

# additional papers 1



## Overview and Scrutiny Committee

Mon 16 Mar  
2026  
6.30 pm



Oakenshaw Community Centre  
Castleditch Lane  
Redditch  
B98 7YB

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

Monday, 16th March, 2026  
6.30 pm  
Oakenshaw Community Centre

## Agenda

### Membership:

Cllrs:

Matthew Dormer  
(Chair)  
Craig Warhurst  
(Vice-Chair)  
William Boyd  
Claire Davies  
James Fardoe

Andrew Fry  
Sachin Mathur  
Rita Rogers  
Paul Wren

- 5. Climate Change Strategy 2026 to 2031 - Pre-Scrutiny** (Pages 5 - 56)
- 6. Shared Homelessness Strategy and Action Plan 2026-2031 - Pre-Scrutiny**  
(Pages 57 - 104)
- 7. Revision of Environmental Crime Enforcement Policy - Pre-Scrutiny** (Pages  
105 - 128)
- 8. Introduction of Enforcement of Littering from Vehicles - Pre-Scrutiny** (Pages  
129 - 138)

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**Executive Committee**  
202617<sup>th</sup> March**Climate Change Strategy 2026 - 2031**

Relevant Portfolio Holder	Councillor Jen Snape
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Judith Wills
Report Author	Job Title: Climate Change Manager Contact email: matthew.eccles@bromsgroveandredditch.gov.uk Contact Tel: 07816112073
Wards Affected	All
Ward Councillor(s) consulted	N/A
Relevant Council Priority	The 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 is asked to **RECOMMEND** that:-

- 1) The Council's Climate Change Strategy 2026–2031 be approved; and
- 2) an annual review of the Climate Change Strategy be reported to Council.

**2. BACKGROUND**

- 2.1 Redditch Borough Council declared a Climate Emergency in 2019 and committed to place climate considerations at the centre of decision-making. The proposed Climate Change Strategy 2026–2031 updates and replaces the previous Carbon Reduction Action Plan and sets out the pathway to Net Zero by 2040 for the Council's own operations, with a 50% reduction by 2030.
- 2.2 The Strategy aligns with the UK statutory target of Net Zero by 2050 and international commitments under the Paris Agreement; it also reflects the Council Plan's green thread, embedding climate action across services.
- 2.3 The Strategy focuses on priority themes where the Council has direct control or significant influence:
  - **Buildings – council estate** (energy efficiency and renewables),
  - **Residential buildings** (retrofit & fuel poverty),

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- **Transport** (fleet decarbonisation, EV infrastructure, active travel),
- **Planning & land use** (policies, Future Homes Standard readiness)
- **Biodiversity** (BNG delivery, parks, nature recovery),
- **Waste & food** (recycling, weekly food waste collections, Anaerobic Digestion feasibility),
- **Collaboration & engagement** (partners, businesses, communities), and
- **Governance & finance** (training, procurement, reporting).

### 2.4 Evidence base highlights (baseline & progress):

- **Domestic retrofit:** £1.81 million has been invested in social housing energy efficiency upgrades, alongside £260,000 for private home retrofits, with further funding streams set to deliver £4.27 million of improvements to council housing stock.
- **Council energy:** Energy consumption across council buildings has fallen by 20% since 2021, supported by solar PV installations and a 100% green energy tariff.
- **Area emissions context:** DESNZ local authority GHG statistics (2005–2023) provide the latest official picture for Redditch and Worcestershire. Emissions continue to decline, with Redditch achieving 3.5 tCO<sub>2</sub>e per capita in 2023, below regional and national averages

## 3. OPERATIONAL ISSUES

3.1 **Delivery approach.** A cross-service programme will coordinate actions and contribute to delivering on the strategies milestones and outcomes, overseen by the Climate Change Manager. The Climate Change team also provide services with the expertise and guidance is required.

3.2 **Governance.** The Strategy will be embedded in the Council's performance framework with annual Cabinet reporting. Climate implications are already a standard section in committee reports; options to introduce a simple climate impact assessment tool for officers to utilise.

In addition, Assistant Directors will incorporate actions from the strategy within their service business plans and include date bound targets that will form part of the plans quarterly monitoring and reporting

Furthermore, to support tracking progress with the strategies milestones and outcomes a dashboard is being developed to allow the council to see the impact of these actions in terms of carbon savings and impacts on our residents.

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- 3.3 **Partnerships.** Continued collaboration with Worcestershire County Council (e.g., LEVI on-street charging), Rubicon Leisure, Registered Providers, Act on Energy, Midland Net Zero Hub, Worcestershire Regulatory Services, will maximise delivery capacity and funding leverage.
- 3.4 **Current Activity.** Key operational programmes include: PV at Abbey Stadium and lighting upgrades across the estate; Warm Homes retrofit; expansion of EV charging (including support to WCC's LEVI rollout); preparation for separate weekly food waste collections; and biodiversity improvements (mowing regimes, equipment electrification).

**4. FINANCIAL IMPLICATIONS**

- 4.1 The strategy will be delivered through a mix of existing revenue budgets, invest-to-save business cases, Capital Programme bids, and external funding as required by service areas. Any additional funding that requires an amendment to the Council's Budget Framework will be reported through the Executive Committee to Council.
- 4.2 The climate Change team will work with the Finance Services team to profile costs, savings, and funding sources through the Medium-Term Financial Plan, ensuring robust whole-life business cases. The Council will explore funding opportunities and partnerships with the private sector to bring in inward investment to the borough to deliver climate change projects.

**5. LEGAL IMPLICATIONS**

- 5.1 **Biodiversity Net Gain (BNG).** Under the Environment Act 2021, a mandatory minimum 10% BNG applies to qualifying planning applications (major developments from 12th February 2024; small sites from 2nd April 2024). The strategy supports implementation through development management and local plan policy.
- 5.2 **Waste and recycling reforms.** The Government's Simpler Recycling requirements standardise collections nationally; separate household food waste collections are required by 31st March 2026, subject to transitional provisions. Preparatory work is underway to ensure operational readiness (collection systems, communications, and processing).
- 5.3 **Procurement and contracts.** Delivery will align with the Council's Contract Procedure Rules and proposed sustainable procurement updates, incorporating whole-life carbon and social value where proportionate and lawful.

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**6. OTHER - IMPLICATIONS****Local Government Reorganisation**

- 6.1 Any structural changes will be monitored. Programme sequencing (e.g., fleet transition and depot infrastructure) will be reviewed to minimise stranded costs, maintain service continuity, and align with any future operating model.
- 6.2 The strategy is constructed in a way that will allow it to be adapted to the new unitary authority.

**Relevant Council Priority**

- 6.2 The strategy gives effect to the green thread within the Council Plan by reducing emissions, improving resilience, lowering energy costs, and supporting a greener local economy.

**Climate Change Implications**

- 6.3 Approval will enable the Council's primary framework to reduce operational and area-wide emissions, improve air quality, and support adaptation and nature recovery.

**Equalities and Diversity Implications**

- 6.4 Actions are designed to reduce fuel poverty and improve health outcomes (e.g., domestic retrofit, air quality). Equality Impact Assessments will be completed for major programmes to ensure fair access and mitigate unintended impacts.
- 6.5 All documents will be produced accessibly in line with the Council's corporate accessibility guidance.

**7. RISK MANAGEMENT**

- 7.1 **Funding availability and affordability** – *Mitigation*: phased delivery, external grant maximisation, robust invest-to-save business cases.  
**Market capacity and supply chain constraints** – *Mitigation*: early engagement, framework procurement, regional collaboration (e.g., Midlands Connect / MNZH).

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**Operational disruption during works** – *Mitigation:* programme planning around service needs, contractor management, stakeholder communications.

**Policy and regulatory change** – *Mitigation:* horizon scanning, flexible delivery plans, governance oversight.

**Data quality and benefits realisation** – *Mitigation:* climate dashboard, baselines and Key Performance Indicators (KPIs); regular monitoring and reporting.

**8. APPENDICES and BACKGROUND PAPERS**

Appendices

Appendix 1 – Climate Change Strategy 2026 - 2031

**Executive Committee**  
202617<sup>th</sup> March**9. REPORT SIGN OFF**

<b>Department</b>	<b>Name and Job Title</b>	<b>Date</b>
Portfolio Holder	Councillor Jen Snape	19/02/2026
Lead Director / Assistant Director	Judith Wills	19/02/2026
Financial Services	Debra Goodall	19/02/2026
Legal Services	Nicola Cummings, Principal Solicitor - Governance	14/01/2026
Policy Team	Rebecca Green	19/02/2026
Climate Change Team	Matthew Eccles	19/02/2026

**Foreword: John Leach, Chief Executive**

This Climate Change Strategy is designed to support the goals of the wider Council Plan, as we align all our efforts to deliver high-quality, reliable services for our residents.

Our approach here is practical and service-led: making energy efficiency upgrades to homes, adding solar PV and heat pumps to council buildings to reduce our carbon emissions, and improving biodiversity and soil health through land management strategies to ensure green spaces continue to thrive for the public.

We will continue to modernise the vehicle fleet that works for residents, expand local EV charging infrastructure, and embed sustainability into our planning and procurement, ensuring that our decisions support both service excellence and environmental responsibility.

It's not only about reducing emissions. We want to help create healthier homes, safer streets, and resilient communities. By aligning climate action with our organisational priorities – financial and organisational stability, strong governance, and community-focused delivery – we can make meaningful progress toward net zero while protecting the services people depend on.

As we look ahead, we recognise that Local Government Reorganisation will shape how services are delivered across the county. This strategy is designed to be adaptable: ensuring that our climate commitments remain central to decision-making, whatever the governance structure. We will work closely with partners to maintain continuity of projects, align priorities, and explore opportunities for joint procurement and shared infrastructure investment. By building flexibility into our approach, we can safeguard progress toward net zero while supporting a smooth transition for residents and staff.

**Foreword: Councillor Jen Snape, Portfolio Holder for Climate Change**

"This strategy takes a pragmatic approach to tackling climate change by focusing on actions that deliver real benefits for residents while safeguarding the services people rely on.

“Our priorities include improving energy efficiency in homes, particularly our council housing stock, to cut bills and tackle fuel poverty, reducing emissions from council buildings, supporting greener transport, and embedding biodiversity into planning and land use. These are practical and achievable steps, designed to make steady progress toward our net zero target.

“It is in all our interests to ensure that every improvement we make keeps one eye firmly on protecting the much-loved greenness that defines Redditch.

“From retrofitting homes and expanding renewable energy, to increasing tree cover and enhancing biodiversity, we want to balance progress with preservation. By working together, the council, our partners, and the community, we can create a healthier, more resilient borough while safeguarding the natural spaces that make Redditch special.”

## Background & Introduction

### What is climate change?

Climate change refers to the changing global and regional long-term weather patterns. Climate change is predominantly caused by the release of carbon dioxide (CO<sub>2</sub>) and other greenhouse gases into the atmosphere by human activity. These greenhouse gases trap heat from the sun warming the planet in a process called the enhanced greenhouse effect. Globally we are seeing severe consequences from more frequent and intense weather events such as droughts, heat waves, storms, rising sea levels and melting glacial ice, and we are seeing some of these impacts locally within the borough (most notable intense droughts, heat waves and storms). These extreme weather events disrupt peoples' lives both in terms of physical and mental wellbeing and economically and have wider implications on communities and ecosystems.

### Climate change in a local context

In 2015, the UK and 195 other countries signed the Paris Agreement<sup>1</sup>, where they agreed to limit mean global temperature rise to 1.5°C above preindustrial levels to avoid catastrophic impacts from climate change. In 2018, the Intergovernmental Panel on Climate Change (IPCC) released a report<sup>2</sup> warning that urgent action was required to cut greenhouse gas emissions to limit global warming to 1.5°C; in order to reach this limit, CO<sub>2</sub> emissions need to decline by approximately 45% from 2010 levels by the year 2030, and reach net zero by approximately 2050.

The UK Government has committed to Net Zero by 2050. Local Authorities (LA) 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 major employers. Redditch Borough Council has set targets to reduce carbon emissions by 50% by 2030 and achieve Net Zero by 2040.

Modelling using the IPCC methodology for calculating Net Zero, suggests that Redditch Borough Council is currently on course to reach a 50% emissions reduction by around 2035 and Net Zero by around 2037—demonstrating strong progress but falling short of the Council's earlier targets of 50% by 2030 and Net Zero by 2040.

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<sup>1</sup> 2015 Paris Agreement: [https://unfccc.int/sites/default/files/english\\_paris\\_agreement.pdf](https://unfccc.int/sites/default/files/english_paris_agreement.pdf)

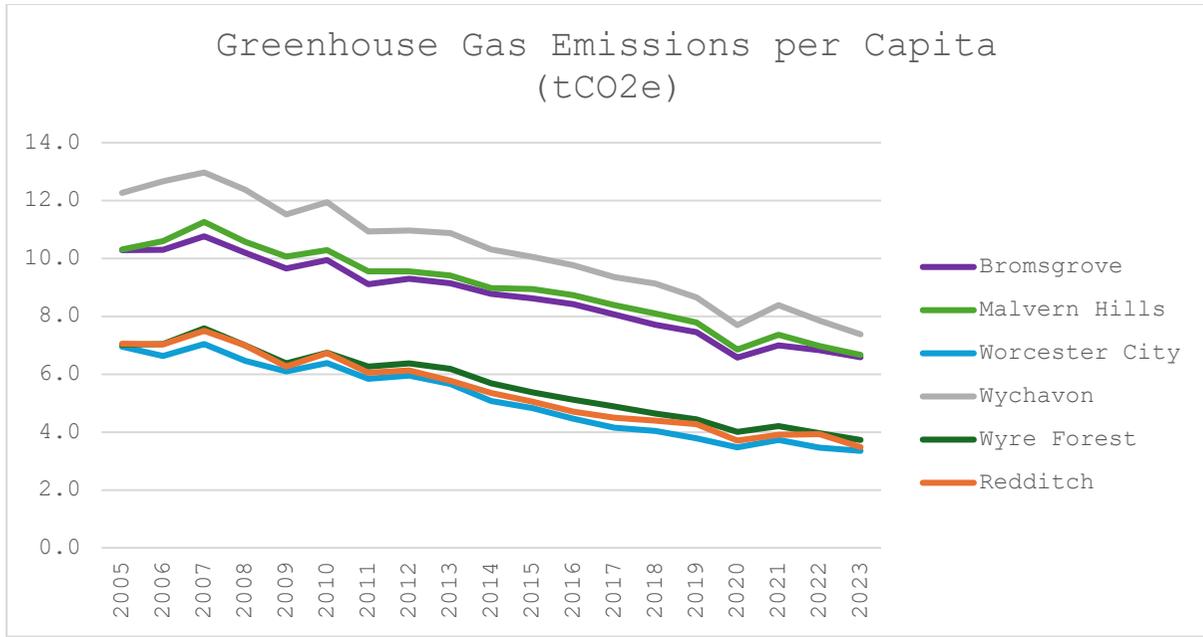
<sup>2</sup> 2018 IPCC report: <https://www.ipcc.ch/sr15/>

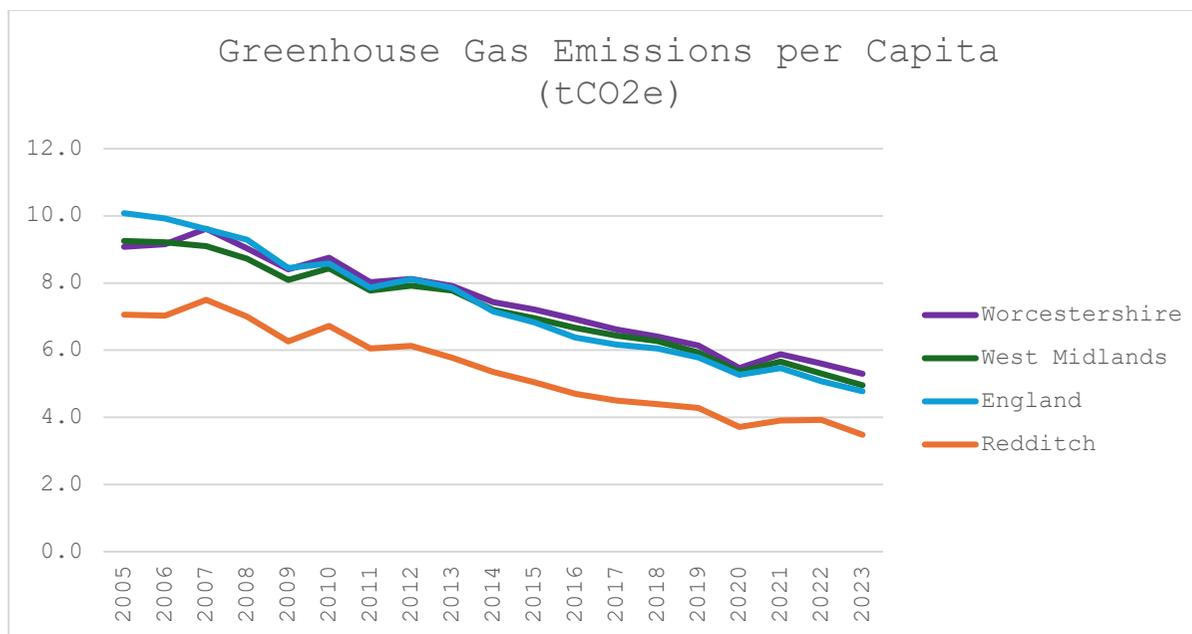
The actions and milestones set out in this Strategy—including large-scale retrofit programmes, expansion of solar PV on the Council estate, transport decarbonisation, planning policy improvements, biodiversity enhancements and strengthened governance—represent the essential additional effort required to close this gap and accelerate the borough’s pathway.

Effective monitoring, evaluation and transparent reporting of these milestones will be key to ensuring delivery remains on track. This will allow the Council to regularly assess progress, respond proactively where interventions need strengthening, and sustain the pace necessary to meet its Net Zero ambitions.

Improvements to the council’s emissions can be made on various levels, referred to as scopes. Scope 1 emissions are those that arise from the council’s combustion of fossil fuels – through the burning of gas in boilers and from internal combustion engine vehicles. Scope 2 emissions are those produced from electricity that the council purchases from the grid. Scope 3 emissions are those associated with products and services the council purchases (for example manufacturing and transport costs).

In 2023, the greenhouse gas emissions associated with Worcestershire were 3,253.5 ktCO<sub>2</sub>e. The borough of Redditch was responsible for 303.1 ktCO<sub>2</sub>e, and the emissions considered within the scope of local authority influence totalled 253.9 kt CO<sub>2</sub>e.





The figures above show the per capita emissions of Redditch to regional and national statistics<sup>3</sup>. Redditch has consistently produced fewer emissions per person than Worcestershire, West Midlands and England averages, and continues to reduce emissions, with an average of 3.5 tCO2e per capita in 2023.

Within Worcestershire, Redditch performs consistently well as the second lowest producer of greenhouse gas emissions per person, performing in line with more urbanised districts within the county.

Redditch Borough Council declared a climate emergency in 2019. On the declaration of this, the council affirmed that it places the Climate Emergency at the centre of its decision-making process. A carbon reduction action was created plan in 2022 with targets to assist in the reduction of carbon emissions, both from council functions and the wider sphere of influence. This action plan follows on from the carbon

<sup>3</sup> Data for figures: <https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-statistics-2005-to-2023>

reduction action plan and considers actions the council will take to further reduce emissions (including carbon dioxide and other greenhouse gases). This plan will be reviewed annually and refreshed after five years.

