

additional papers 1



Overview and Scrutiny Committee

Thu 1 Feb
2024
6.30 pm

Council Chamber
Town Hall
Redditch



www.redditchbc.gov.uk

**If you have any queries on this Agenda please contact
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Overview and Scrutiny

Thursday, 1st February, 2024

6.30 pm

Council Chamber Town Hall

Agenda

Membership:

Cllrs:

Sid Khan (Chair)
Sharon Harvey
(Vice-Chair)
Imran Altaf
Karen Ashley
Chris Holz

Joanna Kane
Emma Marshall
Jane Spilsbury
Monica Stringfellow

6. Pre-Decision Scrutiny - Playing Pitch and Built Facilities Strategies (Pages 5 - 26)

Due to the length of this report and, in line with Members' commitments under the Carbon Reduction Strategy, the covering report and executive summaries only have been included in this supplementary pack. The full report will be published in a separate supplementary pack for this meeting.

7. Pre-Decision Scrutiny - Carbon Reduction Strategy - Annual Review (Pages 27 - 68)

13. Exclusion of the Press and Public

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

"That, under S.100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting for the following matter(s) on the grounds that it/they involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs (to be specified) of Part 1 of Schedule 12 (A) of the said Act".

These paragraphs are as follows:

Subject to the "public interest" test, information relating to:

- Para 3 – financial or business affairs;
- Para 4 – labour relations matters;

and may need to be considered as 'exempt'.

14. Pre-Decision Scrutiny - Termination of shared service arrangement: North Worcestershire Economic Development and Regeneration (Pages 69 - 78)

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Report title: Built Facility and Playing Pitch Strategies

Relevant Portfolio Holder	Councillor Joanne Beecham
Portfolio Holder Consulted	Yes
Relevant Head of Service	Ruth Bamford
Report Author: Jonathan Cochrane	Job Title: Development Services Manager Contact email: Jonathan.cochrane@bromsgroveandredditch.gov.uk Contact Tel: 01527 64252 Ext 3487
Wards Affected	All
Ward Councillor(s) consulted	No
Relevant Strategic Purpose(s)	Living independent, active & healthy lives. Communities which are safe well-maintained & green. Green Thread
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 Committee RESOLVE that:-

- 1) The Built Facility Strategy at Appendix A and the Playing Pitch Strategy at Appendix B are endorsed.
- 2) Delegated authority be granted to the Head of Planning, Regeneration and Leisure following consultation with the Portfolio Holder for Leisure to implement the following recommendations:

Built Facility Strategy: 1, 3, 5, 8, 9,11,12,13,14,
Playing Pitch Strategy: 1.1, 2.1, 3.1, 3.2, 5.1, 6.1, 6.3, 7.1, 7.2, 8.1, 8.3, 8.5

2. BACKGROUND

- 2.1 Redditch Borough Council resolved that delegated authority be granted to the then Head of Leisure and Culture Services to produce a Leisure and Culture Strategy.

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- 2.2 Given the current context for the public sector, as well as the wider economy, budget constraints and increasing costs, it is becoming necessary for expenditure on leisure and culture services, to be objectively justified, developed, and delivered against a strategic framework. Consultants, Strategic Leisure and Community First Partnership, were appointed in February 2021 to produce a Leisure and Culture Strategy for Redditch Borough Council.
- 2.3 This Leisure and Culture Strategy ('the Strategy') for Redditch Borough that was adopted in the autumn of 2022 set out our future direction of travel for Leisure and Culture services (LCS) and identified the priorities for provision of these important, and highly valued community services. This Strategy is aligned to the Corporate Plan which recognises the contribution that leisure and culture can make to the achievement of our corporate and community priorities, and in particular community health and wellbeing.
- 2.4 The Strategy that was endorsed in the autumn of 2022 comprised the following supporting evidence:
- :
- Arts and Culture Strategy. – Analysis of existing provision, key issues, priority needs, followed by recommendations.
 - Parks and Open Spaces Strategy – Analysis of existing provision, key issues and priority needs, production of management plans for key sites followed by recommendations.
- 2.5 At the time of endorsement the Executive were informed that additional components of the Leisure and Culture Strategy known as the Built Facilities Strategy and Playing Pitch Strategy required more time to be completed and they would follow later in 2023.
- 2.6 The Built Facility Strategy and Playing Pitch Strategy for Redditch Borough Council will contribute to the overall vision as set out in the Leisure and Culture Strategy that was endorsed in late 2022. That Vision is as follows:

VISION: Healthier and happier communities actively engaged in leisure and culture.

AIM: To improve community health and wellbeing through inclusive access to parks, open spaces, sport, physical activity, arts, heritage, culture and everyday creativity. This way we will inspire our communities to lead longer, happier, healthier and more successful lives.

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- 2.7 The Playing Pitch Strategy is an assessment of the quality and quantity of existing playing pitch provision in the Redditch Borough. It goes on to provide an analysis of how accessible it is and the evidence required to confirm both current and future demand for playing pitches between now and 2040.
- 2.8 The Built Facility Strategy is an assessment of the quality and quantity of existing built facility provision in the context of Leisure in the Redditch Borough. It goes on to provide an analysis of how accessible it is and the evidence required to confirm both current and future demand for built facilities between now and 2040.
- 2.9 The Playing Pitch Strategy was produced with the support of external consultants and a team of National Governing Bodies (NGBs) for relevant outdoor sports (eg Football, Rugby, Cricket, Hockey) to oversee the work. Sport England act as supervisor and sign off the work upon completion.
- 2.10 The Built Facility Strategy was produced with the support of external consultants and through consultation with a range of local, regional and national stakeholders (inc local clubs, schools and societies). Sport England are required to sign off the work upon completion.
- 2.11 Both the Playing Pitch Strategy and Built Facility Strategy for Redditch Borough Council will give confidence to the decision making of our Planning Authority as a result of the process sitting within the context of the Government's National Planning Policy Framework. Both strategies are designed to help protect the spaces where people get active because local planning authorities are required by law to consult Sport England on planning applications that affect leisure built facilities and outdoor playing pitches. These documents help them to assess and respond to these applications accurately.
- 2.12 It is recommended that members pay particular attention to the content and recommendations found in the Executive Summaries for the Playing Pitch and Built Facility Strategies that can be found at Appendices C and D.
- 2.13 Further considerable detail in relation to process, evidence collected and other relevant data can be found in the full strategy documents at Appendices A and B
- 2.14 Both this Built Facility Strategy and Playing Pitch Strategy contain a number of recommendations that fall into one of two categories: 1) those recommendations which can be implemented through the use of

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existing Council budgets, 2) those recommendations that could only be implemented if extra resources are to be identified from either an external source or Council funds.

- 2.15 In the case of those Recommendations that fall under category 1 officers will proceed to implement that work further to Executive endorsing the strategies. These recommendations are listed in Recommendation Two in this report.
- 2.16 In the case of those Recommendations that fall under category 2 the Head of Planning Regeneration and Leisure will return to Council with a budget bid as and when deemed necessary and appropriate.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no immediate financial implications as a consequence of the prospective endorsement of Built Facility Strategy Recommendations 1, 3, 5, 8, 9,11,12,13,14 and Playing Pitch Strategy Recommendations 1.1, 2.1, 3.1, 3.2, 5.1, 6.1, 6.3, 7.1, 7.2, 8.1, 8.3 and 8.5
- 3.2 In the event that external funds are made available to take forward the remaining recommendations made in either of the strategies then Leisure Service officers will bring this to the attention of the relevant Portfolio Holder and further capital or revenue bids will be made at the appropriate time if required.

4. LEGAL IMPLICATIONS

- 4.1 The provision of leisure and culture services by local authorities is a non-statutory service which Councils, including Redditch Borough Council, provide and incur expenditure on, under discretionary powers.
- 4.2 However, both the Playing Pitch Strategy and Built Facility Strategy for Redditch Borough Council will give confidence to the decision making of our Planning Authority as a result of the process sitting within the context of the Government's National Planning Policy Framework. Both strategies are designed to help protect the spaces where people get active because local planning authorities are required by law to consult Sport England on planning applications that affect leisure built facilities and outdoor playing pitches. These documents help them to assess and respond to these applications accurately.

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- 4.3 Due regard to the implications of the Public Sector Equality Duty and the Equalities Act (2010) is described within Equalities and Diversity Implications below at 7.

5. STRATEGIC PURPOSES - IMPLICATIONS

Relevant Strategic Purpose

- 5.1 The most relevant strategic purposes are:
- Living independent, active & healthy lives.
 - Communities which are safe well-maintained & green.
- 5.2 The strategy describes how accessible and high quality indoor and outdoor LCS facilities and opportunities can have a positive impact upon peoples' lives. Access to Leisure and Culture helps people to live independent, active, and healthy lives, and contribute to providing communities which are safe, well maintained, and green. When communities engage well with LCS aspiration increases and people are more likely to volunteer, be successful at work and be financially independent.

Climate Change Implications

- 6.1 The implementation of these strategies can make a positive change in terms of climate change objectives. These include promoting healthier lifestyles, and lower carbon footprints, encouraging outdoor activity and fostering a connection with nature.

7. OTHER IMPLICATIONS

Equalities and Diversity Implications

- 7.1 Inherent in this Leisure and Culture Strategy is the significant opportunity for Redditch Borough Council to bring forwards a positive difference to the quality of life for residents from the broadest range of backgrounds.
- 7.2 The identification of community needs (including the broad range of demographic representation to be found in a Borough like Redditch) is of paramount importance to the effective delivery of any quality Leisure and Culture Strategy. Subsequently recommendations made as part of this strategy work have made clear the requirement for

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service users to be engaged on an ongoing basis.

- 7.3 The Equalities Act of 2010 sets out clearly the requirement for public authorities to comply with the public sector equality duty. In summary this provides a need to “remove or reduce disadvantages suffered by people because of protected characteristics”.
- 7.4 Due process in relation to equality impact assessment will be delivered throughout the term of the strategy

8. Operational Implications

- 8.1 None at this stage.

9. RISK MANAGEMENT

- 9.1 Failure to deliver the opportunities for better quality of life described in the Leisure and Culture Strategy

8. APPENDICES and BACKGROUND PAPERS

- Appendix A Playing Pitch Strategy for Redditch BC
Appendix B Built Facility Strategy for Bromsgrove DC
Appendix C Executive Summary for Playing Pitch Strategy for Redditch BC
Appendix D Executive Summary for Built Facility Strategy for Redditch BC

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9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr Joanne Beecham	23/01/2024
Lead Director / Head of Service	Guy Revans Executive Director Ruth Bamford Head of Planning Regeneration and Leisure	23/01/2024
Financial Services	Peter Carpenter (Section 151 Officer)	16/01/2024 through CMT and changes on 23/1/2024
Legal Services	Nicola Cummings : Principle Solicitor (Governance)	23/01/2024
Policy Team (if equalities implications apply)	Emily Payne	23/01/2024
Climate Change Officer (if climate change implications apply)	Matt Eccles	11/01/2024

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Redditch Borough Council

Built Facility Assessment and Strategy 2022 - 2032

An Executive Summary

December 2023



1. Introduction and Context

- 1.1. As set out in the Redditch Leisure and Culture Strategy 2022-2032, Redditch Borough Council's Vision for future provision of leisure and culture in Redditch is:

Healthier and happier communities actively engaged in leisure and culture.

