
|--------------------|------------------------|
| Quarter 1, 2022/23 | 94.7% |
| Quarter 2, 2022/23 | 95.0% |
| Quarter 3, 2022/23 | 100% |
| Quarter 4, 2022/23 | 100% |
| Quarter 1, 2023/24 | See comment |

Update

Due to an issue with Uniform (system holding the data) we have been unable to extract any information for quarter 1, 2023/24

Performance measure

- Speed of decision making for ‘non-major applications’ (over a rolling 2-year period) (Governmental targets for determining applications in time (or within an agreed extension of time) on non-major applications is 70%)

| Period | % Determined ‘on time’ |
|--------------------|------------------------|
| Quarter 1, 2022/23 | 82.6% |
| Quarter 2, 2022/23 | 83.3% |
| Quarter 3, 2022/23 | 84.3% |
| Quarter 4, 2022/23 | 85.7% |
| Quarter 1, 2023/24 | See comment |

Update

Due to an issue with Uniform (system holding the data) we have been unable to extract any information for quarter 1, 2023/24

5. Corporate Project Oversight & Monitoring

Currently twenty projects are being monitored. The table below provide a summary as of 19th July 2023. As can be seen over 50% (54.5%) have been rated as green for overall status.

| All Projects (Number) | Overall Status RAG | | Time Status RAG | | Scope Status RAG | | Budget Status RAG | |
|--------------------------|--------------------|-------|-----------------|-------|------------------|-------|-------------------|-------|
| | No. | % | No. | % | No. | % | No. | % |
| Red | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Amber | 8 | 36.4% | 9 | 40.9% | 7 | 31.8% | 8 | 36.4% |
| Green | 12 | 54.5% | 11 | 50.0% | 13 | 59.1% | 9 | 40.9% |

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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