## **Residential buildings**

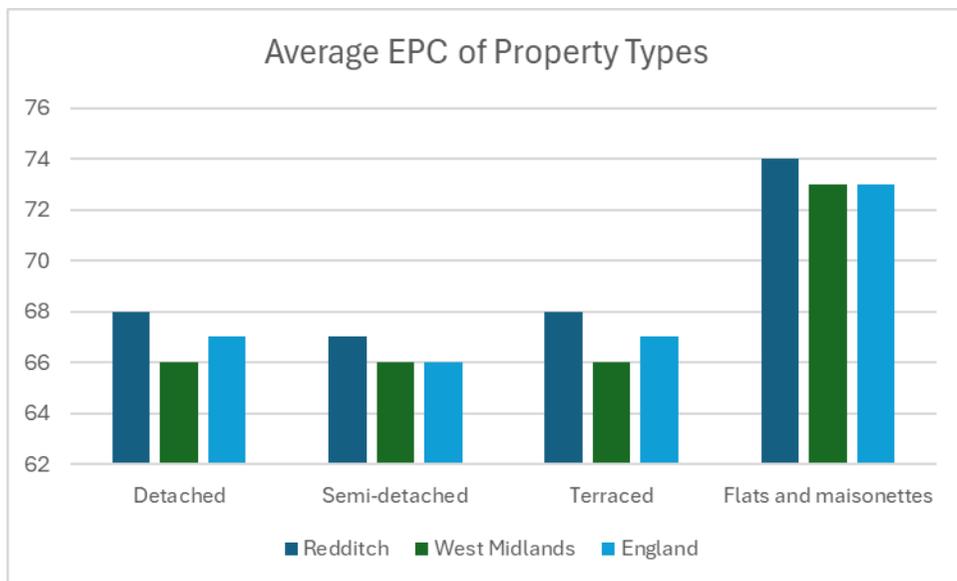
In Redditch it is estimated that 67.6% of homes are owner occupied, with 11.3% private rented and 21.1% social housing properties making up 5,531 homes across the borough. In 2024 RBC undertook 1200 surveys of its housing stock and have ongoing programme of 1340 surveys every year going. Over the five-year cycle of these surveys' officers will gain insight for future work in improving the energy efficiency of homes across the borough.

Making homes more energy efficient helps to reduce bills, which helps to combat fuel poverty across the borough. This has wider benefits as health risks from damp and mould are reduced, as well as reducing carbon emissions.

Since Redditch declared a climate emergency in 2019 RBC has utilised several government funding streams to support improving the energy efficiency of homes across the Borough. This has so far resulted in £1,810,368 of investment in social housing across the borough and seeing improvements made to 270 properties and 5 blocks of flats. For private homes, the council has used £260,000.00 of government funding to retrofit 18 homes across the borough.

Currently RBC is utilising Warm Homes Local Grant Funding to provide retrofitting works across both privately owned homes and private rented homes over the next 3 years and could see a further £576,876.92 worth of investment into the borough. RBC has is also utilising the Social Housing Fund which has allocated £2.17million, and combined with council contributions, £4.27 million is invested into this project to retrofit the 200 properties within the council's own housing stock. This work includes adding measures to homes such as insulation which reduces the heat lost, reducing the consumption of energy.

In addition, RBC is actively working in partnership with Act on Energy to advise, educate and inform occupiers on Energy efficiency, fuel supplies and the best practices to enable them in turn to lower bills, improve comfort and make best use of their homes. RBC will also be following up the Governments commitment to energy efficiency and will continue to apply and access government funding streams and actively review how RBC can use and encourage the deployment and use of Solar PB on its housing stock.



Energy efficiency score	Energy efficiency rating band
More than 91	A
81 to 91	B
69 to 80	C
55 to 68	D
39 to 54	E
21 to 38	F

The graph above shows Redditch’s EPC ratings compared to the West Midlands and England. Redditch consistently has higher EPC scores than the averages for the West Midlands and England but still falls within the same bands for each property type.

As part of the clean growth strategy<sup>4</sup>, the national government have set targets for all fuel poor homes to be upgraded to EPC C by 2030 with an aspiration for as many homes as possible to be EPC B and C by 2035 where practical, cost-effective and affordable. Within the clean growth strategy there is also an aim to improve the energy performance of privately rented homes, with as many as possible upgraded to EPC C by 2030.

### Future Milestones

Actions	Service area	Milestone and data	Timescale	Outcomes/targets
Improve energy efficiency of new residential buildings across borough	Planning/housing	<ul style="list-style-type: none"> <li>Explore feasibility of new homes to be built operationally net zero</li> <li>RBC new social housing all to be high energy efficiency</li> </ul>	2028  2026-2031	<b>Outcomes:</b> Reduced energy bills Warmer homes – fewer illnesses Reduction in household carbon emissions <b>Target:</b> 100% all new RBC social housing EPC A
Improve EPC of council owned housing	Planning/housing	<ul style="list-style-type: none"> <li>Retrofitting of council owned housing – Warm Homes Social Housing Fund (WHSHF)</li> <li>Secure further government funding for retrofit projects in line with Governments Warm Homes Plan</li> <li>Work towards all homes in the council’s housing stock at EPC C minimum</li> </ul>	2028  2026-2031  2030	<b>Outcomes:</b> Reduced energy bills Warmer homes and less instances of damp and mould which reduce associated health risks Improve each areas average EPC score above the national/regional average

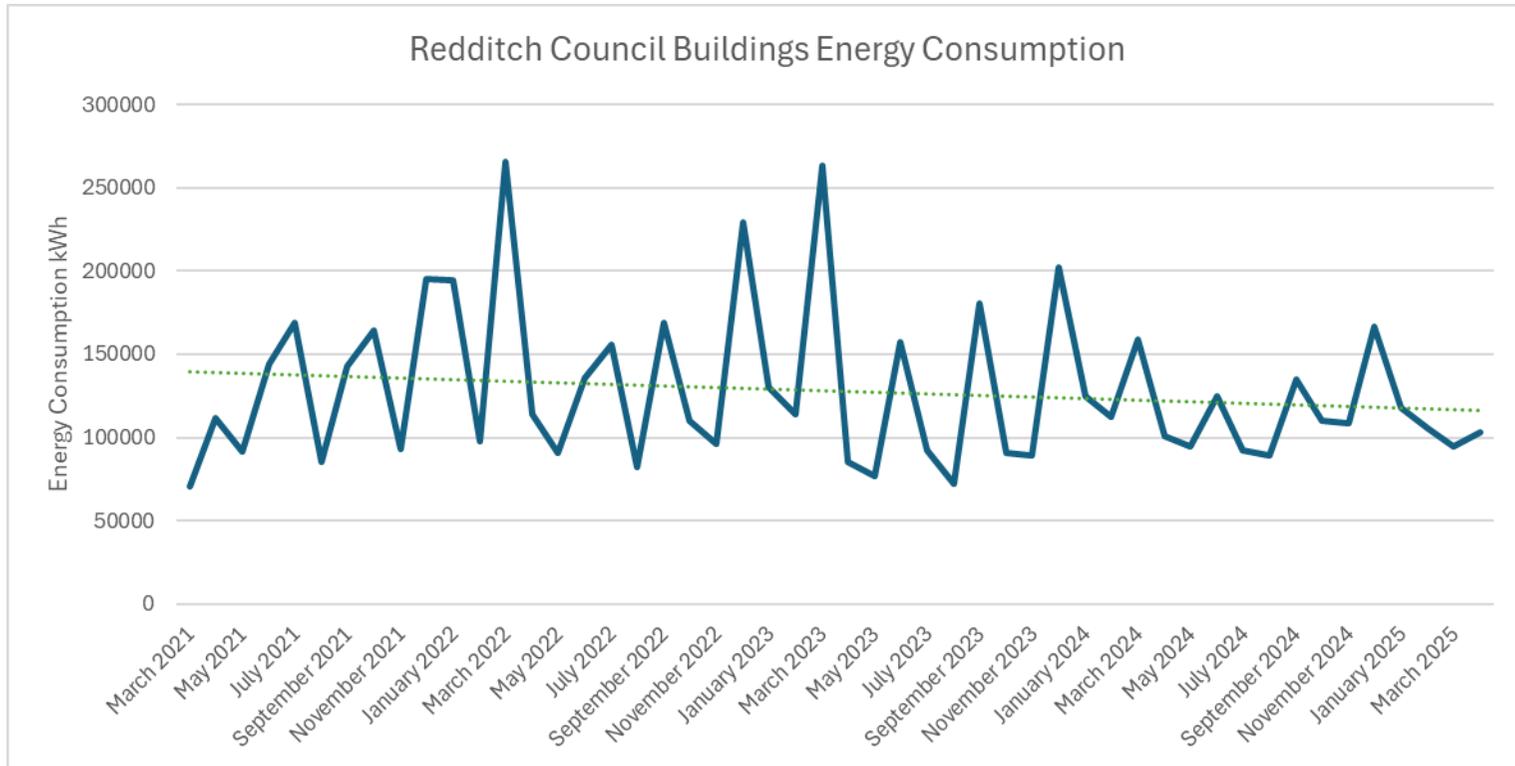
<sup>4</sup> <https://assets.publishing.service.gov.uk/media/5ad5f11ded915d32a3a70c03/clean-growth-strategy-correction-april-2018.pdf>

				<p>Reduction in fuel poverty  Reduced household carbon emissions  Increased local supply chain employment opportunities, increased local skills base, support the transition to green economy  <b>Target:</b> Up to 200 homes retrofitted under WHSHF  <b>Target:</b> Ensure all homes meet 2030 MEES unless exemptions are applicable</p>
Retrofit houses with lowest EPC	Housing	<ul style="list-style-type: none"> <li>• Complete the retrofitting of homes utilising the Warm Homes Local Grant (WHLG) funding</li> <li>• Secure funding for further retrofit projects in line with the Warm Homes Plan</li> <li>• Seek out partnerships to develop an offer for the able to pay market in line with government proposals in the Warm Homes Plan</li> <li>• Work with Energy Advice Service provider to support households needing support with energy bills to explore access to retrofit schemes and reduce fuel poverty</li> <li>• Identify and enable opportunities to retrofit listed buildings and residential properties in conservation</li> </ul>	<p>2028</p> <p>2026-2031</p> <p>March 2028</p> <p>2026-2031</p> <p>March 2027</p>	<p><b>Outcomes:</b> Reduced energy bills  Warmer homes and less instances of damp and mould which reduce associated health risks  Improve each area’s average EPC score above the national/regional average  Reduction in fuel poverty  Reduced household carbon emissions  Increased local supply chain employment opportunities, increased local skills base, support the transition to green economy</p>

		areas by publishing heritage appropriate retrofit guidance and delivering at least three pilot or demonstrator projects in partnership with conservation officers and housing providers-appropriate retrofit guidance and delivering at least three pilot or demonstrator projects, in partnership with conservation officers and housing providers		<b>Target:</b> 38 Private Homes retrofitted under WHLG by 2028
Council to actively support landlords with Minimum Energy Efficiency Standards of homes	Housing/WRS	<ul style="list-style-type: none"> <li>Support landlords to progress towards MEES compliance (EPC C by 2030) by providing advice, guidance and signposting to funding, retrofit support and exemption routes, and by working with partners to remove local barriers to delivery</li> </ul>	2030	<b>Outcomes:</b> Reduced energy bills Warmer homes and less instances of damp and mould which reduce associated health risks Reduced household emissions

## **Buildings – council**

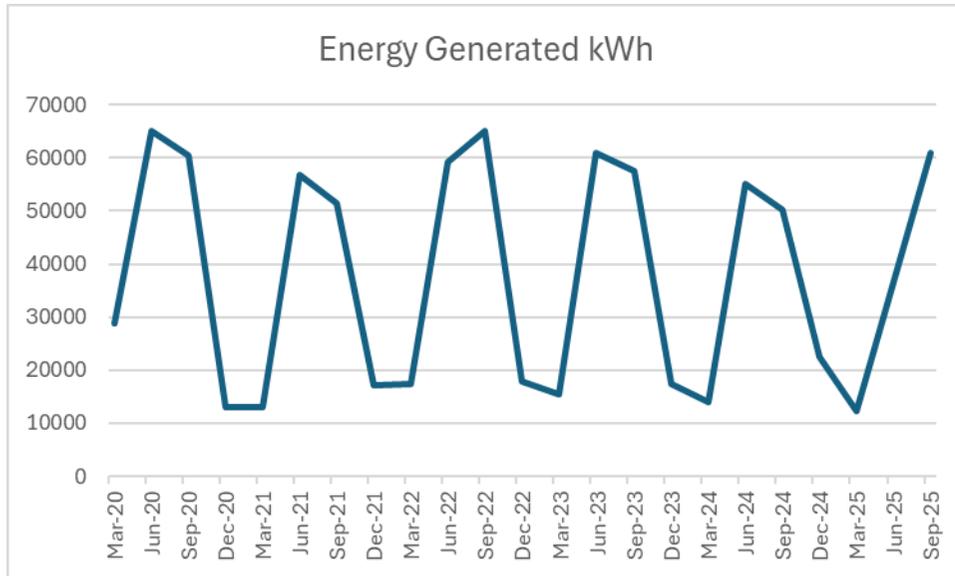
Reduction in energy consumption in council buildings reduces emissions released. The creation (and consumption) of renewable energy (e.g. from solar PV) reduced emissions further, as no greenhouse gases are released in the production of this energy. The council’s buildings have undergone significant improvements to reduce emissions, such as retrofitting solar panels\* and heat pumps. As a result, fewer emissions are released in the process of powering these buildings. Where surplus energy is created, this is transferred back into the grid, creating green energy for other consumers. There are also economic benefits as less energy is purchased from external providers. Where the council does buy energy, it is on a 100% green tariff, which also helps to reduce emissions.



The chart shows purchased energy consumption across Council buildings. While monthly usage fluctuates seasonally, the overall trend has been downward since 2021, with an indicative reduction of around 20% based on the trendline. Winter peaks have also moderated. Part of this reduction reflects operational changes following the Covid-19 pandemic—such as different occupancy patterns and more hybrid working—so the trend should be interpreted alongside building-use data and service needs rather than as efficiency gains alone. Ongoing monitoring will help distinguish savings from behaviour/occupancy changes versus improvements from targeted energy-efficiency measures.

Currently the following council buildings in Redditch have solar PV installed which are generating electricity: Town Hall, Palace Theatre, Bredon House, Retreat Steet Sheltered Housing Site, Mendip House, Malvern House, Keats House, Chiltern House, St David’s House, Ibstock House, Downsell House, Gorsey Close Community Centre, Beoley Road West, Beoley Road Common Room, Arthur Jobson House, Auxerre House, Harry Taylor House, Crossgate House, Abbey Stadium and Redditch Crematorium

The council is seeking to increase the amount of PV on its buildings, with Abbey stadium currently having more work undertaken to increase the amount of PV.



The graph above shows the energy generated by solar PV installed on council owned buildings in Redditch. The seasonal dips are due to reduced levels of sunlight in winter, but even during these months energy is created by solar panels.

The Council is currently investigating NOx abatement options for its cremators to improve local air quality, while the potential transition to electric cremators will be considered at the next planned replacement window (approximately eight years), which would deliver longer-term carbon and air quality benefits.

### Future Milestones

Actions	Service area	Milestone and data	Timescale	Outcomes/targets
Improve efficiency/renewable energy generation of council buildings	Property Services	<ul style="list-style-type: none"> <li>Develop and publish a strategic approach to identifying building improvement opportunities and funding sources, to inform future designs, planning decisions and capital investment.</li> </ul>	2028	Carbon emissions and energy use from Council-owned buildings reduce through improved efficiency, low-carbon technologies and increased on-site renewables, improving resilience and value for money.  <b>Target:</b> Reduce carbon emissions from Council-owned buildings year-on-year, with an ambition to achieve EPC C or equivalent across the portfolio by 2030 where technically, financially and operationally feasible.
		<ul style="list-style-type: none"> <li>Implement energy efficiency upgrades to priority buildings in line with the building's improvement and funding strategy, where funding, approvals and business cases are in place.</li> </ul>	2026-2031	
		<ul style="list-style-type: none"> <li>Investigate opportunities to reduce energy demand in Council buildings, including through behavioural and operational measures such as reducing</li> </ul>	2026	

		<p>internal temperatures where appropriate.</p> <ul style="list-style-type: none"> <li>• Implement energy efficiency upgrades to Council-owned listed buildings and properties within conservation areas, where applicable, using heritage-appropriate measures and subject to funding, consents and technical feasibility</li> <li>• Continue to deploy renewable energy technologies on Council owned buildings where technically and financially feasible, prioritising sites identified through feasibility work and capital planning</li> </ul>	<p>2027- 2031</p> <p>2026-2031</p>	
<p>Improve the energy efficiency and emissions performance of Redditch Crematorium through phased upgrades, cleaner technology and lower-carbon procurement.</p>	<p>Environmental Services</p>	<ul style="list-style-type: none"> <li>• By 2027, implement NOx abatement measures at Redditch Crematorium, subject to technical feasibility and funding, to improve air quality and reduce emissions.</li> <li>• From 2026 onwards, prioritise sourcing memorial products, including headstones, from local</li> </ul>	<p>2027</p> <p>2026-2031</p>	<p>Emissions from Redditch Crematorium are reduced over time through phased improvements, cleaner technology and lower-carbon procurement, delivering air-quality and climate benefits while maintaining service provision.</p>

		<p>or UK-based suppliers where practicable to reduce transport-related emissions.</p> <ul style="list-style-type: none"> <li>• At the end of the current cremator stack lifecycle, consider replacement with improved technology that reduces emissions and, where feasible, enables the recovery and use of waste heat to support nearby buildings or services.</li> <li>•</li> </ul>	2026-2031	
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## **Transport**

The council's transport comprises of council owned vehicles (such as refuse collection lorries), vans and staff-owned vehicles. All of these vehicles have impacts on the environment, however, where possible a switch in fuel type or to electric reduces emissions released. Alongside council owned vehicles, across the borough emissions can be reduced by the public using electric cars. As well as releasing carbon emissions, petrol and diesel vehicles cause high rates air pollution, so switching to EV or public transport can help to reduce this. The council has expanded the available network of public EV chargers across the borough, encouraging more car users to switch to EV. Redditch is part of the Worcestershire County Council Local Electric Vehicle Infrastructure (LEVI) scheme, and which has been awarded £3.5 million to supply, install and operate EV chargers into areas with limited off-street parking.

Staff mileage has been significantly reduced through agile working and officers working from home.

The council has been working with Zest to install public EV charge points across the Borough, to date 2 chargers have been installed with further planned over the coming years.

Dial A Ride is available as part of Redditch's vehicle fleet. As this fleet is expanding, options for electric or hybrid vehicles are being considered in order to reduce emissions. Where possible, Dial A Ride services strive to provide efficient journeys transporting several customers to one destination or picking up several customers from one destination/or nearby destinations and to make the routes as efficient as possible in terms of mileage. A cancellation policy has been introduced to ensure that drivers are not making unnecessary journeys to pick up points where the customer no longer wants the journey, as this has been an issue in the past and caused wasted journeys.

Redditch Local Cycling and Walking Infrastructure Plan<sup>5</sup> has been created to improve active travel, with a key objective of 50% of local trips in towns and cities to be on foot or by bicycle by 2030. The plan aims to implement approximately 45kms of primary cycling routes with 11 secondary and 12 link cycling routes totalling 42kms, as well as creating a walking and wheeling network covering Redditch town centre core walking zone and 8 primary town centre walking and wheeling routes. A key benefit of the LCWIP will be the enhanced safety of highways and footways for everyone, as well as less congestion and saving money on transport costs.

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<sup>5</sup> [https://www.worcestershire.gov.uk/sites/default/files/2025-10/redditch\\_lcwip\\_final.pdf](https://www.worcestershire.gov.uk/sites/default/files/2025-10/redditch_lcwip_final.pdf)

**Future Milestones**

Actions	Service area	Milestone and data	Timescale	Outcomes/targets
Supporting transition to zero emissions vehicles	All Services	<ul style="list-style-type: none"> <li>• By the end of the strategy period, reduce staff business mileage by a further 10% compared to March 2026, through increased use of remote working, digital meetings and sustainable travel options.</li> <li>• Identify and implement practical ways the Council can support staff to transition to electric vehicles, including policy review, infrastructure provision and incentives, where feasible</li> <li>• By the end of the strategy period, increase uptake of public transport and active travel for Council business and commuting, through travel planning, policy support, communications and improved facilities where feasible</li> <li>• Install electric vehicle charging infrastructure on suitable Council owned land, building on the current programme of work with Zest and supporting Worcestershire County Council in the delivery of the LEVI programme, where technically and financially feasible</li> </ul>	<p>2026-2028</p> <p>2026-2031</p> <p>2026-2031</p> <p>2026-2031</p>	<p>Emissions from Council-related travel reduce as business mileage falls and cleaner travel choices are adopted, supported by EV charging on Council land to enable long-term transport decarbonisation.</p> <p><b>Target:</b> Reduce staff business mileage by 10% by the end of the strategy period (2031), compared to the March 2026 baseline. Support the ongoing phased rollout of electric vehicle charging infrastructure through the Zest partnership, contributing to delivery of up to 120 chargers across 30+ sites in Bromsgrove and Redditch, subject to feasibility and funding.</p>

Support wider public with transition to zero emission transport	Climate Change and Comms Economic Development and Regeneration	<ul style="list-style-type: none"> <li>• Support residents and businesses to transition to electric vehicles by providing information, signposting to grants and infrastructure, and enabling access to charging where feasible</li> <li>• Encourage and enable increased use of public transport and active travel by residents through partnership working, information, and support for local improvements where feasible</li> <li>• Support the growth of green jobs and skills locally by working with partners, employers and training providers to enable employment opportunities linked to the low carbon transition.</li> <li>• Embed and support delivery of the Local Cycling and Walking Infrastructure Plan (LCWIP), including the implementation of priority routes where funding and delivery mechanisms are in place</li> </ul>	2026-2031  2026-2031  2026-2031  2026-2031	Transport emissions reduce as cleaner travel choices, including EVs, public transport and active travel, become more accessible, supporting improved air quality, health and growth in green jobs and skills.
Decarbonising of council's transport fleet	Environmental Services	<ul style="list-style-type: none"> <li>• Progressively reduce emissions from the Council's fleet by prioritising replacement with newer, more efficient and lower-emission vehicles through the fleet replacement programme, and by adopting zero-emission or alternative fuel vehicles (such as HVO) where infrastructure, funding and operational requirements allow</li> </ul>	2026-2031	Fleet emissions reduce through phased replacement with more efficient, lower-emission and alternative-fuel vehicles, delivering lower fuel costs and improved air quality.