- 1.2. The Redditch Leisure and Culture Strategy is an over-arching document, aligned to the Corporate Plan, comprising strategies for Parks and Open Spaces (including 4 Management Plans), Built Sports Facilities, Arts and Culture, and Playing Pitches. It recognises the contribution that leisure and culture can make to the achievement of our corporate and community priorities, and specifically community health and wellbeing.

Purpose of the Built Facility Assessment and Strategy (BFS)

- 1.3. The BFS informs the Redditch Leisure and Culture Strategy and will guide future provision of indoor sports facilities to serve existing and new communities in Redditch.

Methodology for developing the BFS

- 1.4. The BFS has been developed using the Sport England 'Assessing Needs and Opportunities Guidance (ANOG)'. Sport England is a statutory consultee on all planning applications affecting playing fields used in the last 5 years e.g. if a new facility is proposed to be built on a playing field, and a consultee on other applications: it looks to improve the quality, access, and management of sports facilities as well as investing in new facilities to meet unsatisfied demand.
- 1.5. The key drivers for the production of the BFS as advocated by Sport England are to protect, enhance and provide sports facilities, as follows:
1. **Protect:** To provide evidence to inform policy and specifically to support site allocations and development management policies which will protect sports facilities and their use by the community, irrespective of ownership;
 2. **Provide:** To ensure that sports facilities are effectively managed and maintained and that the best uses are made of existing resources – whether facilities, expertise and/or personnel to improve and enhance the existing provision – particularly in the light of pressure on local authority budgets; and

- 3. Enhance:** To provide evidence to help secure external funding for new facilities and enhancements (if on the infrastructure list) and Section 106 agreements. Sport England and the local authority can then use the strategies developed and the guidance provided in making key planning decisions regarding facility developments in the area.

Identified BFS Priorities

1.6. The BFS evidences the need for:

- Retaining existing levels of community accessible (including pay and play) sports halls, squash courts, athletics track, and fitness stations;
- Investment in infrastructure of sports halls to maintain and improve the quality of the facilities although no additional sports hall provision is required to be built for community use either in 2021 or by 2040;
- Additional swimming pool provision is required now to meet current and future needs by 2040. The need is for circa 1 x 8 lane x 25m pool plus teaching pool 17m x 10m, or the equivalent of 553 sq m – 578 sq m of water space.
- Joint strategic planning of facilities required with Bromsgrove District Council, and specifically over future swimming provision.
- Negotiation to introduce Community Use Agreements on education sites to increase community access (pay and play); and
- Consideration of enhancing current facilities through planning obligation monies.

1.7. Retaining and improving the quality of provision is important in Redditch to ensure that participation levels are retained and wherever possible increased. Active Lives (November 2020 - 2021) highlights that 31.5% of the Redditch community is inactive; if these people were to become more active then this would contribute to improved health and wellbeing.

Recommendations

Recommendation 1 (R1)	Work with Rubicon Leisure to review existing programming at Abbey Stadium to facilitate casual access at peak times; this will require a re-balancing of time currently allocated to swimming club use.	(PROTECT)
Recommendation 2 (R2)	Explore the potential for integrated operational leisure management across both Redditch and Bromsgrove to identify economies of scale.	(PROVIDE)
Recommendation 3 (R3)	Explore the options available to Redditch Borough Council to address the current under-supply of water space in the Borough, working with BDC and Birmingham CC, given there is a geographical opportunity for collaboration between the three areas. A feasibility/options study is really needed to explore how additional swimming pool capacity could be developed in Redditch to meet both current and future demand. It could also be worth exploring the potential for collaboration with Stratford-Upon-Avon Council in relation to Studley swimming pool.	(PROVIDE AND ENHANCE)

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Built Facility Assessment and Strategy 2022-2032

Recommendation 4 (R4)	Review the opportunity to consolidate community centre provision and potentially asset transfer more to the third/commercial sectors to reduce operational costs and resources.	(PROVIDE AND PROTECT)
Recommendation 5 (R5)	Redditch Borough Council to develop appropriate formal access arrangements i.e., Community Use Arrangements (CUA) with any new education sports halls as and when opportunity arises proportionate to new developments.	(PROVIDE AND ENHANCE)
Recommendation 6 (R6)	Upgrade ageing facilities (e.g. sports halls via planning monies if, by so doing, they increase community access. This has the potential to increase daytime access, which is lacking in the borough, particularly for older people.	(PROVIDE AND ENHANCE)
Recommendation 7 (R7)	Improve access to built facilities for those with disabilities and/or life-limiting conditions e.g., pool pod	(PROVIDE AND ENHANCE)
Recommendation 8 (R8)	<p>Identify very clear priorities for the Council’s Development Services Team to focus on the people and areas where their resources will have most impact</p> <p>Specific areas of work. should include:</p> <ul style="list-style-type: none"> • embedding development capacity into the Integrated Care System (ICS) (as per national emphasis) with a focus on mental health, obesity and frailty, • the development of active environments across the borough • working collaboratively to engage with communities to understand the barriers to taking part in physical activity in Redditch • working collaboratively through a range of partnerships to co-design programmes and services meeting the needs of those who are inactive • effecting behaviour change by engaging the inactive • development of shared outcomes and KPIs to better monitor the impact of more people being regularly physically active • regular communication between partners to make best use of all available resources • development of a Physical Activity statement setting out the priorities to which facilities should contribute <p>aligned to the Government’s new Department of Culture Media and Sport Strategy: “Get Active: A strategy for the future of sport and physical activity” encourages a cross-departmental approach at local authority level to supporting residents to be more active</p>	(PROVIDE AND ENHANCE)

Redditch Borough Council
Built Facility Assessment and Strategy 2022-2032

Recommendation 9 (R9)	i) Consider changing where management responsibilities for leisure and culture services ‘sit’ in the Councils to create a more integrated service, aligned to agreed outcomes and priorities. ii) Specifically consider facilitating a more joined-up and integrated approach to facility/venue management and the Council’s Development Services team aligned to delivery of Health and Wellbeing priorities; this could also involve transfer of some services to partner operators.	(PROVIDE AND PROTECT)									
Recommendation 10 (R10)	Invest in the development of additional/replacement facilities to address identified gaps: <table border="1" data-bbox="488 539 1675 1477"> <thead> <tr> <th data-bbox="488 539 672 603">Facility Type</th> <th data-bbox="672 539 1196 603">Priority for Future Provision</th> <th data-bbox="1196 539 1675 603">Location</th> </tr> </thead> <tbody> <tr> <td data-bbox="488 603 672 1230"> Sports Halls </td> <td data-bbox="672 603 1196 1230"> <ul style="list-style-type: none"> Increased community use/opening hours Refurbishment/replacement of existing ageing facilities – potentially through planning obligations Introduction of formal Community Use Agreements in schools to improve community access, especially during peak times Joint strategic planning of sports hall facilities with Bromsgrove District Council and other neighbouring local authorities, </td> <td data-bbox="1196 603 1675 1230"> Abbey Stadium, Arrow Vale School, Trinity School, Tudor Grange School, Abbey Stadium sports hall; Arrow Vale School, Arrow Vale Sports and Leisure Centre St Augustine’s School St Bede’s Catholic Middle School Trinity High School Tudor Grange Academy, </td> </tr> <tr> <td data-bbox="488 1230 672 1477"> Swimming </td> <td data-bbox="672 1230 1196 1477"> <ul style="list-style-type: none"> Joint strategic planning of swimming facilities required with Bromsgrove District Council. Development of additional water space to meet current and future </td> <td data-bbox="1196 1230 1675 1477"> Redditch Borough and some engagement with Wychavon District Council, Birmingham City Council Redditch Borough- Kingsley Sports Centre and/or Abbey Stadium </td> </tr> </tbody> </table>	Facility Type	Priority for Future Provision	Location	Sports Halls	<ul style="list-style-type: none"> Increased community use/opening hours Refurbishment/replacement of existing ageing facilities – potentially through planning obligations Introduction of formal Community Use Agreements in schools to improve community access, especially during peak times Joint strategic planning of sports hall facilities with Bromsgrove District Council and other neighbouring local authorities, 	Abbey Stadium, Arrow Vale School, Trinity School, Tudor Grange School, Abbey Stadium sports hall; Arrow Vale School, Arrow Vale Sports and Leisure Centre St Augustine’s School St Bede’s Catholic Middle School Trinity High School Tudor Grange Academy,	Swimming	<ul style="list-style-type: none"> Joint strategic planning of swimming facilities required with Bromsgrove District Council. Development of additional water space to meet current and future 	Redditch Borough and some engagement with Wychavon District Council, Birmingham City Council Redditch Borough- Kingsley Sports Centre and/or Abbey Stadium	(PROVIDE AND ENHANCE)
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Swimming	<ul style="list-style-type: none"> Joint strategic planning of swimming facilities required with Bromsgrove District Council. Development of additional water space to meet current and future 	Redditch Borough and some engagement with Wychavon District Council, Birmingham City Council Redditch Borough- Kingsley Sports Centre and/or Abbey Stadium									

		demand (feasibility work required)			
	Health and Fitness	<ul style="list-style-type: none"> Although there is an oversupply of fitness stations in Redditch now and by 2040, it is important to retain community access and affordable fitness stations. Improvement in the quality of the poorer quality studio at Abbey Stadium Sports Centre 	Redditch Borough		
	Squash	<ul style="list-style-type: none"> Support existing provision of 2 courts in the Borough to maintain supply of courts 	Redditch Borough		
	Athletics	<ul style="list-style-type: none"> Maintain provision of the synthetic track. Improve the track condition and quality by undertaking required track maintenance. 	Redditch Borough		
	Gymnastics	<ul style="list-style-type: none"> Support for gymnastics clubs looking to find former industrial units in which to run gymnastics programmes. 	Redditch Borough		
	Facility Type	Priority for Future Provision	Location		
	General Provision	<ul style="list-style-type: none"> Need to retain community centres that can be used for informal sport and physical activity. Overall, and specifically through the housing growth agenda, provision of more active environments, reflecting active travel, cycle infrastructure, safe cycle routes to school, the need to link 	Redditch Borough		

Redditch Borough Council
Built Facility Assessment and Strategy 2022-2032

		existing and new communities with walking/cycling/jogging routes – all supporting access and movement			
Recommendation 11 (R11)	Provide support to gymnastics clubs looking to identify former industrial units as a club base, to develop gymnastics in the borough.				(PROVIDE AND ENHANCE)
Recommendation 12 (R12)	Where appropriate, Redditch Borough Council and its partners seek to secure developer contributions from strategic developments that could contribute towards the development/refurbishment of strategic facilities, additional and safe walking, running, and cycling routes, and where possible to open up other informal, multipurpose places and spaces where people can be active.				(PROVIDE AND PROTECT)
Recommendation 13 (R13)	Redditch Borough Council and all its partners identify the level of capital funding required to address the identified investment needs for sports facilities, and investigate all available sources for capital funding, on a partnership basis. To support this process, it is recommended to involve Herefordshire and Worcestershire Sports Partnership.				(PROVIDE)
Recommendation 14 (R14)	Redditch Borough Council and its partners prioritise investment in the development of high-quality community sports facilities/spaces, with local partners. Increasing available capacity and therefore opportunities to take part in regular physical activity, in the local community, will contribute to improved health and wellbeing, increased participation and better community cohesion.				(PROVIDE AND ENHANCE)
Recommendation 15 (R15)	There should be on-going monitoring of this Strategy through its implementation, but as a minimum, progress should be reviewed and refreshed every five years. On-going monitoring should include partnership working with neighbouring local authorities to keep aware of facility changes and developments.				(PROTECT)

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Redditch Borough Council

Playing Pitch and Outdoor Sports Strategy

An Executive Summary

December 2023



1 Introduction and Context

- 1.1. As set out in the Redditch Leisure and Culture Strategy 2022-2032, Redditch Borough Council's Vision for future provision of leisure and culture in Redditch is:

Healthier and happier communities actively engaged in leisure and culture.

- 1.2. The Redditch Leisure and Culture Strategy is an over-arching document, aligned to the Corporate Plan, comprising strategies for Parks and Open Spaces (including 4 Management Plans), Built Sports Facilities, Arts and Culture, and Playing Pitches. It recognises the contribution that leisure and culture can make to the achievement of our corporate and community priorities, and specifically community health and wellbeing.

Purpose of the Playing Pitch and Outdoor Sports Strategy (PPOSS)

- 1.3. The PPOSS informs the Redditch Leisure and Culture Strategy and will guide future provision of playing pitches and outdoor sports facilities to serve existing and new communities in Redditch.

Methodology for developing the PPOSS

- 1.4. The PPOSS has been developed using the 2013 Sport England Playing Pitch Strategy Guidance (https://www.sportengland.org/how-we-can-help/facilities-and-planning/planning-for-sport?section=assessing_needs_and_playing_pitch_strategy_guidance), and for non-pitch sports the Sport England 'Assessing Needs and Opportunities Guidance (ANOG)'.
- 1.5. Sport England is a statutory consultee on all planning applications affecting playing fields used in the last 5 years, and a consultee on other applications: it looks to improve the quality, access, and management of sports facilities as well as investing in new facilities to meet unsatisfied demand.
- 1.6. The key drivers for the production of the PPOSS as advocated by Sport England are to protect, enhance and provide sports facilities, as follows:
1. **Protect:** To provide evidence to inform policy and specifically to support site allocations and development management policies which will protect sports facilities and their use by the community, irrespective of ownership;
 2. **Provide:** To ensure that sports facilities are effectively managed and maintained and that the best uses are made of existing resources – whether facilities, expertise and/or personnel to improve and enhance the existing provision – particularly in the light of pressure on local authority budgets; and

3. **Enhance:** To provide evidence to help secure external funding for new facilities and enhancements (if on the infrastructure list) and Section 106 agreements. Sport England and the local authority can then use the strategies developed and the guidance provided in making key planning decisions regarding facility developments in the area.

Appendices not included as part of Stage D

- 1.7. Stage D of the PPOSS, provides a summary of key findings, explores specific scenarios and makes recommendations for individual sports informed by work undertaken at Stages B and C.

Stage E

- 1.8. Stage E of the PPOSS involves establishment of a Steering Group to oversee implementation of the recommendations, update the PPOSS when needed, and ensure ongoing dialogue with both Sport England and National Governing Bodies (NGBs) about pitch and outdoor facility provision.

Recommendations

Pitch Type/Facility	Recommendations
3G Artificial Grass Pitches	<ul style="list-style-type: none"> Protect the existing stock of 3G pitches, ensuring community use is kept. Development of at least 1 full size 3G pitch. The most appropriate location to be established by RBC, clubs, and community partners through further analysis at Stage E. If the chosen site for development is under educational ownership, a secure community use agreement is imperative to ensure community use at peak times (see Stage B for potential development locations).
Grass Football Pitches	<ul style="list-style-type: none"> Protect existing quantity of pitches (unless replacement provision is agreed upon and provided), in line with Sport England’s Playing Fields Policy. Work to reinstate currently disused Council owned football pitches into circulation to support current and future community usage. RBC should aim to bring all sites back into use however, priority should be given to reinstating adult and youth 11v11 pitches. Where pitches are disused, overplayed and/or assessed as ‘Poor’ or ‘Standard’ quality, prioritise investment and review maintenance regimes to ensure it is of an appropriate standard to sustain use and improve quality to a ‘good’ standard. Again, due to the current deficit, priority should be given to adult and youth 11v11 pitches, and the most significant impact could be made at Arrow Valley Park and Greenland’s Playing Fields.

Redditch Borough Council
Playing Pitch and Outdoor Sports Strategy

Pitch Type/Facility	Recommendations
	<ul style="list-style-type: none"> • Improve ancillary facilities where there is a demand to do so and where it can benefit the wider footballing offer, particularly for women and girls. Priority should improve Greenland's Playing Fields facilities and delivering new ancillary facilities at Terry's Memorial Playing Field.
Hockey	<ul style="list-style-type: none"> • Protect hockey sites to ensure clubs have adequate access to good quality facilities • Ensure there are enough pitches to meet demand in the future i.e. there must be at least one full size pitch available to the community in Redditch.
Rugby Union	<ul style="list-style-type: none"> • Improve the drainage infrastructure at Redditch Cricket Hockey and Rugby Club and prioritise GMA inspections and reports at all community club sites in the study area. • The development of a WR22 3G pitch, and its use to meet rugby training demand should be considered. Although any 3G pitch would be developed to meet the needs of football clubs in the first instance, if it was an appropriate specification for rugby union, some of Redditch RFC's training demand could be met. • The development of an additional senior grass pitch at Redditch Cricket Hockey and Rugby Club, utilising the existing rugby union pitch at Terry's Memorial Field. • Additional pitches in Redditch, but preferably at Redditch Cricket Hockey and Rugby Club, to be floodlit.
Cricket	<ul style="list-style-type: none"> • Protect the existing supply of cricket provision, in line with Sport England's Playing Field Policy. • Improve pitch quality at Feckenham CC from standard to good. • Refurbish or rebuild the existing ancillary provision at Feckenham CC. • Improve existing or develop new non-turf wickets (NTP) to help meet junior cricket demand, therefore creating extra capacity on grass wickets for adult provision. The development of community use agreements would again be imperative for this. A priority site for NTP development is Astwood Bank CC. • Addition of a 2nd square at Astwood Bank to help meet the club's current shortfall of provision
Tennis	<ul style="list-style-type: none"> • Protect existing quantity of tennis courts and improve community access to them. This is particularly important at Redditch Borough Sports and Social Club, where it is important that the courts are reopened for community use. Responsibility of RBC, Sports Club, Facility Owners. • Support grounds staff to review quality issues on courts to ensure appropriate quality is achieved at sites assessed as standard and sustained at sites assessed as good. Priority sites for quality reviews are Arrow Vale Sports Centre. Responsibility of LTA, RBC, and schools where appropriate. • Ensure club future demand can be accommodated on existing supply of courts. Responsibility of LTA, RBC and Sports Clubs where appropriate. • Ensure that any large housing developments provide for tennis and need is assessed by use of Sport England's ANOG Guidance.

Redditch Borough Council
Playing Pitch and Outdoor Sports Strategy

Pitch Type/Facility	Recommendations
Netball	<ul style="list-style-type: none"> • Protect existing quantity of netball courts. Responsibility of RBC, Sports Club, Facility Owners. • Ensure club future demand can be accommodated on through existing indoor provision and supplemented through existing supply of outdoor courts, working with facility owners/managers to provide both indoor and outdoor netball. Responsibility of England Netball, RBC and Sports Clubs where appropriate. • Ensure that any large housing developments provide for netball, need should be assessed by use of Sport England’s ANOG Guidance. • Where developments would benefit from floodlights on site to provide additional evening capacity, work with facility owners to determine the viability of these investments.
Bowls	<ul style="list-style-type: none"> • Protect existing quantity of all facilities. Responsibility of RBC, Sports Club, Facility Owners. • Support grounds staff to review quality issues on greens to ensure appropriate quality is achieved at sites assessed as standard and sustained at sites assessed as good. Responsibility of Bowls bodies, RBC and Sports Clubs where appropriate. • Ensure club future demand can be accommodated on existing supply of greens. Responsibility of Bowls bodies, RBC and Sports Clubs where appropriate. • Work with clubs, RBC, and bowls bodies to further assess the need for improved ancillary facilities at White Hart Crown Green. • Work with clubs to support development and growth of the sport.

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Executive**Committee**

06/02/2024

Carbon Reduction Strategy Annual Review

Relevant Portfolio Holder	Councillor Gemma Monaco
Portfolio Holder Consulted	Yes
Relevant Head of Service	Judith Wills
Report Author	Job Title: Climate Change Manager Contact email: matthew.eccles@Bromsgrove@Redditch.gov.uk Contact Tel: 07816112073
Wards Affected	All
Ward Councillor(s) consulted	
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. RECOMMENDATIONS**The Executive Committee RECOMMEND that:-**

- 1) Endorse the findings of this annual review of the Carbon Reduction Strategy (Appendix 2)**
- 2) Council accept the proposal to align Carbon Reduction Strategy measures to the Climate Action Scorecard into an accessible performance dashboard.**

2. BACKGROUND

- 2.1 In 2022 Redditch Borough Council issued a Carbon Reduction Plan to assist the district/borough achieve Net Zero by 2040. This report is to provide an update on progress against the identified actions on the Carbon Reduction Plan. (See Appendix 1 for Copy of Carbon Reduction Plan)
- 2.2 Globally, governments have committed to keep within a 1.5°C increase in temperature to avoid catastrophic impacts from climate change. The UK Government has committed to Net Zero by 2050.
- 2.3 Redditch Borough Council has a significant role to play in taking and influencing action on climate change due to the services it delivers, the regulatory functions, strategic functions, procurement powers and responsibilities as a major employer. Evidence supports that Redditch Borough Council should make carbon reduction key to what it does as a council to support national, regional & local targets.