## **Planning and Land Use**

A significant proportion of emissions can be reduced through future planning and developments. By meeting stricter energy standards and constructing buildings to a higher energy efficiency/with technology such as solar PV already installed, the council can contribute to a reduction in emissions across the borough.

The council considers the environmental impact of new developments when developing the local plan. While new developments cannot be built without creating emissions, the council seeks options which have the lowest impact on the environment.

The council has undertaken a research study into the decarbonisation of North Moons Moat industrial estate and based on these findings is looking to implement strategies to reduce carbon emissions here.

The local plan<sup>6</sup> includes a climate change policy to ensure than new developments are constructed in an efficient and sustainable manner in order to be climate resilient and to contribute to reducing carbon emissions. Planning applications are judged against the following criteria:

- development should be placed in accessible locations in order to reduce greenhouse gas emissions. Proposals should take account of the need for accessibility between any development site and key facilities and consider how flexible and smarter working practices can be maximised to reduce transport emissions;
- the energy efficiency of the development must be maximised through its siting and orientation, and through the adoption of energy conservation measures, including natural ventilation, heating, street trees and lighting;
- proposals must seek to meet the new national technical standards, excluding the additional optional standards;
- all new non-domestic development must be assessed against the BREEAM assessment method (or any other national scheme which supersedes it);
- all proposals must demonstrate that the use of sustainable, locally sourced and recycled materials has been considered and the waste hierarchy has been considered (waste minimisation, reuse and recycling) during construction;
- adaptation measures must be maximised, with particular emphasis on the provision, enhancement and retention of Green Infrastructure

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<sup>6</sup> <https://www.redditchbc.gov.uk/media/tbodcekr/adopted-borough-of-redditch-local-plan-no4-2011-2030.pdf>

As well as robust criteria to be met, the use of small-scale renewable technologies and low carbon vehicle infrastructure are encouraged.

### Future Milestones

Actions	Service area	Milestone and data	Timescale	Outcomes/targets
<p>Ensure the new Local Plan embeds strong climate change, sustainability and adaptation policies—covering buildings, transport, biodiversity, energy and infrastructure—to support delivery of the Climate Change Strategy when adopted.</p>	<p>Planning, Climate Change</p>	<ul style="list-style-type: none"> <li>By the next draft Local Plan stage, develop policy wording that embeds climate mitigation and adaptation requirements—such as Future Homes Standard (FHS) compliance for qualifying permissions—in line with national transition arrangements and the Council’s Climate Change Strategy.</li> </ul>	<p>2026-2029</p>	<p>The new Local Plan strengthens the planning framework so future development supports lower-carbon buildings, sustainable transport and enhanced biodiversity, helping align planning decisions with the Climate Change Strategy and improve resilience across the district.</p>
		<ul style="list-style-type: none"> <li>From 2026 onwards, ensure ongoing collaboration between Climate Change, Planning Policy, and relevant service areas so that emerging Local Plan policies reflect current evidence, carbon-reduction priorities, adaptation needs and infrastructure opportunities.</li> </ul>	<p>2026-2029</p>	
		<ul style="list-style-type: none"> <li>By 2028, develop and update the Local Plan evidence base relating to climate change, including renewable energy opportunities, sustainable transport, green infrastructure, nature recovery and resilience, to support sound policy drafting and examination.</li> </ul>	<p>2028</p>	
		<ul style="list-style-type: none"> <li>By 2029, progress the Local Plan to the adoption stage in line with the Council’s</li> </ul>	<p>2029</p>	

		agreed timetable, ensuring climate-related policies are retained and strengthened through examination.		
Support the deployment of rooftop solar on commercial buildings through feasibility, partnerships and enabling delivery models (e.g., leases or PPAs), to reduce emissions and energy costs across the local economy.	Climate Change, Planning	<ul style="list-style-type: none"> <li>• By 2027, identify and prioritise commercial buildings suitable for rooftop solar using desk-based screening (roof size/orientation/age), basic structural/red-flag checks, and indicative grid capacity and planning considerations.</li> <li>• From 2026 onwards, engage targeted owners, landlords and tenants to understand appetite, lease terms, roof access/maintenance responsibilities, and preferred commercial models (rooftop lease, landlord-funded CAPEX, third-party PPA).</li> <li>• By 2028, establish preferred delivery routes (e.g., framework/partner for financed PPAs; guidance for landlord-funded installs), including outline heads of terms, standard due-diligence (structural surveys, warranties), and grid application approach.</li> <li>• From 2028, support a first tranche of viable schemes to progress (subject to surveys, consents, roof condition, and DNO connection), focusing on sites with</li> </ul>	<p>2027</p> <p>2026-2031</p> <p>2028</p> <p>2028</p>	Increased deployment of rooftop solar on commercial buildings, supporting lower energy costs for businesses, reduced carbon emissions and greater local energy resilience through a growing pipeline of viable solar projects enabled by partnership working.

		strong business cases and willing counterparties.		
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## **Governance and Finance**

In order for the council to make key improvements in carbon emissions and reach net zero by 2040, a key aspect is ensuring that net zero and carbon reduction targets are embedded across the council’s plans, and are then followed through.

Within the council staff there is a dedicated climate change team employing two FTE colleagues. As well as this within the elected members of the council, Councillor Snape is the portfolio holder for climate change. These roles ensure that climate change implications are considered within all aspects of council actions before they are passed.

All reports taken through the committee process have a required assessment of climate change implications included (the council is exploring using a climate impact assessment tool to support officers with this process).

Carbon literacy training has been provided to all members of the senior managers, with ongoing training provided to elected members and officers within in the council. The council is looking to review the provision of carbon literacy training to include all staff at all levels.

The Council will proactively identify, bid for and secure external funding to deliver priority actions in this Strategy, aligning bids with corporate priorities, value-for-money principles and partnership opportunities.

The council are auditing the current scope 3 emissions created through their operations with an aim to reduce these. These emissions refer to those that are out of control of the council, through the transport and production of good that the council uses.

## Future Milestones

Actions	Service area	Milestone and data	Timescale	Outcomes/targets
Reduction of scope 3 emissions through procurement, purchasing and audit	Legal, democratic Services, property, services, Economic Development and Regeneration	<ul style="list-style-type: none"> <li>Review key day-to-day purchasing lines and suppliers to identify opportunities to reduce carbon impacts, waste and cost, and to inform more sustainable procurement decisions.</li> </ul>	2026	Scope 3 emissions are reduced through more sustainable procurement, improved use of resources and reduced waste across day-to-day Council operations
		<ul style="list-style-type: none"> <li>Undertake proportionate environmental impact assessments of key suppliers to identify Scope 3 emissions hotspots and opportunities to reduce carbon impacts through procurement and contract management.</li> </ul>	2026-2027	
		<ul style="list-style-type: none"> <li>Introduce a time-limited stationery amnesty while reviewing existing stock, to reduce unnecessary purchasing, minimise waste and use existing resources more effectively.</li> </ul>	2026	
		<ul style="list-style-type: none"> <li>Embed processes for the return, reuse or appropriate recycling of unused IT equipment and electronic items, to reduce waste and Scope 3 emissions from purchasing.</li> </ul>	2026	
Audit of server rooms and IT usage for scope 3	Property Services and ICT	<ul style="list-style-type: none"> <li>Complete an audit of Council-owned server rooms and on-premise IT usage to establish a baseline for energy use, utilisation and Scope 3 emissions</li> </ul>	2026	Emissions associated with IT systems and data storage are better understood and reduced over time through improved efficiency, informed decision-making and supplier engagement
		<ul style="list-style-type: none"> <li>Develop an action plan to reduce emissions from server rooms and IT usage, identifying priority</li> </ul>	2027	

		<p>actions, responsibilities and opportunities for efficiency, consolidation or decommissioning.</p> <ul style="list-style-type: none"> <li>• Improve understanding of emissions associated with cloud-based services and external data centres used by the Council, through supplier engagement and available reporting, to inform future IT and procurement decisions.</li> </ul>	2027	
Accurately identify the risks of climate change to the local area within the council's Corporate Risk Register	Legal, democratic, property	<ul style="list-style-type: none"> <li>• Identify and assess the key climate-related risks to the local area and Council operations and incorporate these risks into the Council's Corporate Risk Register.</li> <li>• Regularly review and update climate-related risks within the Corporate Risk Register to reflect emerging evidence, local impacts and changes in policy or operations</li> </ul>	2026  2026-2031	Climate-related risks to the local area and Council services are clearly understood, monitored and managed through the Council's corporate risk framework
Implement a sustainable procurement policy that supports area-wide net zero ambitions and embeds tackling the climate emergency as a core	Legal, democratic, property	<ul style="list-style-type: none"> <li>• From 2026, implement updated procurement policy and guidance that encourages more sustainable and locally sourced procurement where appropriate, in line with legal and value-for-money requirements.</li> <li>• Work with Procurement to improve and consistently apply the Council's procurement tools, ensuring climate and carbon considerations are embedded across purchasing decisions.</li> </ul>	2026-2031  2026-2031	Procurement decisions increasingly support net zero ambitions by reducing Scope 3 emissions, strengthening local supply chains and embedding climate considerations into purchasing across the Council.

procurement priority				
Strengthen internal governance of energy purchasing and on-site generation to support carbon reduction and value for money	Property Services	<ul style="list-style-type: none"> <li>Regularly review and monitor the Council's energy purchasing arrangements, prioritising green tariffs and lower-carbon options where they offer value for money and security of supply.</li> <li>Ensure solar photovoltaic systems on Council-owned buildings are appropriately maintained and optimised, including routine inspection and cleaning where required, to maximise performance and carbon savings.</li> </ul>	2026-2031  2026-2031	Energy purchasing and on-site generation are effectively governed and optimised, supporting carbon reduction, resilience and value for money across Council operations.
Report transparently on the Council's greenhouse gas emissions to support accountability, decision-making and progress tracking.	Property Services	<ul style="list-style-type: none"> <li>Develop a climate change dashboard to report on the Council's greenhouse gas emissions and, where data is available, wider borough-level emissions, to support transparency and informed decision-making.</li> <li>Regularly monitor and report on the Council's greenhouse gas emissions to track progress against targets and inform future action.</li> <li>Ensure the Council meets all relevant statutory and voluntary requirements for greenhouse gas emissions reporting, in line with national guidance and best practice.</li> </ul>	2026  2026-2031  2026-2031	The Council's greenhouse gas emissions are accurately monitored, transparently reported and used to inform decision-making and continuous improvement.
Improve climate change awareness and carbon literacy	HR	<ul style="list-style-type: none"> <li>Publish details of climate awareness training undertaken by senior management and relevant Members (including Cabinet Members and</li> </ul>	2026	Staff and Members are better informed and equipped to consider climate change impacts, mitigation and

across the Council through transparent leadership training and accessible learning opportunities for staff and Members.		<p>Committee Chairs), to support transparency and leadership by example.</p> <ul style="list-style-type: none"> <li>• Develop and embed ongoing climate change awareness training for staff and Members, including induction content for new starters, to support informed decision-making and action.</li> <li>• Provide an optional pathway for staff and Members to achieve a recognised carbon literacy certificate, where appropriate, to build organisational capacity for climate mitigation and adaptation.</li> </ul>	<p>2026</p> <p>2027</p>	adaptation in decision-making, supported by transparent leadership and improved carbon literacy.
Embed a consistent climate impact assessment approach into Council decision-making to ensure climate implications are considered across all policies and reports.	Climate change	<ul style="list-style-type: none"> <li>• By 2026, review the current climate change commentary in committee reports and explore options for strengthening it into a proportionate climate impact assessment approach, including implications for officers preparing reports.</li> <li>• Pilot and embed a consistent climate impact assessment approach within committee and key decision reports, supported by guidance for officers.</li> <li>• From 2027 onwards, keep the climate impact assessment approach under review to ensure it remains proportionate, effective and aligned with best practice and organisational change.</li> </ul>	<p>2026</p> <p>2027</p> <p>2027</p>	Climate implications are routinely and consistently considered in Council decision-making, supporting more informed, transparent and climate-aware outcomes.
Proactively identify and	Climate change	<ul style="list-style-type: none"> <li>• From 2026, proactively identify and track relevant external funding opportunities to</li> </ul>	2026-2031	External funding is maximised to support the delivery of

<p>secure funding to support the delivery of climate change mitigation and adaptation activity.</p>		<p>support climate change mitigation and adaptation projects, working with internal and external partners where appropriate.</p> <ul style="list-style-type: none"> <li>• By the end of the strategy period, secure and deploy external funding, where available, to support priority climate change projects identified through the Climate Change Strategy and delivery plans.</li> </ul>	<p>2026-2031</p>	<p>climate change priorities, reducing reliance on core Council budgets and enabling wider action.</p>
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## **Biodiversity**

Biodiversity is intrinsically linked with the climate crisis. The natural environment to the health and wellbeing of society and provides 'ecosystem services' to regulate our environment, produce clean air and pollinate our crops. Through increased biodiversity and the conservation and restoration of natural spaces, it is possible to reduce emissions helping to mitigate climate change by absorbing carbon from the air. However, climate change is a significant cause of biodiversity loss, as species and ecosystems are affected by changes in weather patterns and extreme weather events. Significant carbon dioxide emissions are caused by land use change, which is also a key driver for biodiversity and ecological loss. In severe cases, entire species and/or ecosystems can be lost, which can have devastating effects on human health and economic stability. As a Local Planning Authority, Redditch Borough Council is legally required to ensure that most new developments deliver Biodiversity Net Gain (BNG) under the Environment Act 2021. This means that any qualifying planning application must demonstrate a minimum 10% increase in biodiversity value compared to the pre-development state of the site.

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. Where the public has access, co-benefits such as improved health and wellbeing are also of importance, contributing to higher quality of life. Arrow Valley Park has been awarded Green Flag status, an international quality mark for parks and green spaces, which ensures that the parks are accessible to the public, whilst also ensuring that the environment is protected. The Brown Hairstreak Butterfly has been a success story of conservation locally after they were assigned a wildlife protection order and can now be found in Morton Stanley Park.

The council has committed to mowing green spaces less in order to increase biodiversity, such as wildflower verges to help with insect populations. New planning and development projects include biodiversity net gain to ensure that biodiversity conservation continues. Within the Parks and Open Spaces Strategy and Management and Maintenance Plans actions are include which will conserve and enhance biodiversity.

The environmental services team for Bromsgrove and Redditch have begun the transition to electric power tools, moving away from 2-stroke petrol tools. This includes 9 short reach hedge cutters, 6 long reach hedge cutters and 3 strimmer's. Electric chainsaws and blowers are being trialled with an aim to these being replaced as well.

**Future Milestones**

Actions	Service area	Milestone and data	Timescale	Outcomes/targets
Reduce the Council’s reliance on harmful pesticides by trialling alternative approaches, preparing for regulatory change, and adopting more environmentally responsible practices where feasible.	Property Services/ Environmental Services	<ul style="list-style-type: none"> <li>• Review current pesticide stock levels and usage across relevant services to establish a baseline and identify opportunities for reduction.</li> <li>• Continue to trial alternative equipment and non-chemical or lower-impact weed control methods, assessing effectiveness, cost and operational suitability.</li> <li>• Keep pesticide use under review in response to emerging legislation and guidance on substances such as glyphosate, adapting practices as required to remain compliant and reduce environmental impact.</li> <li>• Monitor developments in the market for alternative products, equipment and practices to further reduce reliance on harmful pesticides over time.</li> </ul>	<p>2026</p> <p>2026-2031</p> <p>2026-2031</p> <p>2026-2031</p>	The Council reduces its reliance on harmful pesticides over time through evidence-based trials, regulatory readiness and the adoption of lower-impact alternatives, supporting biodiversity and environmental protection.
Progressively transition Council equipment and machinery to battery-powered or lower-emission	Environmental Services	<ul style="list-style-type: none"> <li>• By 2026, complete a stock audit of Council-owned equipment and machinery to understand age, usage, fuel type and opportunities for transition to lower-emission alternatives.</li> <li>• From 2026 onwards, replace equipment and machinery with battery-powered or</li> </ul>	<p>2026</p> <p>2026-2031</p>	Council equipment and machinery become progressively lower-emission over time, reducing carbon impacts, noise and air pollution while maintaining service delivery.

alternatives where feasible.		lower-emission alternatives at end of life, where operationally suitable and financially viable.		
Improve biodiversity and carbon sequestration within Council-managed green spaces through changes to land management, including reduced mowing, habitat enhancement and improved soil health.	Planning, regeneration and leisure, Property Services	<ul style="list-style-type: none"> <li>Identify priority green spaces for biodiversity and soil-health improvements and secure funding, where available, to support changes in land management and enhancement projects.</li> <li>implement biodiversity-led management of selected green spaces, including reduced mowing regimes and habitat creation, where appropriate.</li> <li>Improve soil health within green spaces through appropriate management practices that enhance biodiversity and increase carbon sequestration, where feasible.</li> <li>From 2027, implement and expand biodiversity and soil-health improvement projects where evidence, funding and operational experience support wider roll-out.</li> </ul>	2026-2031	Council-managed green spaces support richer biodiversity, healthier soils and increased carbon sequestration, while continuing to meet community and operational needs.
			2026-2031	
			2026-2031	
Embed effective governance, monitoring and delivery of Biodiversity Net Gain (BNG), while supporting opportunities to	Planning, regeneration and leisure	<ul style="list-style-type: none"> <li>introduce a clear mechanism to monitor, record and report on Biodiversity Net Gain outcomes from new developments, in line with national requirements and local planning processes.</li> <li>Identify and support opportunities to deliver Biodiversity Net Gain beyond statutory planning requirements, including off-site provision,</li> </ul>	2026-2031	Biodiversity Net Gain is effectively governed, monitored and delivered, contributing to enhanced biodiversity outcomes both through the planning system and wider voluntary action.
			2026-2031	

enhance biodiversity beyond statutory planning requirements.		<p>partnerships and Council-led land management where appropriate.</p> <ul style="list-style-type: none"> <li>Align Biodiversity Net Gain delivery with wider biodiversity, green space and climate objectives to maximise environmental benefits where possible.</li> </ul>	2027-2031	
Report on biodiversity actions and outcomes in line with the Council's Biodiversity Duty, ensuring delivery, transparency and continuous improvement.	All services	<ul style="list-style-type: none"> <li>Work with relevant services to develop and implement action plans aligned with the priorities and actions set out in the Council's Biodiversity Duty Report.</li> <li>By the next statutory reporting deadline, complete and publish the Council's Biodiversity Duty Report, setting out progress, outcomes and next steps.</li> <li>From 2026, use biodiversity reporting to review progress, share learning and inform future policy, land management and investment decisions.</li> </ul>	2026  2031  2026-2031	The Council meets its Biodiversity Duty through clear reporting, coordinated delivery across services and continuous improvement in biodiversity outcomes.
Increase and manage tree cover as part of a wider approach to biodiversity, soil health and nature-based climate action.	Leisure	<ul style="list-style-type: none"> <li>Increase tree cover in suitable locations and develop a long-term tree management plan to ensure trees are appropriately managed as they establish and mature.</li> <li>Ensure new tree planting uses a mix of appropriate native and climate-resilient species to enhance biodiversity and reduce the risk of monoculture.</li> </ul>	2026-2031  2026-2031	Tree cover increases in a planned and resilient way, contributing to biodiversity, place-making and public engagement, while being integrated with soil-based approaches that deliver effective long-term carbon sequestration.

		<ul style="list-style-type: none"> <li>• From 2026 onwards, integrate tree planting with soil-health and land-management practices that maximise biodiversity and carbon sequestration, recognising the role of healthy soils alongside tree cover.</li> </ul>	2026-2031	
		<ul style="list-style-type: none"> <li>• From 2026 onwards, work with residents who wish to participate in greening initiatives, including tree planting and nature-friendly gardens, to support biodiversity and local environmental quality.</li> </ul>	2026-2031	
		<ul style="list-style-type: none"> <li>• From 2026 onwards, provide public information and education on the role of trees in the borough, including species choice, lifespan, management needs and their relationship to biodiversity and carbon reduction.</li> </ul>	2026-2031	

## **Collaboration and Engagement**

Redditch Borough Council has worked alongside Rubicon Leisure to reduce emissions in the local area. Heat from Redditch Crematorium is used to warm Abbey Stadium Sports Centre, which also has solar panels on its roof. Redditch Borough Council hosts an annual Green Fair. This is a family event to communicate the message of a low carbon future to the wider community as well as eco-friendly initiatives. Within Redditch there is a climate action group where residents can help to influence the climate action plan and have their say.

Climate officers are frequently working with those at risk from climate change, in particular lower income homes who are eligible for improvements to the energy efficiency of their homes through grants, often with the support of Act On Energy. This improves Redditch's health economy by improving air quality within homes and reducing damp and mould.

The council works with external bodies to reduce emissions further across the borough. Within the police force the exchange of evidence has become digitalised so that police staff take fewer journeys to collect evidence, thus reducing emissions and allowing officers to be available for more urgent needs.

Redditch Borough Council is a member of Worcestershire Public Sector Sustainability Group, helping to reduce emissions across the county.

Redditch Borough Council works with Midland Net Zero Hub, an organisation funded by the Department for Energy Security and Net Zero, that supports decarbonisation projects across the Midlands. The council is working with MNZH to help deliver home improvement upgrades as part of Warm Homes Local Grant.

Redditch's leisure strategy<sup>7</sup> aims to generate a high profile, safe, inclusive, well-connected and managed network of active travel networks, green and blue corridors, heritage trails, leisure and culture facilities. There is a green thread underpinning the leisure and culture strategy to ensure that the environment is considered and climate change mitigated where possible. Recommendations within the strategy include developing a better understanding of the biodiversity and green assets across the borough so that they can be improved; develop an investment plan for enhancing parks and open spaces; promote active travel routes within parks and open spaces. This can help to improve Redditch's health economy by encouraging people to become more active.

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<sup>7</sup> <https://moderngovwebpublic.redditchbc.gov.uk/documents/s46219/Appendix%20A%20-%20Leisure%20and%20Culture%20Strategy.pdf>

Outside of the public sector organisations RBC is an active member of the Better Environment group and works with 3rd sector organisations supporting residents across the borough with environmental projects or access to funding a resources in managing through the cost-of-living crisis, fuel poverty community clean ups and accessing transport across the borough.

### Future Milestones

Actions	Service area	Milestone and data	Timescale	Outcomes/targets
Work with local educational institutions to support climate change awareness, skills and engagement among children and young people.	Climate Change	<ul style="list-style-type: none"> <li>By 2026, engage with local schools and educational institutions to identify opportunities for climate-related engagement and plan future events or activities.</li> <li>From 2026 onwards, deliver a rolling programme of climate change engagement activities with local schools and educational institutions, subject to capacity and partnership arrangements.</li> </ul>	<p>2026</p> <p>2026-2031</p>	Children and young people are better informed and engaged on climate change and sustainability, supported through partnership working with local educational institutions.
Engage with community groups to support, inform and shape local climate-related initiatives across the borough.	Climate Change	<ul style="list-style-type: none"> <li>From 2026 onwards, engage with community groups through planned and proportionate meetings or forums to support local climate action and share information on Council priorities and activity.</li> <li>From 2026 onwards, ensure feedback and views from community engagement are captured, considered and, where appropriate, used to</li> </ul>	<p>2026-2031</p> <p>2026-2031</p>	Community groups are actively engaged in climate action, with local knowledge and perspectives helping to shape and support delivery of the Council's climate priorities.

		inform the Council's Climate Change Strategy delivery and action planning.		
Deliver inclusive community outreach to ensure those most affected by climate change are informed, heard and able to engage with local climate action.	Climate Change	<ul style="list-style-type: none"> <li>From 2026 onwards, ensure community outreach and engagement activities are inclusive and designed to reach residents and groups most affected by climate change impacts.</li> <li>From 2026 onwards, deliver targeted community engagement workshops, where appropriate, to raise awareness, build understanding and support participation in local climate action.</li> </ul>	2026-2031  2026-2031	Community outreach is inclusive and accessible, enabling those most affected by climate change to engage with and contribute to local climate action.
Share best practice and collaborate with the County Council, neighbouring local authorities and public-sector partners to support delivery of net zero and climate resilience objectives.	Climate Change	<ul style="list-style-type: none"> <li>From 2026 onwards, engage in regular partnership working with Worcestershire County Council, neighbouring local authorities and public-sector organisations to share best practice and support delivery of climate and net zero initiatives (for example, EV infrastructure and LEVI delivery).</li> <li>From 2026 onwards, work with partners to ensure continuity of climate change activity, data and learning in the event of Local Government Reorganisation,</li> </ul>	2026-2031  2026-2031	Climate action is strengthened through effective collaboration, shared learning and continuity of approach across the county, neighbouring authorities and the wider public sector, including through periods of organisational change.

		<p>supporting effective transition and shared approaches where required.</p> <ul style="list-style-type: none"> <li>• Subject to the outcomes of Local Government Reorganisation, support the alignment of climate priorities, actions and reporting across new or revised governance arrangements.</li> </ul>	2026-2031	
Support the exploration and development of community energy initiatives, including potential community microgrids and district heat networks, in partnership with local communities and specialist organisations.	Planning/housing	<ul style="list-style-type: none"> <li>• By 2027, seek external expertise to assess the feasibility of community energy opportunities within the borough, including the potential for community microgrids or district heat networks and identification of suitable locations where appropriate.</li> <li>• By 2027, engage with community groups, parish councils and other local stakeholders to understand appetite for community energy projects and to raise awareness of potential opportunities and benefits.</li> </ul>	2027  2027	Communities are supported to explore and develop locally led energy solutions, contributing to decarbonisation, energy resilience and local benefit where feasible.
Engage and support local businesses to reduce emissions and improve energy efficiency, building on	Climate Change	<ul style="list-style-type: none"> <li>• From 2026 onwards, support the implementation of appropriate actions identified in the North Moons Moat Industrial Decarbonisation Study, working with businesses and partners where feasible.</li> </ul>	2026-2031	Local businesses are supported to understand and progress decarbonisation opportunities, building on evidence-based studies and partnership working to reduce emissions and strengthen the local economy.

evidence from local decarbonisation studies and partnership working.		<ul style="list-style-type: none"> <li>From 2027 onwards, use learning from the North Moons Moat study to inform wider engagement with local businesses on decarbonisation opportunities, including energy efficiency, low-carbon heat and renewable energy.</li> </ul>	2027-2031	
Work in partnership with other public-sector organisations to identify and support opportunities to improve the energy efficiency and decarbonisation of public-sector buildings.	Property Services	<ul style="list-style-type: none"> <li>By 2027, identify opportunities to work with other public-sector organisations (such as the police, fire service, NHS and schools) where buildings are shared, co-located or in close proximity to Council assets, to explore joint energy efficiency or decarbonisation opportunities.</li> </ul>	2027-2031	Public-sector organisations work collaboratively to improve the energy efficiency and decarbonisation of buildings, reducing emissions, costs and duplication across the local public estate.
		<ul style="list-style-type: none"> <li>By 2027, work with partners to identify and pursue appropriate funding opportunities and delivery mechanisms to support energy efficiency and decarbonisation measures in shared or neighbouring public-sector buildings.</li> </ul>	2027-2031	
		<ul style="list-style-type: none"> <li>From 2028 onwards, support the implementation of joint energy efficiency and decarbonisation projects in public-sector buildings where funding, partner agreement</li> </ul>	2028-2031	

		and governance arrangements are in place.		
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## **Waste reduction and Food**

The council operates weekly domestic waste collections, alternating between recycling and general waste collection. Commercial food waste is being collected by the council and in 2026 food waste bin collections will begin for households, which will reduce the amount of food waste going to landfill which releases vast amounts of methane. Redditch Borough Council is a 'collection authority' and the disposal of waste collected is the responsibility of Worcestershire County Council. Currently the County Council has a Waste Core Strategy that covers the period to 2027, the Council is signed up to the Worcestershire & Herefordshire Joint Municipal Waste Management Strategy (JMWMS). The JMWMS sets out our targets for the reduction and recovery of household waste and runs until 2034.

Reducing residential and commercial waste has huge benefits for the environment and economically. By seeking alternatives to buying new/replacing items straight away, few materials are required. This means that from the start of a product's life-cycle, there are fewer emissions involved in extracting materials, manufacturing and transport, as well as the use of earth's resources. Within the borough, monthly repair cafes are held where broken items can be taken to be fixed, both saving money and reducing waste going to landfill.

With the statutory rollout of weekly food waste collections by March 2026 under the Environment Act 2021, Redditch Borough Council has an opportunity to better align waste management with low-carbon energy and resource recovery. The introduction of separate food waste collections supports national recycling objectives and creates the potential for organic waste to be treated through anaerobic digestion, a proven technology that can generate renewable biomethane and biofertiliser.

Recent regional analysis, including work supported by the Midlands Net Zero Hub, has highlighted the potential role anaerobic digestion could play in Worcestershire as part of a wider, integrated approach to waste, energy and land management. Where appropriate, anaerobic digestion can support decarbonisation of the energy system, reduce reliance on fossil gas, and return nutrients to soils through digestate.

By supporting the effective capture and treatment of food waste, the Council can help enable opportunities to convert unavoidable waste into valuable energy and soil-enhancing products, contributing to emissions reduction, energy resilience and the growth of low-carbon infrastructure across the county.

**Future Milestones**

Actions	Service area	Milestone and data	Timescale	Outcomes/targets
<p>Increase recycling rates across the borough through improved communication, public engagement and targeted investment in recycling and waste reduction initiatives.</p>	<p>Environmental</p>	<ul style="list-style-type: none"> <li>From 2026 onwards, deliver targeted communications to residents and businesses to improve understanding of what can be recycled, reduce contamination and encourage positive recycling behaviours across the borough.</li> </ul>	<p>2026-2031</p>	<p>Recycling rates increase across the borough as residents and communities are better informed, engaged and supported to reduce waste and recycle more effectively.</p>
		<ul style="list-style-type: none"> <li>From 2026 onwards, undertake public engagement activities to encourage increased recycling and waste reduction, using feedback to shape future communications and initiatives where appropriate.</li> </ul>	<p>2026-2031</p>	
		<ul style="list-style-type: none"> <li>By 2031, increase the borough-wide recycling rate to 50% of all household waste, supported by external funding where available and the delivery of community-led recycling and waste reduction projects.</li> </ul>	<p>2031</p>	
		<ul style="list-style-type: none"> <li>By 2027, work with waste and recycling contractors and service providers to improve understanding of recycling performance, data quality and operational practices, and identify opportunities to increase recycling rates and reduce residual waste.</li> </ul>	<p>2027</p>	

Reduce overall waste arisings across the borough through behaviour change, reuse initiatives and targeted support for waste prevention.	Environmental and Climate Change	<ul style="list-style-type: none"> <li>From 2026 onwards, deliver targeted public communications campaigns to encourage waste reduction and reuse, including participation in national initiatives such as Plastic Free July.</li> </ul>	2026-2031	Overall waste arisings reduce as residents, communities and the Council are better supported to prevent waste, reuse materials and reduce consumption.
		<ul style="list-style-type: none"> <li>From 2026 onwards, support initiatives that redistribute surplus food and reduce food waste, working with community organisations and partners where appropriate.</li> </ul>	2026-2031	
		<ul style="list-style-type: none"> <li>From 2026 onwards, support the development of community-led reuse initiatives, such as swap shops and furniture reuse schemes, to prevent waste and extend product lifespans.</li> </ul>	2026-2031	
		<ul style="list-style-type: none"> <li>From 2026 onwards, deliver regular internal communications and guidance to support staff in reducing waste in Council operations and in their own behaviours.</li> </ul>	2026-2031	
		<ul style="list-style-type: none"> <li>By 2031, reduce overall household waste arisings across the borough by 10% compared to the baseline year.</li> </ul>	2031	
Reduce food waste and associated	Environmental, Property Services	<ul style="list-style-type: none"> <li>From 2026, support the distribution of food waste bins to households and relevant Council buildings across the borough as part</li> </ul>	2026-2031	Food waste is increasingly diverted from general waste through effective collection,

emissions by supporting the roll-out of separate food waste collections and encouraging effective use by households and Council services.		<p>of the national food waste collection programme.</p> <ul style="list-style-type: none"> <li>From 2026 onwards, deliver targeted communications and engagement to encourage residents and Council services to use food waste collections correctly, reducing the amount of food waste placed in general waste.</li> </ul>	2026-2031	improved public participation and reduced methane emissions from disposal.
Manage the green waste service in a phased and sustainable way to support waste reduction and composting, while managing operational capacity and demand.	Environmental Services	<ul style="list-style-type: none"> <li>From 2026 onwards, manage and optimise the existing green waste collection service, recognising current capacity constraints and reviewing performance and demand to inform any future changes where feasible.</li> </ul>	2026-2031	Green waste is increasingly diverted from general waste through a well-managed, phased collection service that balances environmental benefit with operational capacity.
		<ul style="list-style-type: none"> <li>From 2026 onwards, deliver targeted communications to support correct use of the green waste service and manage resident expectations.</li> </ul>	2026-2031	
		<ul style="list-style-type: none"> <li>From 2026 onwards, monitor green waste volumes, contamination and operational impacts to inform future service development where feasible.</li> </ul>	2026-2031	
Support local food growing to improve food resilience, community wellbeing and	Environmental	<ul style="list-style-type: none"> <li>From 2026 onwards, encourage local food growing by sharing good practice, guidance and local growing initiatives through markets, communications and partnership working.</li> </ul>	2026-2031	Local food growing is supported through community-led initiatives, improved skills and access to funding, contributing to resilience, wellbeing and

environmental outcomes through engagement, demonstration and partnership working.		<ul style="list-style-type: none"> <li>• From 2026 onwards, support the delivery of local food growing demonstrations and learning opportunities, such as allotment or community garden demonstrations, where capacity and partnerships allow.</li> </ul>	2026-2031	more sustainable food systems.
		<ul style="list-style-type: none"> <li>• From 2026 onwards, seek and secure external funding (for example from the National Lottery and other grant programmes) to support local food growing, skills and community-led initiatives where available.</li> </ul>	2026-2031	

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2026**17<sup>th</sup> March**Shared Homelessness Strategy 2026-2031**

Relevant Portfolio Holder	Councillor Bill Hartnett
Portfolio Holder Consulted	Yes
Relevant Head of Service	Judith Willis Assistant Director of Community and Housing Services
Report Author	Job Title: Amanda Delahunty Housing Development and Enabling Manager Contact email: <a href="mailto:a.delahunty@bromsgroveandredditch.gov.uk">a.delahunty@bromsgroveandredditch.gov.uk</a>  Contact Tel: 01527 881269
Wards Affected	No specific ward relevance
Ward Councillor(s) consulted	Not Applicable
Relevant Priorities	Communities and Housing
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

**1. RECOMMENDATIONS**

**Executive Committee is requested to RECOMMEND to Council that: -**

**1) the draft Shared Homelessness and Rough Sleeping Strategy 2026-2031 and action plan be approved for public consultation for six weeks starting 13<sup>th</sup> April 2026.**

**2) authority be delegated to the Assistant Director of Community and Housing Services, following consultation with the Portfolio Holder for Housing, to agree any changes that may be required due to the outcomes of the consultation process.**

**2. BACKGROUND**

2.1 The Homelessness Act 2002 requires all housing authorities to have a homelessness strategy in place which is based on a review of all forms of homelessness in their local authority area.

2.2 It is intended that this Strategy will sit under the existing Worcestershire Strategic Housing Board Plan.

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- 2.3 In developing this strategy a comprehensive assessment of the nature and extent of homelessness across the local authority areas was carried out by analysing homelessness data and taking account of the views of customers and partner organisations. A consultation event was held on the 30<sup>th</sup> September 2025 with partners and stakeholders, to consider housing from both a strategic and client-based perspective. This event included partners from a variety of statutory and voluntary organisations.
- 2.4 Service users were also consulted and supported to complete a questionnaire. This provided them with an opportunity to feedback on their experiences including those in temporary accommodation, young people, rough sleepers and victims/survivors of domestic abuse.
- 2.5 The National Plan to End Homelessness, published by the Government October 2025, is a long-term strategy with the overarching vision that: Homelessness should be rare, brief and non-recurring and that people who do become homeless should receive support quickly and effectively. Local authorities are expected to move from crisis to prevention. A key requirement will involve greater collaboration across government departments. There are five pillars of the strategy –
1. Universal Prevention
  2. Targeted Prevention
  3. Preventing Crisis
  4. Emergency Response
  5. Recovery and Stability
- 2.6 This new Shared Homelessness Strategy, in partnership with Bromsgrove, Malvern Hills, Wychavon and Wyre Forest, builds on the success of our Homelessness and Rough Sleeping Strategy 2022-25, which emphasised prevention, intervention, recovery and joined-up systems, which are core themes echoed in the new National Plan.
- 2.7 The strategy sets out how the Council will invest in early intervention and support systems to stop homelessness before it happens. The Council will strengthen cross-service collaboration (health, jobcentres, criminal justice, social care) to identify risks early. A ‘duty to collaborate’ for key public services (planned through future legislation) will support this approach.
- 2.8 The local authorities will aim to eliminate unlawful use of B&Bs for families (beyond statutory short stays) and improve the quality of temporary accommodation and aim to halve long-term rough sleeping.

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- 2.9 Local authorities are also expected to tackle the structural causes of homelessness by building more affordable and social homes and support the reform of the private rented sector working with landlords and tenants to help them to sustain their accommodation where at all possible. The new Crisis and Resilience Fund will be key to providing welfare support to those who have experienced an income shock or unexpected bill, such as boiler replacement.
- 2.10 The Government is providing nearly £3.5bn funding for homelessness prevention and rough sleeping services from 2026/27–2028/29.
- 2.11 Funding streams have been amalgamated into a new Homelessness, Rough Sleeping and Domestic Abuse Grant.
- 2.12 Worcestershire has aligned its strategic approach to homelessness with these national priorities with a plan to shift from Crisis to Prevention. The strategy focuses resources upstream, supporting people earlier (before accommodation loss). The shared action plan has measurable targets based on the national outcomes framework.
- 2.13 Progress reporting is tied to funding conditions. This means expanding preventative services such as advice services, financial resilience support and co-ordinated multi-agency pathways that intervene before homelessness occurs.
- 2.14 The national plan emphasises coordination across services. At the local level, this reinforces: Multi-agency structures like housing partnerships, health and wellbeing boards, prison and probation and specialist support teams which already exist in Worcestershire.
- 2.15 The National Plan highlights that the Government expects closer collaboration between housing, health, social care, children's services, prison and probation and voluntary sector partners. Better case-sharing, data exchanges and joint pathways, particularly for people with complex needs.
- 2.16 The shared strategy aspires towards this more integrated model to prevent gaps and reduce repeat homelessness.
- 2.17 The consolidation of funding into a single grant over a three-year period gives the local authority's partners greater stability and flexibility to prioritise local needs (e.g., rough sleeping services, domestic abuse related housing support). There is a requirement to spend a minimum proportion on prevention and staffing. This allows improved local commissioning of support services, such as tailored housing support and landlord engagement schemes.

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- 2.18 The outcomes framework metrics (e.g., rough sleeping rates, B&B usage, prevention success) will provide a basis for performance review. The local authorities will collect and monitor relevant homelessness data, publish regular progress reporting, and adjust strategies based on outcomes. Creating a more outcome-focused, transparent approach to homelessness planning at the local level.
- 2.19 The local authorities will work closely together and with regional NHS and public health partners.
- 2.20 Each of the local authorities will develop their own action plan which will sit under the overarching, shared action plan, by October 2026.