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- 2.4 Redditch Borough Council has declared a climate emergency. On declaration of a climate emergency, an LA is affirming that it will place the Climate Emergency at the centre of its decision-making process. LA's are then expected to develop carbon reduction targets and action plans to assist in the reduction of carbon emissions, from their own council functions and, using their sphere of influence.
- 2.5 Each of the council's service areas have contributed to the Carbon Reduction Strategy and Action Plan (Appendix 1) in order to produce 'carbon reduction pathways. Through this approach carbon reduction will become 'business as usual' and truly embedded throughout the organisation.

3. OPERATIONAL ISSUES

- 3.1 The proposals set out in the Action Plan will require changes to or new ways of working and operating by service areas. Any operational changes brought about as a consequence will be considered in the business case for each project and as part of any project planning.
- 3.2 This Strategy and Action Plan will be our route map to 'net zero' for our internal activities across all service areas. It also highlights where we are trying to influence the reduction of carbon emissions from other places outside the council's activities.
- 3.3 This plan will be refreshed every 3 years and reviewed annually. Progress against targets will be reviewed twice a year and by the Climate Change Panel and annually by Executive.
- 3.4 The key actions of the strategy and action plan will provide the focus, steer and priority for the Climate Change Panel for the next 3 years.
- 3.5 Of the key actions outlined in the strategy and action plan there were 11 key actions identified with 7 actions where work has started or is underway and 4 actions identified to be started in 2024.

4. FINANCIAL IMPLICATIONS

- 4.1 The strategic objectives and projects outlined in the strategy and action plan will require financial and resource investment to be made to achieve carbon reduction. In some instances, this may lead to longer term savings e.g., reduction in energy consumption costs.

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- 4.2 All projects and proposals detailed in the action plan that are not currently resourced and which have financial implications, will be subject to business plans which including all of the financial requirements (staffing costs and all revenue and capital resources) which will be considered and require endorsement via the appropriate decision-making processes.

5. LEGAL IMPLICATIONS

- 5.1 The Climate Change Act 2008 sets the legally binding UK-wide target to achieve net-zero carbon emissions by 2050.
- 5.2 The Environment Act, 2021, acts as the UK's new framework of environmental protection. The Act provides the Government with powers to set new binding targets, including for air quality, water, biodiversity, and waste reduction.
- 5.3 As a requirement of the Climate Change Act, the government published the Clean Growth Strategy in October 2017. This strategy has two key aims: To meet domestic emissions reduction commitments at the lowest possible net cost to UK taxpayers, consumers and businesses; and to maximise the social and economic benefits for the UK of doing so.
- 5.4 The Home Energy Conservation Act 1995, obliges us to submit biennial reports setting out the practical, cost-effective measures, which are likely to significantly improve the energy efficiency of residential accommodation in our area.
- 5.5 Chapter 14 of the National Planning Policy Framework covers meeting the challenge of climate change.

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

- 6.1 The Strategy and Action Plan support the Council's strategic purpose of 'Communities which are safe, well maintained & green'. In addition, it underpins the green thread that runs through the Council Plan and supports the delivery of achieving carbon reduction across council services. It also contributes to each of the Council's four other Strategic Purposes all of which have measures that support climate change initiatives.

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- 6.2 It is recognised that the Council needs to concentrate on areas of work that will deliver the highest levels of carbon reduction. The strategy and action plan detail these areas but also acknowledges other actions of lower importance from a carbon reduction point of view, but which contribute to the overall greening of the authority.
- 6.3 In addition to the Strategic purposes, the Council's Plan also sets out its organisational priorities, and within a sustainability framework a requirement on any review of services to understand how we can adapt to climate change. The development of this Strategy supports this action.

Climate Change Implications

- 6.5 This Strategy is specifically to achieve carbon reduction and net zero for our internal activities across all service areas. Further, the Strategy also identifies our influencing role in supporting the reduction of carbon emissions from other organisations e.g., our contractors.
- 6.6 The Section on Measuring and Setting Emissions Targets in the Strategy outlines the targets to be achieved to ensure net zero by 2040. The Strategy is key to addressing Climate Change. The Strategy and action plan seek to deliver a 50% reduction by 2030 and 100% by 2040. As part of our current work to establish a figure for the council's activities we have arrived at an estimated figure of 1,746 tonnes of carbon emissions per year for 2021.
- 6.7 The Council was able to achieve radical change in response to a pandemic by the many actions taken and so there is every opportunity to respond and develop our actions in response to global warming and biodiversity collapse.

Equalities and Diversity Implications

- 6.3 Any equality implications of carbon reduction proposals changing will be considered on a project by project basis through the use of Equality Assessments, if required.

7. RISK MANAGEMENT

- 7.1 The Strategy sets out the Council's plan to achieve net zero by 2040. This target will only be achieved if all services deliver on the actions set out in the Strategy over the next three years and beyond.

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- 7.2 To ensure the actions are implemented the Strategy will be co-ordinated and reviewed a by the Climate Change Manager and the Climate Change Working Group will receive regular reports on progress and at least twice yearly.
- 7.3 Failure to provide adequate resources will mean an increased risk that the strategy and action plan will not be delivered.

8. APPENDICES and BACKGROUND PAPERS

Appendix 1 Carbon Reduction Strategy.

Appendix 2 Carbon Reduction Strategy Review.

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04/10/2022

Redditch Borough Council Carbon Reduction Strategy & Implementation Plan V4.4



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Background & Introduction

Globally, governments have committed to keep within 1.5°C increase in temperature to avoid catastrophic impacts from climate change¹. UK Government has committed to Net Zero by 2050. Local Authorities (LA's) are key in taking and influencing action on climate change due to the services they deliver, their regulatory functions, strategic functions, procurement powers and responsibilities as social landlords and major employers. This evidence supports that Redditch Borough Council should make carbon reduction key to what we do as a council.

Redditch Borough Council declared a climate emergency in 2019. On declaration of a climate emergency, an LA is affirming it will place the Climate Emergency at the centre of its decision-making process. LA's are then expected to develop carbon reduction targets and Implementation plans to assist in the reduction of carbon emissions, from their own council functions and, using their sphere of influence.

Our thanks go to Alex Pearson from Nottingham City Council and the Midlands Net Zero Hub for his support and work authoring this document.

This plan will be refreshed every 3 years, and reviewed annually. Progress against targets will be reviewed twice a year.

Climate Change is a very real and existing threat and is no longer an issue we can afford to ignore. Redditch Borough Council has acknowledged the climate and environmental crisis declaring a climate emergency.

Our outline Climate Change Strategy and Action Plan sets out how we will work collaboratively, to protect our future together in the uncertain times ahead.

To achieve our target date of carbon neutrality, we need to radically rethink how we live, work and invest in the Borough. To do this we have to work effectively.

We therefore call on you, as people who live, work, visit and invest in our borough, to join us in creating a Redditch Borough that is resilient to the impacts of climate change and work towards a zero carbon, sustainable future for all.

Councillor Gemma Monaco, Portfolio Holder



Figure 1 Councillor Gemma Monaco, Portfolio Holder – Climate Change



Figure 2 Sue Hanley - Chief Executive, Bromsgrove & Redditch Councils

Commitment & Integration

Background: The council is committed to carbon reduction through its declaration of a climate emergency in 2019. Our commitment to reducing our carbon emissions and influencing the reduction of local carbon emissions goes hand in hand with the 'net zero by 2050' target set by the UK Government, a goal that requires us and all sectors to pull together to achieve.

What we are currently doing? We have embarked on a journey of delivering Carbon Literacy Training to our Staff and Councillors and this will put climate action into the hands of everyone and can deliver between 5-15% real carbon savings per individual. Each of the council's service areas has contributed to this plan in order to produce 'carbon reduction pathways'. Through this approach carbon reduction will become 'business as usual' and truly embedded throughout the organisation. The Council employs a Climate Change and Energy Support Officer currently supported by an Environmental Policy and Awareness Officer, these posts are shared across both Bromsgrove & Redditch Councils. Each service area in Redditch Borough Council has been involved in the formulation of this plan and are committed to delivering the actions in the implementation plan.

What further actions are we going to take? This Plan will be our route map to 'net zero' for our internal activities. It will also highlight where we are trying to influence the reduction of carbon emissions from other places outside the council's activities.

The views of residents and partners are reflected in this plan and they have helped to shape the actions that we are going to take. We are committed to considering the environmental impact of our decisions as a council at every stage.

Our implementation plan (forming part of this strategy) will deliver real and quantifiable carbon reductions. This strategy will be monitored twice yearly by the Climate Change Panel within the council with annual progress reports being sent to the Executive committee. Key to the delivery of this strategy is the integration of plan objectives and targets with every aspect of council service delivery. To this end a collaborative approach involving all heads of service and their teams has been taken. We will link this strategy to corporate performance indicators, and provide a specific 'project based' focus for the council.

Our Key Successes and Top Five Future Actions

Key successes: The council has been successful in securing funding through to install new more efficient glazing, better heating controls and a heat pump at the town hall. When this project is completed over 100 tonnes of carbon emissions will be saved per year. Over the past year the council has also participated in a ‘micro mobility trial’ seeing hi tech electric scooters available for hire by Redditch residents. The crematorium has been supplying surplus heat to the Abbey Stadium leisure centre for nearly 10 years now, saving both costs and carbon emissions from the sports facility. Greenlands business centre has also received funding in order to improve the fabric of the building and install a low carbon heating system. We will be looking to continue these successes with similar projects as shown in the table below.

Top five future actions:

Measure	Estimated Saving in tonnes CO ₂	Service area	Target Completion Date / Review Date
Assess low carbon fleet fuel options	486	Environmental Services	Review Spring 2023, completion of fuel switch 2040
Refurbish Crossgates depot to include renewable energy & resource efficiency	100	Environmental & Housing Property Services / Legal, Democratic & Property Services	June 2023 for review
Apply for funding to improve energy efficiency of the council’s housing stock	250	Community & Housing Services	June 2023 for completion of some funded schemes
Set up a rolling programme of works to improve energy efficiency / renewable generation in the buildings with the highest consumption	100	Legal, Democratic & Property Services	Various deadlines for applications to the Salix funding scheme
Work with Rubicon leisure to further reduce carbon emissions at Abbey Stadium, Needle museum & Forge Mill visitor centre	66	Legal, Democratic & Property Services	Dec 2025

Partnership Working

Background: In order to deliver this it is vital that we work closely with our partners, in order to reduce the carbon emissions of the district as a whole. The councils own emissions are a small part of the overall figure and it is important that we use our sphere of influence to encourage others to address their own emissions. Shared learning is a powerful tool to enable carbon reduction and the council can both learn from and influence a wide range of stakeholders across the Borough. The council can also benefit from partnership working with county, regional and national organisations by seeking out and engaging the support that may be available.