**3. OPERATIONAL ISSUES**

- 3.1 The delivery of the Shared Homelessness and Rough Sleeper Strategy actions will be overseen by the Housing Strategy Team.

**4. FINANCIAL IMPLICATIONS**

- 4.1 The new Homelessness, Rough Sleeping and Domestic Abuse Grant will provide funding to develop services to support the strategy and a report has already been taken to members to provide the detail on spending priorities for the next three years.

**5. LEGAL IMPLICATIONS**

- 5.1 The Council has a duty under the Homelessness Act 2002 to conduct a review of the nature and extent of homelessness in its local authority district every 5 years and to develop a strategy setting out how services will be delivered in the future to tackle homelessness and the available resources to prevent and relieve homelessness.
- 5.2 The Homelessness Reduction Act came into force in April 2018, and places new legal duties on local housing authorities so that everyone who is homeless or at risk of homelessness will have access to early meaningful help, irrespective of their priority need status, so long as they are eligible for assistance.

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- 5.3 The Domestic Abuse Act 2021 requires local authorities to collaborate with Tier One authorities to provide safe and supported accommodation for victims/survivors of domestic abuse.
- 5.4. The Renters Rights Act 2025 shifts the local authority role from discretionary enforcement to a mandatory duty to enforce landlord legislation. The abolition of Section 21 no fault evictions is likely to result in more tenancies being ending by Section 8 Notices for rent arrears and provides an opportunity for local authorities to work with landlords to, wherever possible, sustain tenancies. The Council has utilised Homelessness, Rough Sleeping and Domestic Abuse grant to provide a new service with Citizens Advice to support this work.

**6. OTHER IMPLICATIONS****Local Government Re-organisation**

- 6.1 LGR does not alter the statutory homelessness duties set out under the Homelessness Reduction Act 2017 and Housing Act 1996, including prevention (s.195), relief (s.189B), interim accommodation (s.188) and the duty to provide free advice and information (s.179).
- 6.2 The Government's National Plan to End Homelessness sets out a cross-government expectation that homelessness cannot be reduced without multi-agency integration
- 6.3 Both the National Plan to End Homelessness and the Homelessness Code of Guidance stress the need for coordinated arrangements across the below areas,
- health
  - social care
  - children's services
  - criminal justice
  - and domestic abuse services

and it is considered that the most appropriate method is to have a shared strategy approach across as much of Worcestershire to ensure there is a coherent approach to our homelessness duties until the results of LGR are provided.

- 6.4 A single Homelessness & Rough Sleeping Strategy must be produced for any new authority, and this strategy and action plan has been

produced so that it is able to be incorporated into either one or two unitary authorities until a new single strategy for the new area, based on a fresh homelessness review is completed as required by the Homelessness Code of Guidance

**Relevant Council Priority**

- 6.2 Community and Housing – The strategy provides a framework for a range of services which support this Council priority.

**Climate Change Implications**

- 6.3 There are no direct climate change implications from the strategy itself but individual actions/services may have an impact.

**Equalities and Diversity Implications**

- 6.4 The strategy seeks to deliver a range of services for homeless households and draws on ways to improve the work of the Council in developing services and preparing links, pathways and referrals between services to prevent homelessness in the first place or minimise its impact when it happens.
- 6.5 The design of services which tackle the root causes of homelessness such as poverty, health inequalities and adversity in childhood will include ensuring that providers have appropriate policies and training in place to make sure that there is no adverse impact on equalities groups

**7. RISK MANAGEMENT**

- 7.1 If the strategy is not approved the Council will not be legally compliant. Furthermore, it is likely that more households who are threatened with homelessness, or who are in housing need, will have limited options for support to sustain their accommodation or find alternative suitable accommodation that meets their needs. If they have to make a homeless approach this could lead to the following negative outcomes:
- Increased B&B costs
  - Increased rough sleeping in the Borough.
  - Impacts on physical and mental health, educational achievement, ability to work and similar through increased homelessness

**8. APPENDICES and BACKGROUND PAPERS**

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Appendix 1 – Shared Homelessness Strategy and Action Plan

**9. REPORT SIGN OFF**

<b>Department</b>	<b>Name and Job Title</b>	<b>Date</b>
Portfolio Holder	Bill Hartnett Portfolio Holder for Housing	24.2.26
Lead Director / Head of Service	Judith Willis Assistant Director Community and Housing Services	24.2.26
Financial Services	Julie Lorraine, Director of Finance	24.2.26
Legal and Democratic Services	Nicola Cummings – Principal Solicitor – Governance and Jess Bayley-Hill, Principal Democratic Services Officer	25.02.26
Policy Team (if equalities implications apply)	Rebecca Green Policy Manager	N/A
Climate Change (if climate change implications apply)	Matthew Bough Strategic Housing & Business Support Manager	24.2.26

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# Homelessness and Rough Sleeping Strategy 2026 - 2031

*Our Vision - to end homelessness and rough sleeping and where it has not been possible to prevent it from occurring, ensure that it is rare, brief and non-recurring*

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# Foreword

## Chair of Worcestershire Housing Board

I am proud to introduce this shared Homelessness and Rough Sleeping Strategy 2026-31 for Bromsgrove District Council, Malvern Hills District Council, Redditch Borough Council, Wychavon District Council and Wyre Forest District Council.

Homelessness and rough sleeping remain among the most visible and urgent challenges facing our communities today. They are stark reminders of inequality, vulnerability, and the need for collective action. It is not simply the absence of a home, but the absence of security, dignity, and opportunity. Every child should grow up with the security of a home, and every adult deserves a safe place to live that provides stability and where they have a chance to thrive.

Tackling homelessness and rough sleeping continues to be of utmost importance for each of the councils involved in developing and delivering on this strategy.

Our vision, aligned with the Government's national strategy, will focus on 5 pillars to end homelessness:

**Universal prevention:** tackling the root causes of homelessness across the whole population.

**Targeted prevention:** providing tailored support to people who are more likely to face homelessness.

**Preventing crisis:** early identification of people who need help and putting in place personalised interventions that meet their needs.

**Improving emergency responses:** to ensure that if people do become homeless, they receive high quality support and that homelessness is brief.

**Recovery and preventing repeat homelessness:** helping people rebuild their lives with the right support.

This strategy will also take a renewed approach to the support and intervention for families with children in temporary accommodation to minimise the associated risk and long-term impact this has on them.

We recognise that homelessness is not simply a housing issue, but a complex social challenge shaped by health, employment, family breakdown, and wider economic pressures. Tackling homelessness requires collaboration across government, local authorities, health and social care, the voluntary sector, and communities themselves. That is why we have developed this strategy in collaboration with a range of stakeholders, which is essential to the successful implementation of our vision, as well as with the voice of those with lived experience of homelessness.

I would like to take this opportunity to thank all the organisations and individuals who have contributed towards the development of this strategy.

Governance will sit with the Worcestershire Housing Board- recognising that tackling homelessness not only benefits the individual but also benefits the economy, the health of our population, reduces crime and disorder and reduces costs for the taxpayer.

This strategy will govern our approach for five years and will see us beyond Local Government Reorganisation (LGR). However, given our experiences over recent years in tackling homelessness and the ever-changing landscape, it is vital that it remains responsive and will be kept under constant review.



**Vic Allison, Chief Executive of Malvern Hills and Wychavon District Councils and Chair of the Worcestershire Housing Board**

# 1. Introduction

Our vision is to **end homelessness and rough sleeping and where it isn't possible to prevent it from occurring, ensure it is rare, brief and non-recurring.**

We will tackle homelessness and rough sleeping through our work on the 5 pillars to end homelessness in line with the Government's National Plan to End Homelessness: universal prevention, targeted prevention, preventing crisis, improving emergency responses and recovery.

The district councils collaborating on the development and implementation of this strategy have a proven track record of working closely together to prevent and tackle homelessness across our districts. This is the third shared homelessness strategy to be developed, and the achievements of our last strategy are highlighted below.

## 1.1 Achievements of the last strategy

The previous Homelessness and Rough Sleeping Strategy 2022 - 2025 was developed by all six Local Housing Authorities (LHAs) in Worcestershire and focused on the then three main tenets of the national strategy: *prevention, intervention and recovery* as well as increasing the supply of temporary and permanent accommodation.

- Established a **countywide Homelessness and Rough Sleeping Strategy Group**.
- Developed a **Prison Leavers Protocol** and the pre-release homeless panel.
- Developed **stakeholder involvement and People With Lived Experience (PWLE) in reviewing services** through regular countywide meetings, bespoke focus groups, and questionnaires.
- Quarterly **reviews of data collection and deep dives into client groups** to inform decision making and share learning.

- **Joint training** in homelessness, Mental Capacity Act, psychologically informed environments, Care Act 2014, Complex Adults Risk Management framework, self-neglect etc.
- Support for those with mental health illnesses through development of **Mental Health Link Worker posts** and non-medical interventions
- **Delivery of the Rough Sleeper initiative** (target 563 p.a):
  - 2024/25 - **637 people supported**
  - 2023/24 - **837 people supported**
  - 2022/23 - **713 people supported**
- **Housing and support plans developed for the Target Priority Group (TPG)** (the most complex rough sleepers)
- **Cost of living plans, welfare assistance and bespoke support** to reduce homelessness developed across the county
- **Safe accommodation units set up for survivors of domestic abuse**
- **Supported provision of domestic abuse support services** including through the Domestic Abuse Support Service (West Mercia Women's Aid), Sanctuary Scheme and Domestic Abuse Coordinator and specialist Housing Officers (all councils)

There are also some actions from the previous strategy that are still underway at the time of writing this strategy including:

- Undertaking a **review of peer support models** in place in some areas of the county to share learning and best practice and explore whether the models could be expanded.
- **Explore opportunities for a greater range of supported and step-down accommodation** available following the supported housing needs assessment and strategy. The Supported Housing (Regulatory Oversight) Act 2023 has yet to be implemented so this action was deferred.

## 1.2 The current situation: homelessness review

To inform and provide the evidence base for the strategic objectives and actions within this strategy, a homelessness review was undertaken.

The review includes a compilation of homelessness data and trends, mapping of services and analysis of gaps in provision, service provider feedback and the feedback of People With Lived Experience (PWLE). We also held a stakeholder engagement event in September 2025 to gather the views of statutory and voluntary sector organisations and co design the strategy.



### 1.3 The plan to prevent and tackle homelessness in our districts: long-term vision and short-term priorities

In line with the Government’s national strategy, our long-term vision is to end homelessness and rough sleeping and where it isn’t possible to prevent it from occurring, that it is rare, brief and non-recurring.

Our strategy and action plan are centred around the 5 pillars to end homelessness as set out in the national strategy:

1. Universal prevention: tackling the root causes of homelessness across the whole population.
2. Targeted prevention: providing tailored support to people who are more likely to face homelessness.
3. Preventing crisis: early identification of people who need help and putting in place personalised interventions that meet their needs.

4. Improving emergency responses: to ensure that if people do become homeless, they receive high quality support and that homelessness is brief.
5. Recovery and preventing repeat homelessness: helping people rebuild their lives with the right support.

The action plan defines our priorities over the next 5 years to achieve our vision, and contains short-, medium- and long-term priorities.

### 1.4 Strategy structure

The strategy firstly explores the local issues that need to be addressed against each of the five pillars in the national strategy, based on the Homelessness Review undertaken in 2025.

Secondly it defines how we will take action to address local issues through the Strategy Action Plan, the Homelessness and Rough Sleeping Strategy Group and local homelessness partnerships, and comprehensive governance arrangements under the Worcestershire Housing Board.

Finally, it outlines the funding and resource available to implement the strategy and deliver services.

### 1.5 Partnership working to codesign the strategy

The LHAs recognise the role our statutory and voluntary sector partners play in supporting the work we do, and how they go beyond the delivery of our statutory services through providing complimentary statutory and non-statutory services. However, this strategy is focused primarily on the role of LHAs and in meeting their legal responsibilities. It is a legal obligation of the LHAs to have a strategy in place and for it to be compliant with the Homelessness Act 2002. In developing the strategy, we have followed the legislative and good practice guidance and reviewed homelessness strategies from across the country.

## 2. Pillar 1: Universal prevention – tackling the root causes of homelessness

### 2.1 Increasing the supply of social and affordable housing

The Worcestershire Housing Strategy 2023-40, developed by the six Worcestershire LHAs and partners provides a long-term housing strategy for Worcestershire centred around four priority areas:

- Economic growth and jobs
- Quality and standards
- Health and wellbeing
- Net zero carbon and climate change

Specifically in relation to housing growth, the focus is on developing a 5+ year public sector pipeline of development sites, and the development of housing delivery capacity e.g. the exploration of direct delivery housing models for those LHAs who do not currently have this capacity.

**There are two established delivery groups working to implement Housing Strategy actions and these are overseen by the Worcestershire Housing Board, which also oversees the implementation of this Homelessness and Rough Sleeping Strategy. This arrangement will ensure synergy between the two strategies.**

In terms of permanent housing all the councils collaborate with developers and registered providers to deliver market and affordable housing across the county. This work is underpinned by the councils Local Plans which identify a wide range of tenures and types of housing including low-cost home ownership and social/ affordable rent properties.

There is a shortage in the supply of housing, particularly in the provision of affordable housing with an annual requirement of all housing tenures of approximately 1,911 per annum across the districts that share this strategy.

Local Plan numbers are informed by a combination of the standard methodology requirement, Housing Market Assessments and Housing Needs Surveys to determine the required mix of housing.

### 2.2 Making the best use of existing housing and that it is allocated to those who need it most

All LHAs sharing this strategy have their own allocations policies to ensure that much needed affordable housing is allocated to those who need it most. In each LHA area, the demand for affordable housing far outstrips supply. At the time of writing, Local Government Reorganisation could see the abolition of all six district councils in Worcestershire and the introduction of one or two unitary authorities and with it the requirement to develop new allocations policies for the new organisation(s).

Feedback from the Homelessness and Rough Sleeping Strategy Stakeholder Event indicated that partners felt that the “managed move” process whereby Registered Providers (RPs) move households within their own stock and therefore negating the need for a homelessness approach could be an area to try to seek consistency on. This would mean less upheaval for households and reduced service demand on local authority housing teams.

The councils also collaborate with registered providers to ensure best use is made of existing stock including tackling under occupation and low demand schemes.

Whilst evictions from social housing are relatively low locally as they are nationally, there are more opportunities to prevent homelessness from social housing tenancies at an earlier stage through the establishment of pre-eviction panels and improved collaborative working. The government references a new toolkit in the National Plan to End Homelessness to provide advice for providers and councils on strengthening tenant engagement to reduce homelessness risks.

### 2.3 Supported housing

As with general needs affordable housing, the demand for supported housing is far higher than the supply locally and nationally. People need supported accommodation for a range of reasons e.g. young people needing support with life skills, people with mental health needs, people with substance misuse needs, survivors of domestic abuse. Some cohorts of homeless households will need more than just a housing solution to lift them out of homelessness and will require a sustainable, supported, and appropriate environment.

The Government's new Social and Affordable Homes Programme includes new flexibility for accommodation where the level of design and adaptation results in higher costs and calls on providers to produce ambitious bids for new supported housing.

The Worcestershire Housing Strategy delivery groups are exploring opportunities with RPs to deliver supported housing.

To improve standards across existing supported accommodation and tackle rogue landlords the government is introducing a new licensing regime following the consultation on the Supported Housing (Regulatory Oversight) Act 2023. As part of the implementation of this Act, the councils will be required to develop a Supported Housing Strategy by 31<sup>st</sup> March 2027.

### 2.4 Private rented sector accommodation

The Renters Rights Act seeks to give more security to tenants by abolishing section 21 'no fault' evictions which has been a significant cause of homelessness across the districts. The Act also brings with it a range of other measures to strengthen tenants' rights e.g. empowering tenants to challenge unreasonable rent increases, bringing an end to rental bidding and reducing barriers to accessing private rented accommodation such as outlawing discrimination against prospective tenants with children or who receive benefits, and preventing landlords from charging high rent in advance payments.

Making sure both tenants and landlords understand their rights under the Act will play an important part in reducing the risk of homelessness.

For the first time, the Act also includes the provision for councils to issue civil penalties against landlords who evict their tenants illegally.

Whilst the local authorities sharing this strategy welcome the intention of this legislation, there remains concern that the Act will lead to private landlords exiting the market prior the major implementation milestones e.g. no-fault evictions being removed in May 2026, which may lead to a spike in homelessness. Measures to mitigate this situation are considered within the strategy action plan.

As there is not enough social housing to meet demand, helping people to access private rented accommodation remains a priority across the districts - through rent deposits, bonds and private sector leasing schemes.

The councils will also be considering as part of this strategy how they can build relationships with private landlords to both improve access to private rented accommodation and prevent homelessness from private rented accommodation e.g. by encouraging landlords to work with the councils if they have a tenant who is at risk of homelessness.

Work with private sector landlords and letting agents also enables councils to meet some housing needs in parts of the county, although local housing allowance rates do make this challenging. The councils have been innovative in attracting landlords to provide accommodation through landlord forums, the use of rent bonds and deposits, social letting agencies and private sector leasing schemes, and this will continue during the lifetime of the strategy.

It should be noted that in some areas of the county, there are particular pressures on private sector accommodation with both Home Office and criminal justice providers looking to purchase/lease private rented sector accommodation for asylum seekers and prison leavers. In some cases, this has led to homelessness situations as existing tenants are served with notice and has led to reducing private sector accommodation available to homeless households.

## 2.5 Maximising income, financial inclusion and welfare assistance

Supporting low-income households to be able to pay their rent and other essential living costs to sustain their accommodation is critical to preventing homelessness. Recent years funding from the Household Support Fund, and Discretionary Housing Payments have led to some positive outcomes locally in the face of the cost-of-living crisis. It is expected that the new Crisis Resilience Fund will build on this bespoke approach.

Some councils involved in this strategy also have specialist Financial Inclusion Officers who work directly with people making homeless approaches due to rent arrears who are struggling with the cost of living. Their role is to ensure that their income is maximised

through ensuring they are receiving correct benefit entitlements, assistance to apply for benefit back payments and working with local services to increase their income through quality employment. Help is also provided by tenancy sustainment or support workers on issues like budgeting and maximising benefit entitlement,

Continuing to provide discretionary welfare support to ensure low-income households do not become homeless is a key priority for this strategy and action plan.

## 3. Pillar 2: Targeted prevention – targeted support for people at risk of homelessness

### 3.1 Collaboration to prevent homelessness

The LHAs and partner agencies have a proven record of working collaboratively to prevent homelessness. The Worcestershire Housing Board comprises of senior officers from across sectors who oversee the implementation of housing and homelessness strategies. A countywide Homelessness and Rough Sleeper Strategy Group has been in existence for many years comprising of LHAs, MHCLG, statutory and voluntary sector partners.

Feeding into the countywide group, each LHA has a local homelessness partnership. This arrangement will continue to provide assurance that the strategy action plan is implemented, outcomes are achieved against the strategy targets - and that people that are at risk of homelessness are identified early and linked into the right housing and support services.

The government intends to introduce a new ‘duty to collaborate’ requiring public services to work together to prevent homelessness and support those at crisis point. Locally we developed a ‘commitment to refer’ which goes beyond the existing ‘duty to refer’ which requires certain public bodies to notify the LHA should they identify a household who may become homeless within 56 days. This is in recognition that there are many partners who will identify a potential homelessness situation and not just those included in the legislation.

It is the intention of this strategy to scrutinise adherence to the duty to refer locally and prepare for the new ‘duty to collaborate’.

### 3.2 Addressing barriers to accessing services

Some groups of people face barriers to accessing services because they may not be delivered in a way that meets their needs. For example, an action in the previous homelessness strategy was to understand the barriers for women rough sleepers in accessing services that are often communal provisions for both male and female rough sleepers. This work is ongoing at the time of writing this strategy. We also know that young people, care leavers, people from ethnic minority backgrounds, disabled people and LGBT+ people also face barriers.

For young people and care leavers the LHAs and Children’s Services work closely together and have developed a longstanding Care Leavers Protocol and a 16/17-year-old Protocol to clarify joint working arrangements. Each district has supported accommodation for young people, which in recent years has been at risk due to a change in funding structures and has meant LHAs have needed to meet the shortfall in County Council funding. It is a priority for supported accommodation to be in place for homeless young people in order for them to have a safe and supported environment for them to develop the necessary life skills needed to live a successful future life. In 2021 Wychavon District Council bought and refurbished a 10-room property to provide supported accommodation for young people and have also committed to purchasing a further property in its latest council plan.

Locally we also know that people with a physical disability can find it hard to access adapted temporary accommodation due to the lack of availability. This can then lead to extended stays in hospital and a delay in discharge. Wyre Forest District Council opened a new temporary accommodation facility in 2025 which includes a small number of fully adapted rooms. Our intention is to explore opportunities to work with colleagues across the health system to increase the availability of adapted temporary accommodation.

We also know locally that people with multiple and complex needs face barriers to accessing accommodation, for example those that are using drugs and alcohol and with mental health support needs. Worcestershire Public Health have developed a Memorandum of Understanding between services to address this issue.

Working with People With Lived Experience (PWLE) of homelessness and accessing services is also a priority for this strategy as it is critical that we design accessible, inclusive and culturally sensitive, trauma informed services.

We already regularly undertake lived experience engagement with certain groups, for example survivors of domestic abuse and rough sleepers. However, we are seeking to go further with this strategy and ensure PWLE are contributing to, and overseeing, the strategy actions and performance via the Countywide Homelessness and Rough Sleeping Group.

### 3.3 Interventions to prevent homelessness for higher risk groups

There are many challenges that affect the higher risk groups and these include a severe housing shortage, silting up or undersupply of supported accommodation especially for those with complex needs and some poor-quality supported accommodation.

#### 3.3.1 Single people

Single homeless households make up 57% of all housing register applicants across the districts, with the largest group being single adults aged 35-65 (26%).

Between 2022-2025, 54% of applicants owed a homeless duty were single adults:

65% were already homeless (relief duty)  
37% were threatened with homelessness (prevention duty)

Single homeless people often face multiple needs: mental ill health, substance misuse, social isolation, and barriers to employment. Many do not qualify as having a priority need under legislation, limiting access to settled housing and statutory support. They are overrepresented among rough sleepers and those in insecure arrangements (e.g. sofa surfing), leading to poor health, social exclusion, and instability. Even those without vulnerabilities struggle due to unaffordable rents and precarious finances.

This homelessness strategy aims for early intervention, clear routes to housing, and multi-agency collaboration (local authorities, housing providers, health, probation, voluntary sector).

The LHAs use national homelessness funding to provide both accommodation-based and floating support, rent deposits and rent in advance to help access accommodation and No First Night Out/No Second Night Out provision and access to furniture.

#### 3.3.2 Prison leavers

A small but significant number of homeless applications are from those leaving prison. We hold fortnightly prison meetings to ensure that where a Duty to Refer has been made, individuals are provided with a homelessness assessment prior to release wherever possible.

However, housing options are often limited due to the individual not meeting the priority need threshold under homelessness legislation. With limited supported accommodation available, Community Accommodation Service (CAS3) accommodation has provided a much-needed lifeline for those who otherwise might be released without an accommodation offer which may result in rough sleeping.

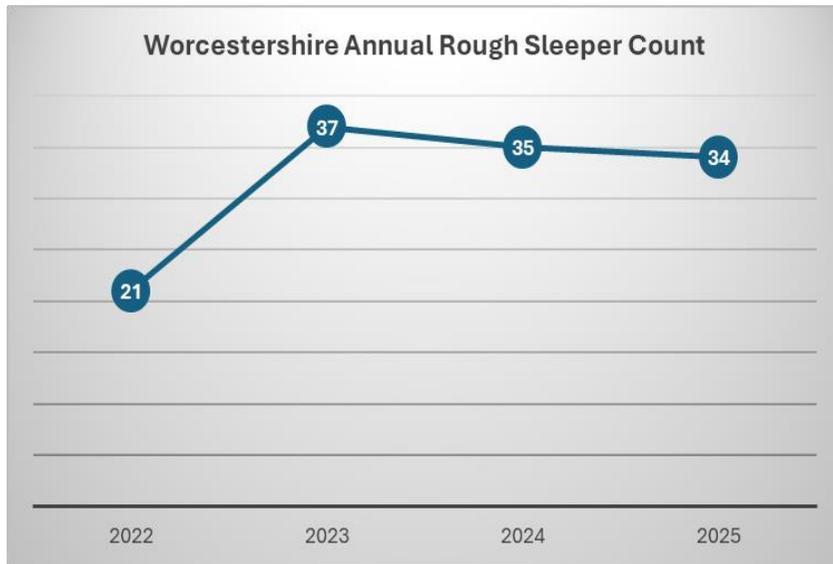
Recalls from this accommodation remain a concern (circa 50%) and a

positive housing pathway from CAS 3 accommodation needs to be explored.

### 3.3.3 Rough sleepers/those at risk of rough sleeping

Rough sleeping can be a dangerous and isolating experience. People who sleep rough are more likely to be victims of crime and violence. The longer a person remains on the streets, or actively engages in street life culture, the more likely it will have significant implications on their physical and mental health. Female rough sleepers are particularly at risk and may require specialist or women only services to address their needs. Safeguarding is therefore particularly relevant to these groups.

The Worcestershire official street count held each year shows fluctuating levels of rough sleeping across the county, with numbers in recent years remaining fairly static.



Rough sleeper data is collated each week improving our local intelligence of the flow, return, and stock of individuals and the reason behind their homelessness. Regular rough sleeper/prevention meetings and multi-agency meetings are held at a local level enables

the co-ordination of services and information sharing to develop partnerships with all organisations and individuals committed to ending rough sleeping and homelessness. This includes a consideration of any safeguarding issues that need to be flagged with partners or referred to the Adult Safeguarding Team. All five councils have rough sleeper outreach teams providing intensive support and routes into accommodation such as No First / No Second Night Out, Housing First/Led and other services.

Progress has been made in tackling health inequalities with increased access to health services and countywide drug and alcohol support, including harm reduction teams. Outreach teams have strengthened their practice by signing up to Homeless Link's outreach principles and undertaking learning and development.

Although Supported Housing providers in Worcestershire work within a trauma informed, person centred approach, those clients with substance misuse, serious mental health conditions and/or a history of arson may find themselves waiting for a suitable placement due to stringent accessibility criteria. There is also limited availability of rapid access supported accommodation resulting in an individual's only accommodation option being outside of the county.

We will also expand the multi-agency work on Target Priority Group rough sleepers and expand the Mental health and Homelessness Group so that multi-agency working is consistent across all districts and there is effective cross boundary working.

Therefore, the strategy will continue to promote collaborative working with health partners, housing providers and other organisations to improve access to services for rough sleepers including early intervention for those at risk and accommodation for those with complex needs.

### 3.3.4 Young people and care leavers

Homelessness for young people remains significant issue. This includes from people aged 16-17, Care Leavers and young parents. Many young people will have support as well as accommodation needs as they leave home for the first time.

Changes to the benefits system together with the impact of the cost-of-living crisis, and the number of young people in low paid work, has seen a rise in the number of those at risk of homelessness.

For young people the data indicates that the most common causes of homelessness in Worcestershire are family or friends being no longer willing to accommodate, the loss of private rented accommodation and relationship breakdown with partner (non- violent breakdown).

Whilst services do work closely together, there is still more to be done to prevent young people from becoming homeless. It is a focus of this strategy to enable more upstream homelessness prevention through family mediation and identifying potential homelessness situations at the earliest stage e.g. via schools and other relevant sectors/organisations.

### 3.3.5 Families with children

Worcestershire continues to be an attractive place to live and work, inevitably leading to high rents and house prices. This means some families are unable to afford to own or privately rent a home. Changes to the benefits system together with the impact of the cost-of-living crisis and the number of people in low paid work has seen a rise in the number of families at risk of homelessness.

We want to prevent homelessness by identifying the key risk factors/triggers in families lives that can lead to a family being at risk of homelessness at the earliest possible stage.

Families in Worcestershire access social housing registers for a variety of reasons, often reflecting both long-term housing challenges and immediate triggers that place them at risk of homelessness. The key reasons include:

- **Relationship Breakdown**  
Non-violent relationship breakdowns, particularly involving partners, remain a significant factor. Families in this situation often require alternative accommodation to prevent homelessness or unsafe living conditions.
- **Domestic Abuse**  
Domestic abuse is a major reason families seek housing support. Increased awareness of available services and support pathways has led to earlier reporting and engagement with housing services.
- **Loss of Private Rented Accommodation**  
The end of an assured shorthold tenancy in the private rented sector, whether due to eviction, rent increases, or landlord decisions, continues to trigger housing register applications.
- **Financial Hardship and Housing Affordability**  
Rising rents, high house prices, low wages, and changes to the benefits system contribute to families' inability to secure or sustain accommodation.
- **Other Factors**  
Other, less frequent reasons include overcrowding, unsuitability of current accommodation (e.g., health/accessibility needs), and the need to move closer to education, employment or support networks.

As of June 2025, there were 4,955 families on the housing registers across the councils' areas which equates to 43% of all applications.

Analysis of trends shows that relationship breakdown, domestic abuse and the loss of private rented tenancies remain the leading immediate triggers for applications, emphasising the importance of early intervention and targeted prevention support.

### 3.3.6 Survivors of domestic abuse

Domestic Abuse continues to be one of the primary drivers of homelessness across Worcestershire, with a profound and lasting impact on victim/survivors, families, and communities. Since the introduction of the Domestic Abuse Act 2021, LHAs and Worcestershire County Council have worked collaboratively to strengthen housing pathways, deliver on new statutory duties, and create a coordinated, trauma-informed response using a whole family approach for those fleeing abuse.

The establishment of the Worcestershire Domestic Abuse Partnership Board, a domestic abuse and housing coordinator, specialised domestic abuse housing officers and the provision of safe accommodation has led to more consistent standards of support across the county. Housing teams, alongside commissioned domestic abuse providers, now play a critical role in early identification, prevention, and sustaining safe accommodation for survivors.

#### Data and Trends

Data highlights that domestic abuse remains a significant cause of homelessness presentations across Worcestershire over the last three years. Of those owed a homelessness duty in 2024/25, 30.8% of households presented due to domestic abuse.

	Prevention (%)	Relief (%)	Total (%)
2022/23	8.3%	18.4%	26.7%
2023/24	9.7%	18.8%	28.5%
2024/25	7.1%	23.7%	30.8%

In 2024/25 over 10,000 domestic abuse-related incidents and crimes were recorded by police in Worcestershire. This total includes both crimes and non-crime incidents. According to Worcestershire County Council's Operation Encompass page, which summarises West Mercia Police's Q4 2024/25 Performance Monitoring Report, around 25% of all recorded crimes in the county were classified as domestic abuse related.

While West Mercia Police data for the same period indicates a statistical decrease in domestic abuse incidents across the force area, the figures for Worcestershire demonstrate that domestic abuse remains a significant issue locally.

Despite improved reporting, local insight suggests that many survivors still do not disclose abuse, indicating ongoing unmet need. Across the county, domestic abuse-related approaches accounted for a significant proportion of homelessness applications. The majority were women with dependent children, though a growing number of single survivors, male victims, and individuals with complex needs have been identified.

#### Sanctuary Schemes and Safe Accommodation

LHAs across Worcestershire, work in partnership to deliver safe accommodation, including, refuge spaces, dispersed units, and sanctuary schemes to enable survivors to remain safely in their homes where appropriate.

#### Sanctuary Scheme Referrals (September 2024 - August 2025):

District	2024/25
Bromsgrove	3
Malvern Hills	15
Redditch	8
Wychavon	32
Wyre Forest	47

Between 2024-2025 a total of 105 referrals were made to sanctuary schemes across all 5 local authorities. Overall referrals have decreased

across most districts, with some localised increases, highlighting variation in demand and referral pathways.

There has been much progress across the LHAs since the implementation of the Domestic Abuse Act 2021 statutory duty across LHAs including the expansion of the Domestic Abuse Community Champions network through Worcester Community Trust and West Mercia Women's Aid, delivery of trauma-informed housing training to frontline staff, specialist Domestic Abuse Housing in each council (who have received positive feedback from service users) and strengthened partnership working between housing, police, and support providers through regular MARAC coordination and attendance at DRIVE meetings.

All the housing teams work in partnership with Sanctuary Schemes to help victim-survivors of domestic abuse stay safely in their homes by providing tailored security measures, reducing the need to move.

The introduction of the Domestic Abuse Housing Coordinator role to work closely with Domestic Abuse Housing Officers has ensured training and knowledge remain up to date.

### 3.3.7 Veterans

Instances of homelessness amongst veterans are low locally, however there is action to be taken to further tackle this. LHAs are currently working with the Worcestershire Armed Forces Covenant team to ensure that there is a good understanding of the Armed Forces Covenant in housing services and ensure that organisational policies reflect the needs of the Covenant e.g. that local connection rights (for the purposes of social housing allocation) are embedded in policy.

### 3.3.8 Refugees and migrant homelessness

Worcestershire has provided a sanctuary to refugees from Ukraine, Syria and Afghanistan through the government's resettlement schemes, including Homes for Ukraine, the [Afghan Citizens Resettlement Scheme](#) (ACRS) and [Afghan Relocations and Assistance](#)

[Policy](#) (ARAP), as well as a small number of arrivals through the Community Sponsorship Scheme. Accommodation has been provided by a combination of private hosts, the private rented sector and, where appropriate, social housing.

The Home Office is responsible for providing accommodation for asylum seekers, whilst their asylum claims are being processed. Home Office accommodation is provided in Worcestershire in both contingency hotels and dispersal accommodation (usually self-contained family accommodation or houses of multiple occupation). However, asylum seeker numbers in Worcestershire are currently relatively low in comparison to other areas of the UK.

Once asylum has been granted, a refugee is required to leave their Home Office accommodation, with notice to quit currently at 56 days. A process is in place for information to be shared with the local housing authority of notice to quit local Home Office accommodation, to ensure housing advice can be provided.

Homelessness amongst this cohort is relatively low locally due to fewer asylum seeker numbers than other areas of the country and the fact that those placed in Worcestershire often look to relocate to areas where cultural or religious needs are better met or nearer to family members once asylum has been granted. However, it still remains a challenge to be able to respond to the needs of refugees and migrants. In particular, we are seeing an increase in approaches for those with No Recourse To Public Funds, where options for support are extremely limited, and LHAs need to work closely with our partner VCSE organisations to respond to this.

### 3.3.9 Hospital discharge, substance use and Adult Social Care support

*“Discharge from hospital into poor quality, insecure housing or, in the worst cases, onto the streets is a deeply harmful outcome. When combined with unmet mental health needs and substance use needs, it can severely undermine people's recovery and increase the risk that*

*their health deteriorates further and makes them even more vulnerable.”* [A National Plan to End Homelessness, MHCLG, 2025.](#)

The government is committed to a target that no one eligible for assistance is discharged to the street after a hospital stay and will be working with the NHS and councils to implement the [Discharging people at risk of or experiencing homelessness guidance published in 2024.](#)

In preparation for this, our strategy will commit to exploring local opportunities with colleagues across the health system to promote early identification of housing issues and planning from admission both for accommodation needs but also any ongoing health and care needs.

The LHAs do not provide any supported temporary accommodation and therefore it is essential that if people do need to access temporary accommodation that the necessary support and care package is provided to reduce the risk of a harmful outcome.

Sadly, district councils have seen a rise in the number of homeless people harming themselves, and others, in temporary accommodation and an increase in the number of deaths in temporary accommodation through people dying by suicide or overdose. Although the numbers are small, they are increasing and this desperately needs to be addressed to safeguard people and prevent this from happening.

At the time of writing this strategy a roundtable event was being organised to bring together senior officers from housing, health, social care, registered housing providers, and safeguarding to focus on the issue of supporting people with complex needs in unsupported accommodation. It is expected that the recommendations from that event will feed into this strategy and the action plan.

### 3.3.10 Neurodivergence and homelessness

People with a range of neurodivergent needs, including autism, ADHD, dyslexia, dyspraxia, learning disabilities and other cognitive differences, may face additional barriers and challenges when navigating housing services or experiencing homelessness. These barriers often relate to communication differences, difficulties with unfamiliar and changing environments, sensory needs, and the cumulative impact of unmet support needs.

To better support local residents with neurodiverse needs, Local Housing Authorities have introduced training for housing officers to improve understanding of neurodivergence and to help staff recognise when individuals may require tailored approaches, including those who do not have a formal diagnosis. This training aims to ensure that interactions are accessible, supportive, and responsive to individual needs rather than relying on assumptions or labels.

LHAs are also reporting increasing numbers of households requesting additional bedrooms where, for example, children with neurodivergent needs are unable to share bedrooms with siblings. This often reflects genuine challenges relating to sleep, safety, behaviour regulation, or sensory differences. These pressures contribute to growing demand for larger family homes within an already limited social housing stock.

## 4 Pillar 3: Preventing crisis – helping people stay in their homes

Identifying and preventing homelessness at the earliest possible stage is the best outcome for households, LHAs and the public purse. However, where it has not been possible to prevent homelessness, services need to work together quickly and effectively to ensure that it is as brief as possible.

### 4.1 Preventing homelessness at the earliest stage

*‘Too often, households are known to one service, such as a voluntary or community organisation, without that information being shared with the council or other relevant partners. To deliver truly coordinated and preventative support, everyone must work together, with clear referral pathways and shared responsibility for identifying and responding to risk early.’*

[A National Plan to End Homelessness, MHCLG, 2025](#)

Locally as well as nationally, we want to increase the proportion of households who are supported to stay in their own homes or helped to find alternative accommodation - to prevent homelessness and the need for temporary accommodation.

Details of the Government’s new Homelessness, Rough Sleeping and Domestic Abuse Grant were announced in December 2025 as part of a provisional multi-year settlement. The intent of this grant is to simplify homelessness funding and allow for greater flexibility in spend according to local need.

The provisional 3-year allocations will allow for longer term strategic planning to commission or directly provide homelessness services/initiatives on a longer-term basis, rather than annual allocations in recent years.

To inform this strategy, a mapping exercise was carried out as part of the homelessness review which identified what services are available across Worcestershire and what gaps in provision there might be. A summary of this is contained within the homelessness review and an action within the plan is to explore what services are required to be commissioned or directly provided by LHAs based on the findings of the review.

The LHAs already provide a number of services to help prevent homelessness or to ensure suitable alternative accommodation is available at the prevention stage. This includes access to funding for rent deposits/bonds and rent in advance, welfare assistance, working with landlords and families to resolve issues and mediation for young people and their families.

### 4.2 Accessing the right support at the right time

It is vital that people get the support that they need, when they need it, to prevent homelessness. Housing and homelessness systems can be complex by the very nature of legislation, geographical location, differences in funding and associated criteria, whether they are provided by statutory or voluntary services and as such it can be challenging for people to navigate them or understand what support is available.

The need to raise awareness of what services are already available was a key theme arising from partners who attended the strategy stakeholder event held in September 2025. The mapping exercise outlined in the previous section will be useful in raising awareness but the LHAs are keen to work with partners to build further on this through improved communication and joint training across organisations and sectors. Joint work with the Adult Front Door and the Community Directory are actions within the strategy action plan.

To proactively identify and predict where households may be at risk of homelessness, we want to improve our use of data to enable us to target high-risk households 3-6 months before they potentially reach crisis point. To address this, we want to explore using a predictive analytics model utilising a range of different data to target our homelessness prevention work.

### 4.3 Person-centred support to prevent rough sleeping

The councils have worked closely together for many years to tackle rough sleeping and have developed a range of initiatives such as No First Night Out (emergency bed spaces for those that are new to the street), Housing First/Led models (intensive support linked to accommodation), outreach support, bespoke funding and person-centred packages of support. A Rough Sleeper Coordinator has also been in post for several years to oversee the councils' strategic approach to tackling rough sleeping and unblock barriers to accommodation for those with a poor tenancy or offending history.

We will aim continue providing bespoke funding for outreach teams and the Rough Sleeper Coordinator to find a housing solution for those at risk of rough sleeping and rough sleepers.

## 5. Pillar 4: Improving emergency responses – improving temporary accommodation and making people’s experiences better if they do become homeless

Whilst the aim is to prevent homelessness at the earliest possible stage and negate the need for temporary accommodation, it will always be needed as a safety net for households at crisis point.

LHAs have a duty to provide temporary accommodation in certain circumstances to homeless households. They can also utilise a discretionary duty to accommodate others, where no duty is owed but they are accommodated under wider policy initiatives such as No First Night Out/No Second Night Out to prevent rough sleeping or to support rough sleepers coming off the streets.