What are we currently doing? We currently work closely on a borough level with partners such as 'Rubicon Leisure' who run our sports and leisure facilities. Rubicon Leisure have benefitted from council led actions to reduce energy usage at sites such as Abbey Stadium where waste heat from the crematorium makes a meaningful contribution to the facility's annual energy needs. Our Housing team work closely with Act on Energy, an energy advice charity - to advise tenants on the best ways to cut carbon and reduce bills. Our 'Local plan' will ensure that new developments meet new higher standards for building efficiency. We work closely with the county council to ensure that homes and businesses can benefit from the advice and grants that are made available through the sustainability team. The council is also part of the Joint Worcestershire and Herefordshire Waste Partnership group working towards waste reduction and better waste management across the county. We are also working closely with Worcestershire Regulatory Services to promote Electric Taxi's through the licencing system. Another county wide organisation that we enjoy a close working relationship with is the Local Enterprise Partnership and some of the targets set in this strategy reflect the LEP Energy Strategy of 2019. On a regional level we work with the Midlands Net Zero Hub on several carbon reduction projects (some of which form part of the implementation plan), the West Midlands Combined Authority, and Sustainability West Midlands. On a national Level we have recently worked with the Energy Saving Trust to look at carbon reduction options across our vehicle fleet.

What further actions are we going to take? Redditch Borough Council will continue to work with local, regional & national partners to share learning, refine our carbon reduction plans and make the best possible use of funding opportunities. We will investigate opportunities for carbon reduction with our suppliers and delivery partners whilst ensuring that our carbon reduction strategy is in line with the other Worcestershire district councils. We will work with Worcestershire Regulatory Services to investigate how we might develop street trading policy to encourage low carbon and sustainable trades to operate in the local area. We will also continue to explore options with Worcestershire County Council & local businesses to encourage walking and cycling to work

Community Engagement & Communication

Background: The residents of Redditch have expressed a wish for their council to address the climate emergency and lead the way through carbon reduction. A recent survey indicated that 85% of residents are concerned about climate change and the impact it is having and 76% told us that dealing with climate change should be a key priority for the Council.

What we are currently doing? Carbon reduction has a dedicated webpage on the council's site and there is consistent messaging around waste & Recycling. Community engagement events are held regularly on a diverse range of subjects relating to energy, waste & environment. The green fair & 'fun-day' is a key event to communicate the message of a low carbon future to the wider community and 2022 will see the return of this popular event in Arrow Valley Country Park. Within the council a regular electronic internal staff newsletter is used when there is news relating to carbon savings projects that staff should be aware of.

What further actions are we going to take? All service areas will have Email footers promoting carbon saving and resource reduction, we will update our website more regularly with news on carbon reduction in addition to regular e-mail newsletters and a refreshed social media policy. Develop a communications plan to promote biodiversity and land management actions within the authority and engage residents in conversations around increasing biodiversity in the residential settings, and the importance of biodiversity in relation to climate change. There are also opportunities at Arrow Valley Country Park to engage with the public on carbon reduction issues and we will work with our partner Rubicon Leisure to explore options. We will apply for funding to install further renewable technologies on the building in the park that serves as a visitor centre. Our housing teams will apply for funding to ensure that the council owned housing stock is as efficient as possible – taking carbon saving to the heart of the community. We will include energy efficiency advice in 'tenant packs' for householders moving into council housing in addition to information on waste & recycling. We will also seek to learn from other comparable local authorities in order to make the most of the opportunity presented by the 'Green Fair'.

Co – benefits

Co-benefits of Climate Action

- Addressing **air quality**, **mental health**, lifestyle **diseases** (heart disease, diabetes etc).
- Less pressure on the **NHS**.

- New **green jobs**.
- E.g. to **create** and **build** the necessary **infrastructure**, and to maintain new services.

- Safe, prosperous communities **for all**, regardless of status, wealth, race, religion etc.
- Accessibility** and mobility for residents.

Co-benefits of Climate Action

- Increased area or access to **green space**.
- Green spaces include **tree planting** but can also be created in less obvious projects.

- The ability to **prepare**, **recover** and **adapt** to climate impacts.
- This can be related to **extreme weather** events, access to **resources**, economic recovery etc.

- Climate actions that **raise money** for the **council**.
- These additional funds can be spent on other **green initiatives**.

Background: Co benefits can be described as an outcome linked to a carbon reduction action. An example could be cleaner air in a town centre as a benefit of the adoption of zero emission vehicles, or financial benefits accruing to the council as a result of energy efficiency measures. Co benefits can also be related to habitat creation and improved access to existing green spaces, development of the low carbon economy, skills and training or job creation and retention.

What we are currently doing? We are making use of our open spaces such as Arrow Valley Country Park to promote health and well-being through our cultural and leisure services in order to lift levels of physical activity. We are also delivering efficiency improvements to council owned housing stock and sheltered accommodation through a government funded scheme, which will improve living standards for the tenants and help reduce fuel poverty.

What further actions are we going to take? Clean air is an important co benefit associated with low and zero carbon transportation and we will continue to evaluate the most appropriate size and location of electric vehicle charge points. The council will examine the type of fuel used in its fleet vehicles in order to build on work commissioned from the Energy Savings Trust to assess the current fleet and provide guidance. Further the Council will promote reduced use of cars through active travel initiatives as part of its Leisure Strategy. If the council is successful in securing government funding for the retrofit of council housing stock, 200 households per year will see their living standards improved through energy and resource efficiency. Our new Parks Strategy will provide opportunities for further health & well-being co-benefits to the wider community through the use of our open spaces. The council will also look to use a standardised method of assessing co benefits to help inform investment decisions in the future. We will also assess how we can better signpost business to available funding in order to stimulate and grow the green economy within the Borough of Redditch.

Equality, Diversity & Inclusion

Background: Carbon reduction and social justice have historically gone hand in hand in support of the United Nations Sustainable development goals. Green spaces are open to all residents and facilities will continue to be improved. Through the Boroughs social housing it will be ensured that low carbon technologies and energy saving will not be the privilege of a select few.

What we are currently doing? As an employer and deliverer of services, **Redditch Borough Council** has stated in its Equality Strategy 2022-2026 that it is committed to eliminating unlawful discrimination, promoting equal opportunities and fostering good relations between people from all communities.

What further actions are we going to take? We can align our equality strategy with the United Nations Sustainable development goals, when the review occurs in 2026. We will work with local training providers to ensure that opportunities in the green economy are available to all. Redditch Borough Council will ensure that where funding is available to support green entrepreneurs from all backgrounds, it will be effectively applied.



Ecological emergency

Background: The natural environment is vital to the health and wellbeing of society and provides ‘eco system services’ to regulate our environment, produce clean air and pollinate our crops. An ecological emergency is when the natural environment has been damaged and the ability to provide ‘eco system services is reduced’. The ecological and climate emergencies are linked. Significant carbon dioxide emissions are caused by land use change, which is also a key driver for ecological loss. The interdependencies between the species in the natural world are not all fully understood and it is vital that we act to protect bio-diversity on a local, national and global level.

The borough of Redditch contains several areas of land ranked moderate to high value for conservation and wildlife. Corridors of land linking these areas are also important for the ecology of the area. In areas where the public has access co benefits such as improved health and well-being should be considered and opportunities explored.

What are we currently doing? Redditch Borough Council works closely with Worcestershire County Council to manage sites for wildlife where possible. Currently we are implementing new management techniques for road verges in certain agreed areas, this allows native species to flourish and set seed, whilst providing a useful wildlife corridor and habitat for pollinators. We also have a Water courses and wildlife scheme of work managing land to reduce flooding and improve diversity. Our woodland management plan ensures that individual trees and wooded areas are maintained across the borough. The council has been communicating this policy through a dedicated web page and newsletter, in order to keep the public informed.

What further actions are we going to take? Conduct a survey of council sites for wildlife, continue and expand wild verges policy. and ensure. We could also investigate the use of urban space for living walls, and investigate opportunities for local carbon offsetting through tree planting and habitat creation. We will ensure that any such schemes are appropriate and do not degrade the biodiversity value of the existing land. We will look to ensure that the right species in the right place will enhance bio-diversity in the local area. Communicating policies to protect the natural environment is key to public acceptance. The Council will develop a communications plan to promote biodiversity and land management actions within the authority. Where new facilities are planned we will include habitat creation and biodiversity from the start. Where landscapes and habitat areas are managed by the council we will look to eliminate petrol powered hand tools such as strimmers and chainsaws as soon as is practicable. The Council will ensure that new developments include biodiversity net gain. Amongst other things this means that if flora or fauna is to be lost from a site to enable development to occur, the biodiversity lost on site will be more than compensated off site, so that in biodiversity terms there is a net gain. So, for example a tree lost due to development would have to be replaced elsewhere in the Borough or biodiversity net gain provided in some other way. The Council via its parks could be a receiver of biodiversity net gain opportunities and the developer would be expected to make a contribution to the council for related management costs.

Education skills and training

Background: High quality jobs in the growing ‘clean tech’ sector will ensure that the borough of Redditch remains an attractive place for people to live and work. It is vital that we support our further education establishments to deliver high quality vocational training to our young people and those who wish to retrain for roles in the ‘Low carbon economy’. The ‘heart of Worcestershire College’ has a campus in Redditch and there are opportunities for local companies to provide apprenticeship places through national, regional and county wide schemes.

What are we currently doing? We are working with the Midlands Net Zero Hub to understand the findings of their ‘Low carbon Goods & Services’ study of Worcestershire. Potential skills gaps have been identified that our local further education providers could help resolve. We work with the colleges through the Redditch Partnership Executive Group, Redditch Towns Deal Board and both the Greater Birmingham & Solihull Local Enterprise Partnership and the Worcestershire Local Enterprise Partnership on the skills agenda.

What further actions are we going to take? As part of the Towns Deal funding we are considering establishing a ‘Youth council’ to cover the issues surrounding climate change and ensuring that training is available for the future skills required for the low carbon economy in Redditch. We will work closely with further education training providers and both local enterprise partnerships to ensure that any new suitable funding streams can be sign posted. We will also continue to work with the Midlands Net Zero Hub to make use of the findings in the Low Carbon Goods and services report.