If temporary accommodation is required then it must be safe, affordable, of a decent standard and stable. B&B accommodation is not suitable for families with children, but we recognise that it may be the only option at crisis point.

Over the previous three years the number of placements ending has steadily declined from 1121 to 734 and the same for placements with children 339 to 235. Which means that households are spending longer in temporary accommodation. This is due to increasing pressure on housing availability impacting on the ability to house people into permanent accommodation. Correspondingly in the five districts the length of stay in temporary accommodation over 12 weeks has risen from 18% in 2022/23 to 26% in 2024/25 and a corresponding increase of length of placements for the longer timescales (or static numbers over the last three years).

For all the councils the most used type of temporary accommodation is Bed and Breakfast but the amount this is used varies from 46% of all

placements in Redditch to 59% in Wyre Forest in 2024/25. There has been a decrease in use of Bed and Breakfast between 2023/24 and 2024/25 in all of the councils except Bromsgrove where the percentage of placements in B&B have increased from 42% to 48%.

This shows positive work undertaken by many councils to bring other forms of temporary accommodation into use including from Registered Providers and councils’ own stock. When considering the use of temporary accommodation for households with dependent children, WFDC and MHDC still mainly use Bed and Breakfast (53% and 72% respectively). However, both WDC and BDC use more temporary accommodation provided by Registered Providers than B&B (39% and 56% respectively) and RBC mainly use their own housing stock (61%).

The availability of different types and numbers of temporary accommodation differs across the county and can range from ad hoc used of emergency accommodation such as Bed and Breakfast to accommodation owned and managed by the Councils directly. See the table below for more information on temporary accommodation across the districts.

Placements into:	22/23	23/24	24/25
TA within RP Stock	89	89	72
TA within your own stock	113	115	98
Any other type of TA	27	28	76
Made own arrangements for TA	36	13	3
Other nightly paid, privately managed accommodation	165	92	69
Private sector TA leased council / Registered Provider	29	43	12
Bed & Breakfast	633	578	395
Temporarily remains in property	5	3	3
Other: e.g refuge	24	13	6

The new government strategy has a strong focus on households in temporary accommodation and particularly those with dependent children. There is now a body of research around the health impacts of temporary accommodation on people’s health including infant mortality and councils are expected to reduce the use of Bed and Breakfast style accommodation for families over the lifetime of this parliament.

All the LHAs have support workers who can provide additional support to households in need, but the resource is limited and it is critical that the councils utilise other support and care providers where relevant.

LHAs want to increase the amount of good quality self-contained accommodation, which will provide a better experience for homeless households but is also better value for money and less expensive than nightly paid accommodation.

We will work with education providers and GPs to ensure they are aware and can support those households in Temporary Accommodation where appropriate.

## 6. Pillar 5: Recovery and preventing repeat homelessness – ensuring people don't experience homelessness more than once and halving long term rough sleeping

With the right support people can rebuild their lives after experiencing the trauma of homelessness and break the cycle of repeat homelessness.

### 6.1 Ensuring people don't experience homelessness more than once

Preventing repeat homelessness is achieved through a variety of ways depending in part on the client group. Ensuring households are supported through the transition from temporary into permanent accommodation and working with households to make them tenancy ready whilst in temporary and supported accommodation has proved beneficial.

Some repeat homeless can arise through households not being able to access health interventions when needed. Locally some LHAs have funded Mental Health Link workers to work with housing teams and households approaching for homelessness assistance. This has proved a valuable resource to enable homeless households to access mental health support and assisting them to access existing mental health services at the right time.

Through regular meetings, agencies collaborate on policy development, share data and good practice, and coordinate funding opportunities. This joined-up approach strengthens the county's ability to deliver sustainable solutions and improve outcomes for those at risk of, or experiencing, homelessness.

Further work needs to be done to better understand why repeat homelessness for survivors of domestic abuse and larger families with complex needs is high and we will work with those with lived experience to see if we can develop workstreams to tackle this.

### 6.2 Tackling long term rough sleeping

The Government's funding programmes have enabled LHAs to implement a number of service offers for rough sleepers including Housing First/Led, No First/Second Night Out, outreach workers and access to personalised budgets. This approach has supported the most entrenched rough sleepers, some of whom had previously been on the streets for many years, to maintain social housing/private rented tenancies. Through the use of personalised budgets for meaningful activities and engagement opportunities councils have been able to help rough sleepers and former rough sleepers to sustain their accommodation, make their property a home, build positive routines and strengthen community connections.

By offering bespoke interventions, the personalisation budget helps to break the cycle of homelessness and reduce the likelihood of individuals returning to the streets. It empowers frontline staff to respond quickly and creatively to barriers faced by rough sleepers, ensuring that support is not only practical but also person-centred.

This strategy is committed to maintaining this robust approach to tackling and reducing rough sleeping.

### 6.3 Access to specialist health services: mental health, physical health & substance use

*“What needs to be considered is the traumatic experience of being homeless. And that doesn't stop the moment you come out of homelessness... Even if you didn't have mental health issues going into homelessness, you are guaranteed 100 million percent [to have mental health issues after experiencing homelessness]. I have no doubt in my mind at all that everybody goes through a homelessness journey will experience trauma if being homeless and that needs to be considered because even if you've got no recovery to deal with, no official mental health diagnosis or*

*any compound need, you are going to have an adjustment and, you know, adjustment from that trauma”*

MHCLG (2025) Lived Experience Forum Report, recommendations from people with lived experience for the cross-Government homelessness strategy, Revolving Doors, Groundswell, Justlife Foundation

Project Bright Path supports people who are rough sleeping or at risk of rough sleeping and experiencing mental health challenges, both diagnosed and undiagnosed. The programme provides rapid, relational and trauma-informed support through short-term, focused interventions and better connection into mainstream services. Its purpose is to help people stabilise at times of crisis and access the right mental health and housing support at the right time. A key development during the year was the appointment of two Band 7 mental health practitioners, one based in Herefordshire and one in Worcestershire. Their specialist clinical input has already made a difference, supporting people with complex needs, helping unlock access to formal mental health assessments and diagnosis, and strengthening the ability of frontline workers to navigate mental health systems.

The project also delivers a training programme which is delivered in partnership with a wide range of organisations, including LHAs, housing providers, rehabilitation centres and voluntary sector partners. Content has continued to evolve, with additions including trauma-informed approaches, neurodiversity awareness and clearer pathways for mental health and homelessness support.

In developing this strategy, housing and health colleagues have been engaging in more detailed discussions around the links between mental health, physical health and homelessness and what could be done locally to address poor health and inequalities via the countywide Homelessness and Rough Sleeping Strategy group, the Worcestershire Housing Board, the Housing and Health Group, the district health collaboratives, and the Health Inequalities Prevention Personalisation Care Board. This strategy is committed to ensuring access to specialist services for homeless

households and specific actions will be defined in conjunction with housing and health.

## 6.4 Community support and services

The LHAs recognise that peer support can be invaluable in tackling and preventing homelessness. Those that have lived experience will often be able to engage complex homeless households more effectively as they know first hand what it is like to experience homelessness and disadvantage.

Homelessness peer support models are in place in some areas of the county and there remains a commitment from the previous strategy to review peer support models and identify good practice with a view to potentially increasing or upscaling peer support.

The Homelessness and Rough Sleeper Strategy Group continues to learn from those with lived experience of homelessness through ongoing feedback, workshops and questionnaires.

The service mapping exercise carried out as part of the Homelessness Review and the [Community Services Directory](#) are also useful to highlight the community support services available. Ongoing discussions on how to harness community support continue to take place at local homelessness forums.

We will continue to engage with other services that can support households into education, employment and training and those that assist people with managing finances such as the Citizens Advice Bureau.

## 7. Governance arrangements

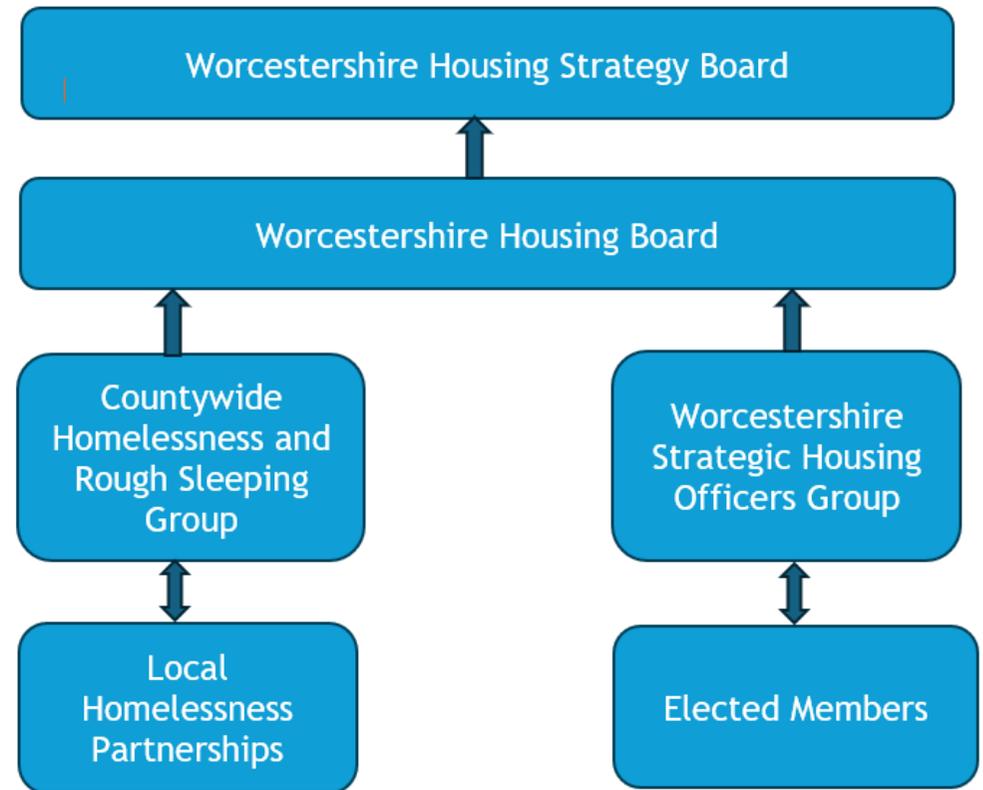
### 7.1 Oversight, delivery and monitoring

Worcestershire Housing Board is responsible for ensuring that the commitments within the Homelessness and Rough Sleeping Strategy are realised. The partnership is a multi-agency and cross-sector partnership, ensuring delivery of the strategy is supported across relevant organisations. The Housing Board reports to the Housing Strategy Board comprised of Chief Executive or senior officers from LHAs, Registered Providers, NHS and Public Health.

The Strategy will be overseen by the Countywide Homelessness and Rough Sleeping Group, a public and voluntary sector partnership that brings together statutory agencies, housing teams, health services, and community partners to ensure a coordinated response to homelessness across the county. The chair of that group will attend the Housing Board regularly to report on outcomes achieved and progress against actions.

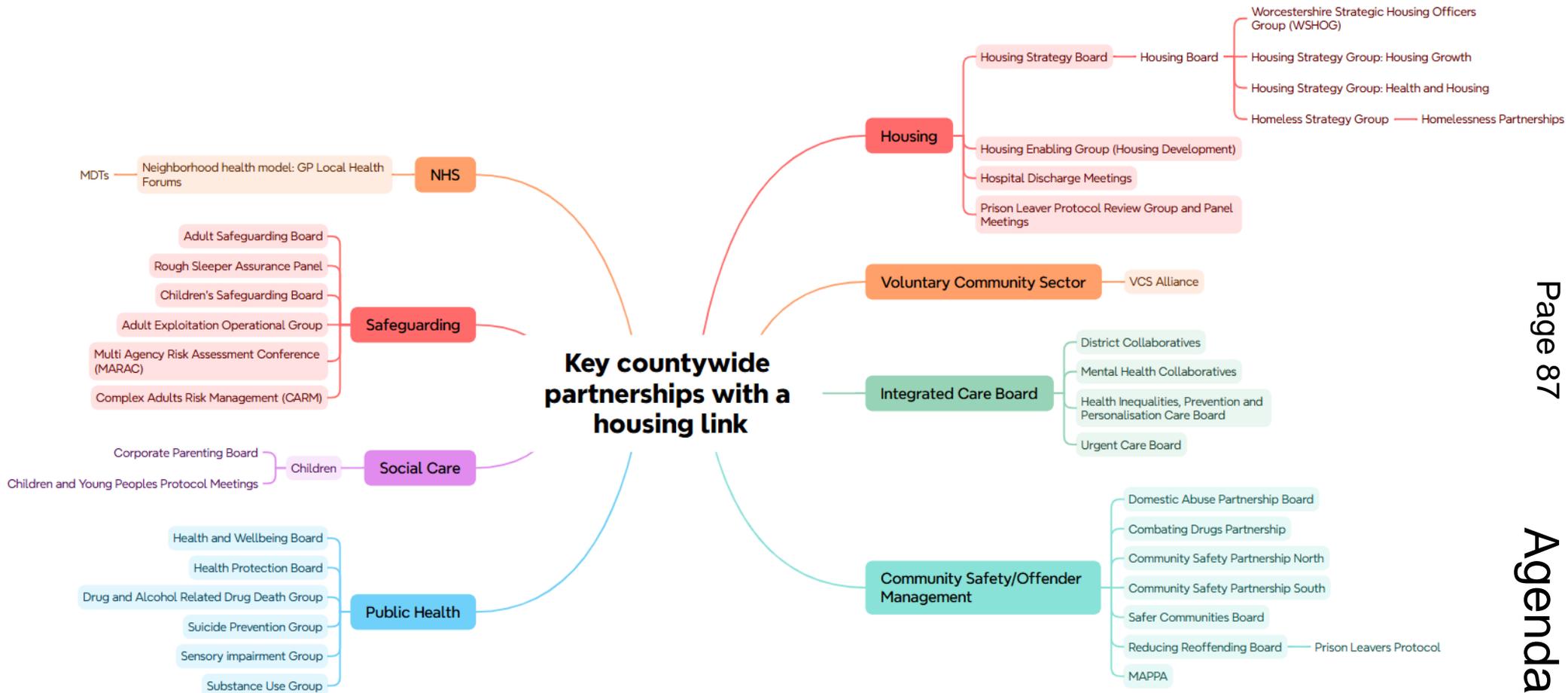
Each LHA has its own local homelessness partnership, consisting of local statutory and voluntary partners which will oversee and deliver on homelessness services and the strategy at a local level and feed into the Countywide Homelessness and Rough Sleeping Group.

The LHAs are responsible for meeting their own statutory duties in relation to preventing homelessness. The Worcestershire Strategic Housing Officers Group (WSHOG) will be responsible for the operational delivery of the LHA elements of the strategy. Each LHA will have their own separate mechanism for reporting back to elected members on outcomes and progress including committees and member briefings to ensure there is political oversight on the delivery of the strategy and services.



## 8. Partnerships

Partnerships are essential to the delivery of the strategy as many organisations have a role to play in tackling homelessness and rough sleeping in the wider context.



This is not a definitive or exhaustive list of all partnerships but highlights some key groups and inter-relationships. There are also localised partnership and strategic groups within each LHA that are not included in this section.

## ICB and health partnerships

The advent of the Integrated Care Boards and review of the role of the Health and Wellbeing Board has led to a new way of working within the health, social care and wider partnerships including greater district level working with Primary Care Networks.

**Integrated Care System - Taking collective action to tackle health inequalities.**



## Reducing Re-offending Group & MAPPAs Strategic Management Board

The Reducing Re-offending Board oversees the development and delivery of the criminal justice pathway and protocol across the county, following on from work commissioned by Public Health and the LHAs. Multi-Agency Public Protection Arrangements (MAPPAs) were introduced in 2001 under the Criminal Justice and Court Services Act 2000 and subsequently strengthened by the Criminal Justice Act 2003 as the statutory arrangement for managing sexual and violent offenders. It provides a mechanism whereby the agencies involved can better discharge their responsibilities and protect the public in a coordinated way. The responsible authority for MAPPAs in each criminal justice area consists of the police, probation, and prisons. LHAs have a duty to cooperate with MAPPAs arrangements in assessing and managing the risks posed by MAPPAs-eligible offenders and the Board oversees the process.

## Adult Safeguarding Board and the Assurance Panel

The main purpose of Worcestershire Safeguarding Adults Board (WSAB) is to promote wellbeing and reduce the risk of harm for people with care and support needs. Rough sleepers specifically are overseen by an Assurance Panel. The LHAs are represented on the Board and Panel at Senior Officer level.

## Corporate Parenting Board (CPB)

The CPB provides leadership and a governance structure for corporate parenting to drive forward the outcomes for looked after children and care leavers. It oversees the Board's strategy and promotes the voice of

children and young people. It also provides challenge and scrutiny to ensure the best outcomes are achieved for children in care and care leavers. LHAs are represented at CPB by officers from WSHOG.

## Domestic Abuse Partnership Board (DAPB)

The DAPB consists of key partners with an interest in tackling domestic abuse and supporting victims, including their children. The DAPB has been created to support Worcestershire County Council in meeting its duty under Part IV of the Domestic Abuse Act 2021 and to expand upon the wider community-focused work of the Worcestershire Forum against Domestic Abuse.

# Appendix 1 – Action Plan

## Pillar 1: Universal Prevention - tackling the root causes of homelessness

Action	Measure	Lead	Timescale
1.1 Prevent homelessness from private rented sector tenancies by building relations with landlords to identify those at risk of homelessness at an earlier stage, utilising funding where appropriate and available and take action to sustain tenancies.	<ul style="list-style-type: none"> <li>- Countywide landlord forum established.</li> <li>- “Help to Stay” scheme established.</li> <li>- Tenancy Sustainment Officers in place (funding dependent).</li> <li>- Decrease in households becoming homeless due to end of a private sector tenancy for a negative reason.</li> <li>- Prevention panel established with landlords</li> <li>- Utilise funding such as the Crisis Resilience Fund and homeless funding to sustain tenancies</li> </ul>	Housing Advice Team Leaders/Housing Strategy Officers/Private Sector Housing Teams	March 2027
1.2 Ensure more legal support is available for tenants facing eviction by expanding partnerships with organisations who already undertake this work so that services have sufficient resource, knowledge, expertise and capacity to robustly defend evictions based on grounds under Renters Rights Act.	<ul style="list-style-type: none"> <li>- Training on Renters’ Rights Act undertaken for LHA staff.</li> <li>- Established referral mechanisms are in place with the Housing Loss Prevention Advice Service</li> <li>- Decrease in households becoming homeless due to end of a private sector tenancy for a negative reason.</li> <li>- Increase in tenancies sustained in the private rented sector following intervention.</li> </ul>	Housing Advice Team Leaders/Housing Strategy Officers/Private Sector Housing Teams  Registered Housing Providers	December 2026
1.3 Develop an integrated tenancy sustainment approach, bringing together housing, community organisations/hubs, employment and financial inclusion partners and develop stronger links to online support, to identify tenancies at risk and deliver coordinated support.	<ul style="list-style-type: none"> <li>- “Tenancy at Risk” protocol with Registered Providers is explored.</li> <li>- Coordinated support packages in place including income maximisation, debt advice, financial literacy training, and flexible crisis prevention/ discretionary welfare funding.</li> <li>- Decrease in households becoming homeless due to end of a tenancy for a negative reason.</li> </ul>	Housing Advice Team Leaders/Housing Strategy Officers and Community Services	March 2028
1.4 Review the Duty to Refer data and prepare for the new Duty to Collaborate to ensure that any potential homeless cases are referred to the local housing teams by partner agencies at the earliest opportunity.	<ul style="list-style-type: none"> <li>- Duty to refer data is reviewed.</li> <li>- Increase in the number of Duty to Refer referrals</li> </ul>	Housing Strategy Officers/All statutory agencies	March 2027