Governance, Development & Funding

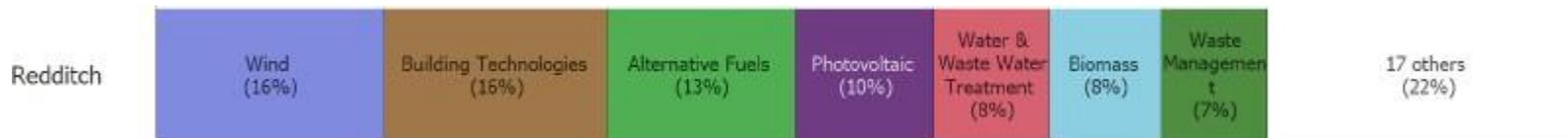
Background: The climate emergency declaration means that the current governance structure of the council is used to provide direction and oversee delivery of low and zero carbon initiatives. Carbon reduction projects are currently developed within the council and resourced through existing service areas. To make the best use of council resources, other funds are sought in order to maximise carbon savings. Government funding for decarbonising homes and buildings becomes available periodically in funding 'rounds'. In addition to these funds from central government there are regional and county administered schemes that the council is able to make use of. There are also investment opportunities in areas such as renewable heat and power generation through joint ventures and direct investment.

What are we currently doing? Currently many of our community buildings and sheltered accommodation are benefitting from solar panels on the roof and other efficiency measures. The council has also been successful in securing over £1million from the Public Sector Decarbonisation Scheme for Redditch town hall and Greenlands Business Centre. There are over 200 tonnes of carbon savings per year associated with these projects. The council was also successful in bids for funding to improve its housing stock under the Local Authority Delivery Scheme (LADS) and this will not only yield carbon reductions but improve health and well-being for the residents.

What further actions are we going to take? The governance required to deliver this plan will be provided by the Climate Change Panel in order to monitor progress against targets and evaluate potential new projects, before submission to the Executive Committee. The council will ensure that it is in a position to take advantage of future funding opportunities by maintaining a pipeline of suitable projects, the steering group will have a role to play in recommending schemes and projects to the Executive, particularly where there is a resource implication. Where projects are funded directly through council resources, a measure of best value for carbon reduction will be applied in conjunction with affordability to ensure the most efficient and effective use of council resources.

Low Carbon Economy

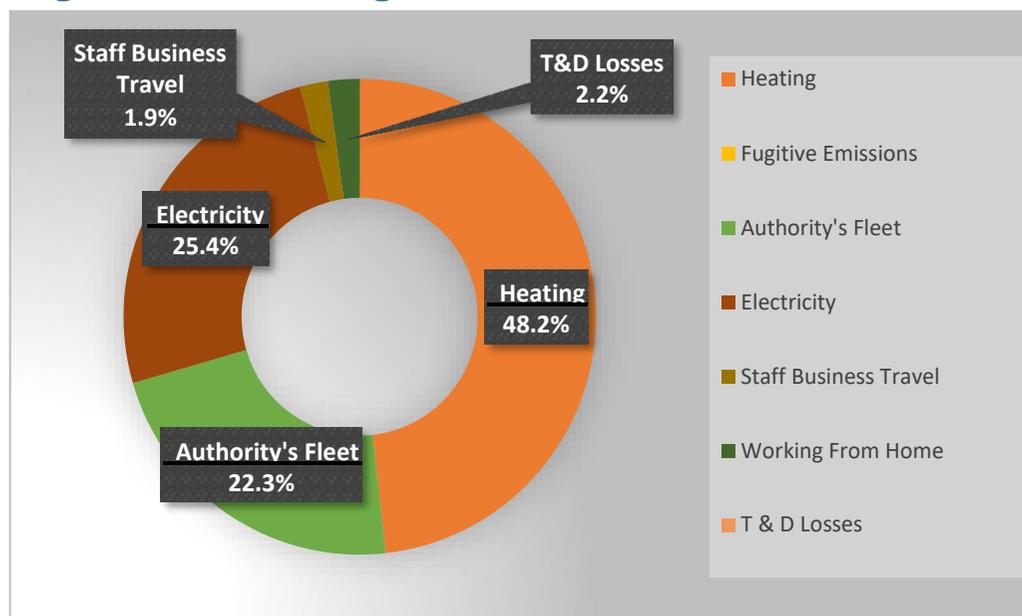
Background: The borough of Redditch has 17% of the overall Worcestershire sales figure for the low carbon economy. Redditch also has 25% of the companies engaged in this sector, and 14% of the total number of this sectors employees. The low carbon economy in Redditch grew by 14.6% in 2019/20 and employs 1,388 people across the borough. A breakdown of the local low carbon economy is shown below:



What are we currently doing? The economic strategy for Redditch is delivered by North Worcestershire Economic Development and Regeneration. Appropriate grants administered by the County Council and others are signposted to local businesses. Both Worcestershire Local Enterprise Partnership and Greater Birmingham & Solihull Local Enterprise Partnerships have growth hubs that cover the area.

What further actions are we going to take? At present the low carbon economy does not feature in the 'North Worcestershire Economic Growth Strategy' document and when this strategy is reviewed, the opportunity will be taken to include the findings of the Midlands Net Zero Hub 'low Carbon Economy Goods & Services report'.

Measuring and setting emissions targets



A breakdown of the council's current carbon emissions is shown above

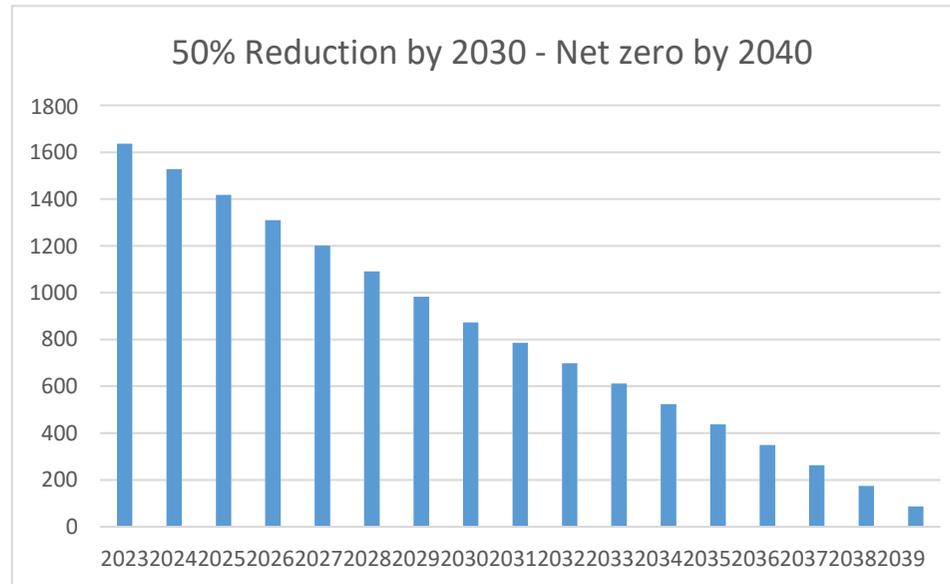
Background: Official carbon emission figures for the Borough of Redditch are currently available from the department of Business Energy & Industrial Strategy (BEIS). These figures are for the activities that take place within the borough, the totals represent both the direct emissions from the activities of the council and the emissions that the council has influence over. All councils must be 'net zero' by 2050, this means that direct emissions from services must be as low as possible and the remaining emissions are likely to require 'offsetting'.

What are we currently doing? Redditch Borough Council is working hard to quantify and understand the emissions associated with our activities. By using the latest data resulting from this exercise we can set meaningful targets that inform our implementation plan and lead to effective carbon reduction projects and measures.

What further actions are we going to take? The council will re commence carbon reporting, and these figures will be used to monitor performance against this plan. Carbon reduction targets in line with the other Worcestershire districts are adopted through this plan in addition

to the Local Enterprise targets of 50% by 2030 and net zero by 2040. Currently the carbon emission figure for the Borough of Redditch is 326,000 tonnes per year (2019). As part of our current work to establish a figure for the council’s activities we have arrived at an estimated figure of 1,746 tonnes of carbon emissions per year for 2021. In order to reach an interim target of 50% by 2030 we will need to reduce our emissions by approximately 110 tonnes of carbon per year. To achieve net zero in the remaining 10 years to 2040 we will need a target of approximately 87 tonnes per year.

The implementation plan has been designed to deliver these savings and will be reviewed bi-annually by the Climate Change Panel and annually by the Executive Committee.



Mitigation & Adaptation

Background: The actions that the council can take to reduce carbon emissions and address the ecological emergency fall into two categories, measures that influence others and direct measures with an associated figure for carbon reduction. The first actions are to address the emissions associated directly with council activities such as service delivery. Mitigation is where we adapt our services to try and prevent the severity of climate change, Adaptation is where we have to change what we do as a consequence of the impacts of climate change we can't affect. Like selecting water resistant species in parks or emptying bins in the cooler part of the day as temperatures increase.

What are we currently doing? All heads of service and managers have provided input to help formulate this plan. Most of the mitigation and adaptation measures have grown from projects and practices that are already in place. As an organisation we appreciate that we can always do more, whilst recognising the resources that we have available within the council. Projects such as switching to a lower carbon fuel for our vehicle fleet and the low carbon heating installed in the town hall are key to reducing our emissions and playing out part in achieving the nationwide target of net zero by 2050.

What further actions are we going to take? The implementation plan included in this document details what we are going to do over the coming years and how much carbon we expect to save (for direct measures). The implementation plan has been produced from discussions with the heads of service covering all areas of council operations. We are continually improving the level of data that we have on the energy consumption of our buildings from the offices and buildings that we use for the delivery of our services, to our council owned housing stock. In terms of adaptation we must ensure that these buildings are able to maintain a comfortable internal temperature in winter but also to cope with hotter summers and extreme weather events. We could look at other actions that we could take to reduce the effects of climate change locally, for example increasing tree cover in urban areas to reduce the temperature in summer, or creating wetland habitat to control flooding. We have considered our transport fleet, our sports and leisure facilities (managed by Rubicon Leisure for us), our infrastructure and our natural environment and we are looking for carbon saving opportunities. We are also keen that the messages of carbon reduction, resource efficiency and nature conservation are communicated to our citizens in a clear and concise way through a variety of channels.

Waste & Recycling

Background: The 'Environment Act 2021' is a piece of legislation that affects all local authorities in England. The Bill will require us to deliver consistent and frequent recycling collections and it will also require us to operate weekly separate food waste collections, preventing food waste from going to landfill or being incinerated. Waste collection and disposal has carbon emissions associated with it. These emissions are from the vehicles that transport the waste, and whatever process the waste undergoes once disposed of.

What are we currently doing? Redditch Borough Council is a 'collection authority' and the disposal of the waste collected is the responsibility of Worcestershire County Council. Currently the County Council has a 'Waste Core Strategy' that covers the period to 2027. Our council website provides information to help residents find their local recycling centre, in addition to guidance on what can and can't be recycled. We also provide links to inform residents about waste reduction (The let's waste less programme). Teachers can find learning resources for schools on our web page and we are keen to encourage children to take the message of waste reduction and recycling home to their parents.

What further actions are we going to take? According to the 'Department for Environment, Food & Rural Affairs (DEFRA) the recycling rates in the borough of Redditch are at 29% (2019 / 2020 figures). There is clearly more that we can do to promote waste reduction and recycling through existing channels and we will do this as part of a wider net zero communications strategy. New legislation will require changes to our waste collection service including the requirement for us to separate and collect food waste in the near future and we will investigate the potential to turn this waste into a resource through conversion to gas. (Anaerobic Digestion). We are working with the 5 other district Council's and the County Council through the Worcestershire Waste Partnership on how all the changes required by the Environment Act can be implemented.

Implementation Plan – Measures with quantified carbon savings

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Assess low carbon fleet fuel options	486	Environmental & Housing Property Services	Review Spring 2024, completion of fuel switch 2040	Positive effect on local air quality. Healthier community	Vegetable oil as a replacement for diesel will be a transitional measure providing a pathway to other fuels such as hydrogen / biomethane or electricity. Use of EST fleet review data / Midlands Net Zero Hub electrification of council depots guide will assist with this measure. This measure will also require a report to Executive Committee regarding options and costs.
Refurbish Crossgates depot to include renewable energy & resource efficiency	100	Environmental & Housing Property Services / Legal Democratic & Property Services	01/06/2023 for review	Positive effect on local air quality, continuation of the site secures employment. The project will help to facilitate a fuel swap to reduce vehicle emissions.	Successful grant applications required to maximise carbon savings for this project. The carbon saving figure is estimated at this stage

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Set up a rolling programme of works to improve energy efficiency / renewable generation in the buildings with the highest consumption	100	Legal, Democratic & Property Services	01/06/2023 for review	Reduction in running costs and contribution to net zero target.	Successful grant applications required to maximise carbon savings. Estimate based on 10 buildings saving a minimum of 20%
Improve energy efficiency of current housing stock making use of LADS and other government schemes	250	Environmental & Housing Property Services	To coincide with release of funding and deadlines for 2023/4	Important positive health outcomes for residents, enhanced health and well-being, reduction in fuel poverty	Key team members to receive training on Air Source heat-pumps. When work takes place on a property the opportunity to facilitate future low and zero carbon options will be considered.

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Report on carbon saving as a result of streamlining operations	2	Transformation & Organisational Development	ongoing	Helps the council to put a value on carbon saving, and assists with the monitoring of this implementation plan	Good practice examples from other local authorities to be shared
Energy audit of server rooms to enable energy saving practices	1	Legal, Democratic & Property Services	To be completed by Dec 2022	Reduction in running costs and contribution to net zero target.	Assistance available from Midlands Net Zero Hub

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Moving more IT capacity to cloud based servers	1	Transformation & Organisational Development	Review annually	Reduced running costs for the council in relation to IT	It should be ensured that cloud servers are using low carbon power sources in order for the carbon saving to be claimed
Reduce staff travel and make further use of video conferencing	0.5	All service areas	To be completed by Dec 2022	Reduces the number of payments for staff travel and cuts down on unproductive travelling time	This measure fits in with the council's desire to further adopt agile working

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Walk through energy assessment of shop mobility hub at kingfisher centre	1	Community & Housing Services	To be completed by Dec 2022	Reduced running costs for the council and contribution to overall carbon reduction target	Assistance available from Midlands Net Zero Hub
Implement Recommendations of the 2020 EST report for the 'grey fleet and include' Travel plans across all service areas and encouraging wider use / accessibility of public transport through partnership working	36	Transformation & Organisational Development Service./All Service areas	2025 to review progress.	Improvements in local air quality & Savings of £34k quoted in the EST report.	Travel plans are a low cost way of reducing emissions associated with staff travel. This measure will pre-empt the government's bans on the sale of petrol & diesel Vehicles. Ultimately one or more 'Electric pool cars' could be the aim for staff

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Cut the council's paper waste by offering papers electronically	2.5	All Service Areas	Review by Spring 2023	Will save more money than it costs. Should be relatively easy to implement.	This is a measure that many other councils have implemented successfully
Work with Rubicon leisure to further reduce carbon emissions at Abbey Stadium, Needle museum & Forge Mill visitor centre	66	Legal, Democratic & Property Services/Planning, Regeneration and Leisure Services / Environmental & Housing Property Services	Dec-25	Reduced running costs and contribution to overall carbon reduction target	Midlands Net Zero hub to assist with funding applications for this work
Grid decarbonisation	443	* Grid electricity to be net zero by 2035 - electricity use from the council & our service delivery partners			
Total of above measures	1046				
Target	1746				
Remainder	257				

Implementation Plan – Enabling Measures without quantified carbon savings

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Assess the viability of Council Car Parks and other sites for EV chargers and work with Worcestershire County to Council to implement the County Wide Electric Vehicle strategy contributing to toward a comprehensive network for Worcestershire		EV Project Working Group	Projects to be aligned with funding deadlines where possible	Air quality & Health and Well-being benefits accrue to the wider area	We will consider carefully both on street and off street locations, to ensure that residents without off street parking will have more charging options where practical. Savings can be calculated when sizes of chargers and locations are known. Assessment of charger locations for council owned leased housing stock will also form part of this measure.
Investigate options for heating & cooling networks across the borough as part of a place based approach		Legal, Democratic & Property Services/Planning, Regeneration and Leisure Services	Projects to be aligned with funding deadlines where possible	Air quality & Health and well-being benefits accrue to the wider area	Capacity Support available through Midlands Net Zero Hub

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Work in partnership with Worcestershire County Council to Manage verges and other council owned parks and open spaces for nature		Environmental Services / Leisure Services	Ongoing	Benefits for nature, insects and pollinators, can act as wildlife corridors	Pilot scheme in progress. Can be one of a suite of schemes to help address the ecological emergency. This measure will require a report to Cabinet regarding areas and costs.
Eliminate petrol powered tools (chainsaws, etc)		Environmental & Housing Property Services / Planning, Regeneration and Leisure Services	Reviewed annually	Better working environment, less noise.	Legislation may bring the deadline forwards as petrol and diesel is banned in other areas

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Continue to evaluate green tariffs and local energy purchase agreements		Finance & Customer Services / all service areas	Ongoing	Supports local renewable energy projects / creates a demand for renewable energy	Though the focus should always be demand reduction and renewable energy generation, green tariffs can be a good way to deal with any remaining carbon emissions
Use a recognised standardised carbon calculation methodology		Finance & Customer Services / all service areas	Ongoing	Improved accuracy of 'carbon accounting' can be applied to validate the claims of suppliers who tender for council contracts	The Treasury green book provides the methodology and standardised assumptions to be used.
Record the impact of financial decisions on carbon emissions as part of a wider aim to record emissions across all council operations		Finance & Customer Services	ongoing	Helps the council to put a value on carbon saving, and assists with the monitoring of this implementation plan	Essential to the monitoring of this plan

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Include questions on Carbon to evaluate tenders for services during the procurement process		Legal, Democratic & Property Services	To be completed by Dec 2022	Helps the council to better understand emissions that are not directly in its control	This is the start of the councils journey to understand 'scope three' emissions (emissions other than those directly from fuel and power)
Mapping exercise to link forthcoming Parks & Open spaces strategy with this strategy		Planning, Regeneration and Leisure Services	To be confirmed when the open spaces strategy is complete	Better health and well-being outcomes for residents through improved access to open spaces / opportunities to engage with the natural environment	Opportunities for funding should be explored with Worcestershire County Council, such as the 'Natural Networks' scheme.

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Review local plan where there is particular reference to renewables / provision for renewables in the future or heat networks		Planning, Regeneration and Leisure Services.	To coincide with local plan review dates.	Ensures that local plan is in line with the other districts to avoid inconsistency in requirements for low & zero carbon technologies.	Good opportunities for learning and sharing best practice with the other districts of Worcestershire and beyond.
Reduce waste production across the borough		Environmental Services	ongoing	Co- benefits include reduction in direct emissions, but also fleet mileage of refuse collection vehicles leading in improvements to local air quality	Ongoing work with learning opportunities available from other local authorities.

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Encourage zero carbon and sustainability through the supply chain		Finance & Customer Services / all service areas	Ongoing	Encourages further carbon savings where the council has influence and is a step towards addressing scope 3 emissions	This measure will be incorporated into the forthcoming 'Social Value Policy' This is also currently the subject of a study to produce template documents and procedures by GBSLEP.
Assess all existing assets and new assets for suitability for renewable energy generation and energy storage		Housing Property Services / Legal, Democratic & Property Services	Ongoing	New generation opportunities can contribute to the overall target and lead to cost savings / incomes for the council.	Ensures new opportunities are not missed, some of this work has been completed as part of a wider building energy audit process. Any projects identified will be subject to a detailed business case accompanying the proposal.

Measure	Estimated annual saving in tonnes CO ₂	Service area	Target Completion Date / Review Date	Co- benefits	Comment
Evaluate current e-micro - mobility pilot in Redditch (e-scooters) with a view to establishing a more permanent scheme		Planning, Regeneration and Leisure Services	To be confirmed when the current trial is complete	Increased mobility for residents without access to their own transport/ improved access to education and employment opportunities	Learnings from other Councils experience with cycle hire and micro mobility. Carbon savings can be estimated from the results of the evaluation. This project will require a report to Executive Committee regarding options and costs
Complete Carbon Literacy training for Corporate Management Team, 4th Tier managers and Councillors		All service areas	Ongoing	Better understanding of carbon reduction and related issues will	This programme is almost complete and the majority of CMT and tier 4 managers have received this training. Councillor training is being rolled out in 2022.

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Measure	Estimated Saving in tonnes CO ₂	Service area	Co- benefits	2023 Review Comments	2024 Actions
Assess low carbon fleet fuel options	486	Environmental and Housing Property Services	Positive effect on local air quality. Healthier community	Hydrated vegetable oil replacement trial has taken place with the results being used to support future bids to continue the programme of replacing diesel vehicles with HVO's.	Progress with bid to roll out programme of replacement of vehicles with HVO. Explore through Zest contract the possibility of installing EV charge points at depot in preparation for replacing smaller fleet vehicles with EV equivalent
Refurbish Crossgate depot to include renewable energy & resource efficiency	100	Environmental and Housing Property Services/ Legal, Democratic and Property Services	Positive effect on local air quality, continuation of the site secures employment. The project will help to facilitate a fuel swap to reduce vehicle emissions.	Plans have been drawn up for redevelopment for Crossgate with WCC. In addition, an application for funding is being explored to look at the installation of electric vehicle charge points at depots	Continue with work already begun on the redevelopment of Crossgate with WCC including the investigation into the potential for EV charge points to be installed at the depot
Set up a rolling programme of works to improve energy efficiency / renewable generation in the buildings with the highest consumption	200	Legal, Democratic and Property Services	Reduction in running costs and contribution to net zero target.	<p>Town Hall Carbon saving 2019 (pre upgrades) Electricity – 690,858 kWh Gas – 570,306kWh</p> <p>2022 (post upgrades) Electricity – 563,265 kWh Gas – 432,471 kWh</p> <p>Savings Electricity – 127,593 kWh Gas – 137,835 kWh</p>	Continue programme of lighting and heating upgrades through 2024 and any other works that will continue to improve the efficiency and carbon footprint of our buildings

Measure	Estimated Saving in tonnes CO ₂	Service area	Co- benefits	2023 Review Comments	2024 Actions
Improve energy efficiency of current housing stock making use of LADS and other government schemes	250	Environmental and Housing Property Services	Important positive health outcomes for residents, enhanced health and well-being, reduction in fuel poverty	LAD3 delivery has just concluded with 18 properties across the borough receiving energy efficiency measures. HUG2 had launched in partnership with WCC for energy efficiency retrofit measures to homes without a mains gas connection for heating over the next 2 years. A successful bid for SHDF Wave 2 funding has been in place as part of a MNZH consortium over a 2-year period. Retrofit assessments are underway in Redditch to understand to work needed to be undertaken to install energy efficiency measures.	Continue to support WCC in delivering HUG2 to properties across Redditch. Progress with delivery on SHDF Wave 2.0. Support Bid for any further government funding for retrofit work beyond 2024
Create measures in the performance dashboard for carbon saving as a result of streamlining operations	2	Transformation and Organisational Development	Helps the council to put a value on carbon saving, and assists with the monitoring of this implementation plan	To be created and aligned with Climate Change Scorecard	Create performance dashboard in alignment with Climate Change Scorecard
Energy audit of server rooms to enable energy saving practices	1	Legal, Democratic and Property Services	Reduction in running costs and contribution to net zero target.	To be undertaken in 2024 with support from MNZH	Arrange for audit to take place in 2024
Moving more IT capacity to cloud-based servers	1	Transformation and Organisational Development	Reduced running costs for the council in relation to IT	To be undertaken with above action on server room	Incorporate beginning this action with the audit on existing server room

Measure	Estimated Saving in tonnes CO ₂	Service area	Co- benefits	2023 Review Comments	2024 Actions
Reduce staff travel by making further use of video conferencing.	0.5	Planning, Regeneration and Leisure Services	Reduce the need for customers to travel to speak to council specialists about services.	Comparison completed in from 2019 and 2023 to reflect the changes in the way we have worked and across shared services staff mileage has seen a 50% reduction, indicating that the use of video conferencing (in majority of cases Microsoft Teams) has impacted on the need for staff to travel to meetings.	Continue to monitor staff mileage and work with services on ensuring mileage reduction compared to 2019 is maintained or improved
Walk through energy assessment of shop mobility hub at kingfisher centre	1	Community and Housing Services	Reduced running costs for the council and contribution to overall carbon reduction target	Review of alternative options for shop mobility in 2024/25	Undertake review in financial year 2024/24 to include Customer Services temporary accommodation
Implement Recommendations of the 2020 EST report for the 'grey fleet and include' travel plans across all service areas	36	All service areas.	Improvements in local air quality & Savings of £34k quoted in the EST report.	This is linked with reducing staff travel.	See action on staff mileage.
Work with Rubicon leisure to further reduce carbon emissions at Abbey Stadium, Needle Museum & Forge Mill visitor centre	66	Legal, Democratic and Property Services	Reduced running costs and contribution to overall carbon reduction target	Bid to Sport England PV on Abbey Stadium roof. Further work on boiler efficiency and heat recovery system	Continue to support ongoing bids and work to further improve the efficiency and the carbon footprint of Rubicon Leisure at Abbey Stadium

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**Executive Committee
2024****6 February****Termination of shared service arrangement: North Worcestershire
Economic Development and Regeneration**

Relevant Portfolio Holder	Councillor Matthew Dormer, Portfolio Holder for Planning, Economic Development, Commercialism and Partnerships
Portfolio Holder Consulted	Yes / No
Relevant Head of Service	Guy Revans
Report Author Guy Revans	Job Title: Executive Director Interim Contact email:g.revans@bromsgroveandredditch.gov.uk Contact Tel: 01527 64252 ext 3292
Wards Affected	All
Ward Councillor(s) consulted	N/A
Relevant Strategic Purpose(s)	Run and grow a successful business and Aspiration work and financial independence
Non-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(s) 3 and 4 of Part I of Schedule 12A to the Local Government Act 1972, as amended	

1. RECOMMENDATIONS**The Executive Committee is asked to RESOLVE that:-**

- 1) Agree that the Collaboration Agreement relating to the Provision of Economic Development and Regeneration Services should be terminated mutually under clause 15.1 (Determination of this Agreement), with effect from 30 June 2024 and that a new Exit Agreement is entered into;**
- 2) Delegate to the Executive Director (interim) following consultation with the Executive Member for Planning, Economic Development, Commercialism and Partnerships, and Executive Director Resources authority to negotiate, finalise and approve the Exit Agreement and to take any other steps that arise from the termination process.**

And to RECOMMEND that

**Executive Committee
2024****6 February**

3) Additional budget of £72,836 is approved for the new structure.

2. BACKGROUND

- 2.1 North Worcestershire Economic Development and Regeneration (NWEDR) is a shared service serving Redditch, Bromsgrove and Wyre Forest councils that has successfully operated for over a decade.
- 2.2 It has successfully operated for over a decade and in recent years has attracted a very welcome total of £70m in Government grants for the three districts to support major regeneration programmes including the £16 Million Towns Fund money for Redditch.
- 2.3 Implementing the programmes and projects associated with the Government grants has inevitably involved considerable additional work and has affected NWEDR's capacity in the last couple of years. That has been exacerbated by recruitment difficulties in filling posts and keeping them filled.
- 2.4 The Leader of Wyre Forest DC (WFDC) approached the Leader of Redditch BC (RBC) and Bromsgrove DC (BDC) in August 2023 to request a mutual termination of the Collaboration Agreement (the "Agreement") relating to the Provision of Economic Development and Regeneration Services across North Worcestershire.
- 2.5 Clause 15.1 of the Agreement, (Determination of the Agreement), provides that all parties to the Agreement may agree that it should be determined (brought to an end). Clause 15 also makes provision for the transfer of assets and intellectual property, etc. and that, in the case of mutual termination under Clause 15, any costs arising are shared in the same percentages as apply to sharing of operating costs of NWEDR. Clause 8.9 provides that, in the event of termination, the councils' intention is that the Transfer of Undertakings (Protection of Employment) Regulations will apply to the staff but that is subject to the Regulations and relevant law and any subsequent agreement of the three councils.
- 2.6 Officers from RBC and BDC (lead by the Executive Director (Interim)) and Wyre Forest DC (led by their CEO) have been meeting regularly to draft and agree the Exit Agreement that includes indemnity clauses that protect this council from any future claims relating to staff or commercial decisions taken by NWEDR or during the separation. The Collaboration Agreement includes many similar provisions on establishing the shared service and it is inevitable that they would be mirrored in exiting that agreement. The report seeks a delegation to the Executive Director (interim) to finalise the exit agreement.

**Executive Committee
2024****6 February**

- 2.7 Subject to the agreement of the Exit Agreement it has been agreed that the mutual termination, will take effect from 30 June 2024.

3. OPERATIONAL ISSUES

- 3.1 TUPE regulations will be considered as part of the Exit Agreement. Until the agreement is terminated, NWEDR will provide the full range of support that it currently provides for the three councils under the agreement, including work on the agreed business plan – although that is inevitably subject to the same constraints about capacity which have been experienced for some time.
- 3.2 RBC places high priority on economic regeneration, as can be seen from the two strategic purposes and the recently agreed priorities.
- 3.3 Recruitment and retention in this area of business is currently difficult and it is therefore proposed that a shared Economic Development, Regeneration and Property Service will be created under a new Head of Service for Redditch and Bromsgrove Councils (details of the proposals can be seen at appendix 1) as this will give us the best opportunity to recruit high calibre staff and deliver Redditch BC's strategic purposes and priorities associated with economic development, regeneration and property services.
- 3.4 Recruitment to the Head of Service and other key posts will take place early in 2024 to ensure that we have the capacity in place to deliver the Towns Fund Programme and other key projects.

4. FINANCIAL IMPLICATIONS

- 4.1 Redditch Borough Council's current annual budget contribution for NWEDR is 227k and the future structure outlined for Redditch BC and Bromsgrove DC in the appendix is estimated to have an additional financial implication of circa £73k/year, which has been included in tranche 2 of the MTFs.
- 4.2 Capital schemes, of which the Towns Fund Schemes are by far the largest, are set out in the Councils Capital Programme.

**Executive Committee
2024****6 February**

5. LEGAL IMPLICATIONS

- 5.1 The Council relies on general powers such as section 111 of the Local Government Act 1972 and section 1 of the Localism Act 2011 to undertake work on economic development and regeneration. Specific powers exist in respect of acquisition and disposal of land in the 1972 Act which are central to the property function, including provision of industrial units etc. The existing Collaborative Agreement was entered under section 101 of the 1972 Act (arrangements for discharge of functions by other authorities) – the delegation of functions by Redditch and Bromsgrove to WFDC will cease when the agreement is terminated.
- 5.2 Mutual termination of the current agreement requires a formal decision by each of the three councils. Equivalent reports to this are expected to be taken to the Cabinet in Bromsgrove in February.

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

- 6.1 Run and grow a successful business.
and
Aspiration work and financial independence.

Climate Change Implications

- 6.2 No direct impacts in respect of climate change are expected to arise.

Equalities and Diversity Implications

- 6.3 No direct impacts in respect of equality and diversity are expected to arise. All relevant employment law will be complied with, accordingly no equality impact assessment is required.

7. RISK MANAGEMENT

- 7.1 Please explain any risks and any mitigating action that will be taken to address those risks.

8. APPENDICES and BACKGROUND PAPERS

Confidential appendix 1 - setting out the proposed structure and costings for the future shared service.

**Executive Committee
2024**

6 February

Collaboration Agreement relating to the Provision of Economic Development and Regeneration Services, 27 May 2011

**Executive Committee
2024****6 February****9. REPORT SIGN OFF**

Department	Name and Job Title	Date
Portfolio Holder	Councillor Matthew Dormer, Portfolio Holder for Planning, Economic Development, Commercialism and Partnerships	10.01.2024
Lead Director / Head of Service	Guy Revans, Executive Director (Interim)	17.01.2024
Financial Services	Pete Carpenter, Director of Resources and Deputy Chief Executive (Interim)	17.01.2024
Legal Services	Claire Green Principle Solicitor	11.01.2024
Policy Team (if equalities implications apply)	N/A	N/A
Climate Change Team (if climate change implications apply)	N/A	N/A

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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