	- Increase in the proportion of cases approaching for homelessness assistance at prevention stage, or earlier.	required to refer	
<b>1.5 Use data and lived experience to track and evaluate progress against the strategy</b> (and inform service delivery) using key performance indicators and regular reviews. Consider how we can implement “big picture” reporting to demonstrate and understand homelessness prevention activity across all sectors/organisations.	- Data dashboard and baseline statistics developed and monitored at countywide homelessness strategy meetings. - Summary reporting mechanism developed to show homelessness prevention work across all sectors/organisations. - PWLE attending/providing feedback to the Homelessness Strategy Group.	Research and Intelligence Officer/Housing Strategy Officers	September 2028
<b>1.6 Improve shared understanding of the work of all partner agencies in preventing homelessness</b> through promoting the Community Services Directory, and joint training and awareness sessions.	- Joint training undertaken and increased awareness of roles and responsibilities. - All homelessness prevention services are signed up to the community services directory.	County Council, Housing Advice Team Leaders/Housing Strategy Officers, Homelessness Partnerships	September 2027
<b>1.7 Develop and implement clear referral guidance and processes between agencies</b> (housing, health, education, social care) for early identification of at-risk individuals.	- Referral guidance and process defined and promoted. - Individuals are not released from institutions into homelessness.	Housing Strategy Officers, Health, Education and Social Care Leads	March 2029
<b>1.8 Explore opportunities to develop and deliver homelessness education programmes in schools</b>	- Review service offered by Nightstop in WF and roll out across other district (funding dependent)	Housing Strategy Teams	March 2029
<b>1.9 Make better use of existing social housing</b> by exploring opportunities to better match disabled households with adapted housing and by tackling under occupation of larger properties	-Current demand for adapted housing and best practice in maximising use of existing stock reviewed	Housing Strategy Teams	March 2028

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Agenda Item 6

**Pillar 2: Targeted Prevention - targeted support for people at risk of homelessness**

Action	Measure	Lead	Timescale
<b>2.1 Explore the feasibility of a predictive homelessness risk model</b> that pulls data from a range of sources to identify and target support to people at greatest risk of becoming homeless before they reach crisis point.	- Predictive analytics system developed and implemented. - Data driven services/provision are developed. - Increase in homelessness prevention. - Decrease in TA placements.	Research and Intelligence Officer	March 2029

<b>Rough sleepers and single homeless households:</b>			
<b>2.2 Review and strengthen the rough sleeper support/accommodation options</b> (All services and interventions that tackle rough sleeping) and commission or directly deliver services required utilising the new multi-year homelessness funding arrangements.	<ul style="list-style-type: none"> <li>- Carry out a needs assessment and develop a Supported Housing Strategy</li> <li>- Number of services newly commissioned or expanded (if required)</li> <li>- Map unmet needs identified through outreach</li> </ul>	<ul style="list-style-type: none"> <li>- WSHOG</li> <li>- Housing Advice/strategy Teams,</li> <li>- Outreach Services,</li> <li>- Rough Sleeper Co-Ordinator</li> </ul>	July 2027
<b>2.3 Investigate the ability to provide bespoke funding</b> Outreach teams and the Rough Sleeper Coordinator to develop tailored solutions for individuals who have previously been unable to secure or maintain accommodation, subject to funding.	<ul style="list-style-type: none"> <li>- Reduction in rough sleeping.</li> <li>- Number of individuals housed through the funding</li> <li>- Tenancy sustainment 6 months +</li> <li>- Number of individuals supported through the funding to address unmet needs</li> <li>- Reduction in repeat presentations to outreach services</li> <li>- Building relationships with Registered Providers to overcome barriers into accommodation</li> </ul>	<ul style="list-style-type: none"> <li>- Rough Sleeper Co-ordinator</li> <li>- Outreach Services</li> <li>- Housing Advice/Strategy Teams</li> </ul>	March 2029 (pending funds)
<b>2.4 Expand the online multi-agency work on Target Priority Group rough sleepers</b> Implement outreach and support services TPG online group across all districts to improve cross-boundary coordination and case management. Learning from good practice and promoting joined up working.	<ul style="list-style-type: none"> <li>- Online multi-agency TPG group working effectively across boundaries+.</li> <li>- Reduction in the number of TPG rough sleepers.</li> <li>- Increase in TPG rough sleepers accessing services and accommodation</li> <li>- Number of districts consistently using the TPG platform</li> <li>- Number of cross-boundary cases successfully resolved</li> </ul>	<ul style="list-style-type: none"> <li>- Rough Sleeper Co-Ordinator/Housing Advice Teams</li> </ul>	September 2026
<b>2.5 Extend the Mental Health &amp; Homelessness Group</b> to all districts to enable discussion/referrals into mental health services for those at risk of or experiencing rough sleeping	<ul style="list-style-type: none"> <li>- Mental Health and Homelessness group expanded across all districts to ensure consistent access to mental health services.</li> <li>- Increased number of districts participating</li> <li>- Number of rough sleeping cases discussed</li> <li>- Increased access to mental health support for rough sleepers</li> </ul>	<ul style="list-style-type: none"> <li>- Housing Advice/Strategy Team Leaders</li> <li>- Rough Sleeper Co-Ordinator</li> </ul>	March 2027
<b>2.6 Understand factors leading to returns to rough sleeping</b> Using data to identify repeat patterns, implement targeted interventions, and redesign support offers, subject to funding.	<ul style="list-style-type: none"> <li>- Enhanced support offer in place for those who return to rough sleeping.</li> </ul>	<ul style="list-style-type: none"> <li>- Rough Sleeper Co-Ordinator</li> <li>- Outreach Services</li> </ul>	April 2027

	<ul style="list-style-type: none"> <li>- Work undertaken with Registered Providers to reduce the no. of people refused housing due to poor tenancy history</li> <li>- Reduction in recurring rough sleeping</li> <li>- Number of individuals enrolled in enhanced support</li> <li>- Tenancy sustainment following re-engagement</li> </ul>	- Housing Advice/Housing Strategy Teams	
<p><b>2.7 Set up a Lived Experience involvement process</b> to ensure people who have experienced rough sleeping or homelessness are able to put forward ideas or feedback. Use this feedback to make changes to services and improve everyday practice, subject to funding.</p>	<ul style="list-style-type: none"> <li>- People with lived experience involved in service development and improvement</li> <li>- Number of people with lived experience taking part in a way that meets their needs</li> <li>- Feedback collected and recorded</li> <li>- Number of service changes or improvements made because of the group's feedback</li> </ul>	<ul style="list-style-type: none"> <li>- Rough Sleeper Co-Ordinator</li> <li>- Outreach Services</li> </ul>	October 2026
<b>Children, young people and care leavers:</b>			
<p><b>2.8 Pilot the “Upstream” model in partnership with schools, specialist youth and family support services</b> e.g. Centrepoin model (should funding be available). This would include a review of family intervention and mediation services.</p>	<ul style="list-style-type: none"> <li>- Prevention initiatives developed across the Councils leading to a reduction in youth homelessness.</li> <li>- The causes of youth homelessness and what interventions can be made to sustain accommodation and positive relationships with family/friends are better understood.</li> </ul>	<ul style="list-style-type: none"> <li>- Housing Advice/Strategy Team Leaders</li> <li>- Children's Services</li> <li>- Youth Services</li> <li>- Schools</li> </ul>	December 2027
<p><b>2.9 Review the Care Leavers Protocol in light of new legislative requirements that state that care leavers will no longer be deemed intentionally homeless in the case of accommodation breakdown.</b></p>	<ul style="list-style-type: none"> <li>- Care leavers protocol updated to be compliant with the legislation.</li> </ul>	<ul style="list-style-type: none"> <li>- Housing Advice/Strategy Team Leaders</li> <li>- Children's Services</li> </ul>	December 2026
<p><b>2.10 Agree a Memorandum of Understanding with providers of young persons supported accommodation</b> to facilitate movements to alternative supported accommodation where relationships between residents have broken down</p>	<ul style="list-style-type: none"> <li>- Memorandum of Understanding in place across providers to respond to potential homelessness situations where the relationship between residents has broken down.</li> <li>- Fewer crisis situations in which a suitable move cannot be found</li> </ul>	<ul style="list-style-type: none"> <li>- Housing Advice/Strategy Team Leaders</li> <li>- Supported Housing Providers</li> </ul>	December 2027
<p><b>2.11 Work with partner organisations (e.g. DWP) to explore services provided to address youth unemployment and ensure they can be connected with prevention/mediation/budgeting/debt advice services.</b></p>	<ul style="list-style-type: none"> <li>- Reduction in youth homelessness</li> <li>- More young people managing their money and able to live independently</li> </ul>	<ul style="list-style-type: none"> <li>- Housing Advice Team Leaders</li> <li>- DWP</li> </ul>	March 2027

<p><b>2.12 Work with partners to understand the links between homelessness and neurodiversity</b> in young people and how homelessness prevention services can meet their needs.</p>	<ul style="list-style-type: none"> <li>- Reduction in youth homelessness.</li> <li>- Officers trained to ensure that neurodivergence is recognised and services are adapted to meet needs.</li> </ul>	<ul style="list-style-type: none"> <li>- Housing Advice Team Leaders</li> <li>-County Council</li> </ul>	<p>March 2027</p>
<p><b>Families with children:</b></p>			
<p><b>2.13 Identify the key risk factors in families that lead to homelessness</b> to ensure targeted intervention at the earliest stage</p>	<ul style="list-style-type: none"> <li>- Review best practise around early intervention and prevention for families including risk factor identification.</li> <li>- Increase in homeless prevention for families with children</li> </ul>	<ul style="list-style-type: none"> <li>- Housing Advice Team Leaders and Housing Strategy Officers</li> <li>- Research and Intelligence Officer</li> </ul>	<p>Ongoing</p>
<p><b>Homelessness and health:</b></p>			
<p><b>2.14 Commission a homelessness and health audit</b> to understand the health needs of homeless households, reduce health inequalities for rough sleepers and improve life expectancy.</p>	<ul style="list-style-type: none"> <li>- The health needs of homeless households are understood and services commissioned or adapted to meet need and prevent homelessness.</li> <li>- Health inequalities experienced by rough sleepers are reduce and life expectancy is increased.</li> </ul>	<ul style="list-style-type: none"> <li>- WSHOG</li> </ul>	<p>September 2026</p>
<p><b>2.15 Improve joint working across housing, health and social care to:</b></p> <ul style="list-style-type: none"> <li>(i) Prevent unnecessary hospital admissions for those who are homeless/at risk of homelessness</li> <li>(ii) remove barriers to hospital discharge for those who cannot return to their home or who are homeless</li> <li>(iii) Develop and implement the Duty to Collaborate for hospital admission, discharge, and step-down care that ensure a housing plan is in place before discharge.</li> </ul>	<ul style="list-style-type: none"> <li>- Improved pathway into accommodation to ensure that discharges are planned in partnership with housing options services and that appropriate support is in place.</li> <li>- Reduced unnecessary hospital admissions for homeless households</li> <li>- Reduced delays in hospital discharge for homeless households</li> </ul>	<ul style="list-style-type: none"> <li>-WSHOG</li> <li>-Integrated Care Board</li> <li>-NHS</li> </ul>	<p>September 2027</p>
<p><b>2.16 Explore opportunities to provide a flexible approach to medical appointments</b> to meet the needs of those with complex needs/chaotic lives and ensure follow up care is provided- example of health care worker in local day centres.</p>	<ul style="list-style-type: none"> <li>- Health Bus service locations are near rough sleeper locations wherever possible.</li> <li>- All rough sleepers have access to a GP and substance use services where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>-WSHOG</li> <li>-Integrated Care Board</li> <li>-NHS</li> </ul>	<p>December 2026</p>
<p><b>2.17 Enhance the collaborative approach with partners to effectively manage the risk to those with complex and multiple</b> needs in temporary accommodation.</p>	<ul style="list-style-type: none"> <li>- Existing support and ongoing care and support processes are reviewed.</li> <li>- Reduction in serious incidents in unsupported TA/housing.</li> </ul>	<ul style="list-style-type: none"> <li>- Worcestershire Housing Board</li> <li>- WSHOG</li> </ul>	<p>April 2027</p>
<p><b>2.18 Integrate mental health services more deeply into homelessness prevention and intervention strategies.</b> E.g. outreach teams should have improved access to mental health professionals to provide immediate support to those in crisis, and ongoing</p>	<ul style="list-style-type: none"> <li>- Current mental health services (and their capacity) are mapped, gaps are identified.</li> </ul>	<ul style="list-style-type: none"> <li>- Outreach Teams</li> <li>- Mental Health Services</li> </ul>	<p>June 2027</p>

support is provided for those in unsupported temporary accommodation.	- Those in TA can access appropriate mental health support		
<b>2.19 Develop more fully accessible permanent and temporary housing through Disabled Facilities Grant and Homes England Funding (dependent on funding)</b>	- Increase in the number of accessible/healthy homes delivered by Developers and RPs - Increase in the number of accessible temporary accommodation units.	-WSHOG -Worcestershire Housing Adaptations Service	June 2030
<b>2.20 Investigate the ability to provide flexible budgets to prevent homelessness especially for non-priority/intentional cases or individuals facing severe mental health issues. This could be used to help cover emergency needs.</b>	- Funding identified - Data captured on “what works” to prevent homelessness for this cohort to inform future service delivery	-Housing Advice Team Leaders/Housing Strategy Teams	December 2026
<b>Domestic abuse</b>			
<b>2.21 Sustain and expand safe accommodation options (funding dependent) to minimise the use of B&amp;B for DA survivors.</b>	- Increase in the number of safe accommodation options	-DA Coordinator -Public Health -Housing Providers	September 2027
<b>2.22 Review best practice in preventing homelessness due to domestic abuse at an earlier stage through early interventions with households at risk of homelessness due to DA.</b>	- Those are risk of homelessness and experiencing domestic abuse approach for homelessness assistance at an earlier stage e.g. prevention stage, not relief/crisis stage - Decrease in homelessness approaches due to DA - Greater awareness and take up of Sanctuary Scheme options	- DA Coordinator - DA Housing Officers - Research and Intelligence Officer	March 2027
<b>2.23 Develop a protocol for Registered Providers to access relevant survivor information (with consent) to deliver trauma-informed housing offers and minimise re-traumatisation.</b>	- Improved accommodation offers due to greater understanding of needs and risk - Reduced repeat homelessness for DA survivors	- DA Coordinator - Registered Housing Providers - DA Housing Officers	June 2027
<b>2.24 Develop dedicated housing pathways for survivors with multiple needs and those with No Recourse to Public Funds (NRPF)</b>	- Reduced homelessness levels due to DA - Improved partnership working with schools and health and holistic support available to whole family.	- DA Coordinator - DA Housing Officers	June 2027
<b>2.25 Strengthen communication and engagement with schools and health professionals to support early identification and safeguarding and ensure children affected by domestic abuse are linked to appropriate support services to prevent future victimisation or perpetration.</b>	-Processes are defined and embedded	- DA Coordinator - DA Housing Officers	July 2027

<b>Prison leavers:</b>			
<b>2.26 Review supported and transitional accommodation capacity and barriers to accommodation</b> to ensure that there are pathways into accommodation prior to release.	- Reduced homelessness due to leaving prison	- Housing Advice/Strategy Team Leaders - Prison and Probation Service	September 2027
<b>2.27 Improve data capture:</b> referrals to Prison Release meetings, homeless assessments before release, and accommodation pathways including CAS3 accommodation.	- Improved understanding of housing needs - Increased accommodation options and improved process for prison leavers	- Housing Advice/Strategy Team Leaders - Prison and Probation Service	December 2026
<b>2.28 Increase the number of housing assessments undertaken within prisons</b> to identify a housing solution before release.	- Increased accommodation options and improved process for prison leavers	- Housing Advice/Strategy Team Leaders - Prison and Probation Service	June 2027
<b>2.29 Work with partner housing providers to develop a positive pathway from CAS3 accommodation</b>	- More individuals moving on from CAS3 into settled or supported accommodation	- Strategic Housing Senior Officers	March 2027
<b>2.30 Review Worcestershire Criminal Justice Housing and Support Protocol</b>	- Protocol is updated to reflect current legislation and service provision	- Strategic Housing Lead	March 2028
<b>Asylum seekers and refugees:</b>			
<b>2.31 Collaborate with community, voluntary, and faith organisations to develop tailored, culturally appropriate information and guidance for asylum seekers, refugees and those with No Recourse to Public Funds,</b> enabling them to access necessary support.	- Comprehensive and culturally appropriate guidance developed.	-Homelessness Partnerships	September 2027
<b>Veterans:</b>			
<b>2.32 Continue to work with the Worcestershire Armed Forces Covenant Partnership</b> to ensure that there is a good understanding of the Armed Forces Covenant in housing and that organisational policies reflect the needs of the Covenant	- Armed Forces Covenant embedded in housing services (where relevant) - Housing staff received training on the Armed Forces Covenant.	-WSHOG	Ongoing

### Pillar 3: Preventing crisis - helping people stay in their homes

Action	Measure	Lead	Timescale
<b>3.1 Use the findings of the Homelessness Review Service Mapping to explore funding services</b> required to be commissioned or directly provided by LHAs to sustain accommodation.	- Gaps are defined, business case developed. - More homelessness cases are prevented	Housing Advice Team Leaders and Housing Strategy Officers	December 2026

<p><b>3.2 Ensure that homelessness services are well connected to services offering support through the new Crisis and Resilience Fund.</b></p>	<ul style="list-style-type: none"> <li>- CRF fund outcomes analysed to inform “what works”</li> <li>- Report on outcomes that have prevented homelessness without the need for a homeless approach to housing services.</li> <li>- Homelessness Services are aligned with the local delivery of the Crisis and Resilience Fund and support is available to those in crisis and facing homelessness.</li> </ul>	<p>WSHOG</p>	<p>March 2027</p>
<p><b>3.3 Utilise funding to ensure services such as accommodation and floating support, and help with housing costs are targeted to reduce homelessness through prevention</b></p>	<p>-Number of households prevented from becoming homeless increases</p>	<p>Housing Advice Team Leaders and Housing Strategy Officers</p>	<p>December 2026</p>
<p><b>3.4 Make use of the government toolkits to aid prevention of homelessness (when available)</b></p>	<p>-Number of households prevented from becoming homeless increases</p>	<p>Housing Advice Team Leaders and Housing Strategy Officers</p>	<p>March 2028</p>

**Pillar 4: Improving Emergency Responses - improving temporary accommodation and making people’s experiences better**

Action	Measure	Lead	Timescale
<p><b>4.1 Increase the number of high-quality, self-contained, TA units for families with children</b> through working with Registered Housing Providers and considering options such as leasing or purchasing accommodation (funding dependent). Minimise the use of B&amp;B, and other forms of shared accommodation and out of area placements for families with children.</p> <p><b>4.2 Improve the transition of households moving out of TA and into settled accommodation</b> by providing an assessment of support needs and referring families into the appropriate support. This would include sharing the needs assessment with housing providers (with consent) so they can provide a trauma informed housing offer.</p> <p><b>4.3 Create family-centred TA solutions:</b> reevaluate the model for families in TA, ensuring that placements consider the impact on children’s schooling, health, and support networks and help children, families and young people in TA to maintain connections to services and support networks.</p>	<ul style="list-style-type: none"> <li>- Increase in the number of suitable TA units</li> <li>- Reduction in the average length of stay in temporary accommodation</li> <li>- Reduction of the number of households with children in temporary accommodation</li> <li>- Reduction in the number of families with children in B&amp;B over 6 weeks</li> <li>- Reduction in temporary accommodation costs</li> <li>- Increase in successful move-ons per quarter</li> <li>- PWLE feedback from families who have experienced TA is gathered and analysis on a regular basis</li> </ul>	<p>Housing Advice Team Leaders and Housing Strategy Officers</p>	<p>March 2028</p>

<p><b>4.4 Jointly review social housing allocations policies</b> once government’s new guidance is available to try to prevent the need for TA or move people on into settled accommodation more quickly if they do need to access TA.</p> <p><b>4.5 Develop a resilience plan to address the impacts of rising temporary accommodation use</b>, accommodation costs, and the anticipated loss of grant funding. This will include a review of block booking contracts, introduce dynamic purchasing and reduce the use of spot purchasing</p> <p><b>4.6 Work with PWLE to analyse the barriers to accessing temporary accommodation</b> and implement solutions e.g. increased security measures, provisions for pets.</p> <p><b>4.7 Explore opportunities to work with colleagues across the health economy to increase the availability of adapted temporary accommodation.</b></p>	<ul style="list-style-type: none"> <li>- Barriers to TA are understood and action taken to overcome barriers</li> </ul>		
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**Pillar 5: Recovery and Preventing Repeat Homelessness - ensuring people don’t experience homelessness more than once and having long term rough sleeping**

<b>Action</b>	<b>Measure</b>	<b>Lead</b>	<b>Timescale</b>
<p><b>5.1 Take action to tackling long term rough sleeping</b> through reviewing: Accommodation-based and floating support/Rough sleeper outreach and intensive support/Rent deposits and rent in advance/No First Night Out Accommodation/Furniture projects</p>	<ul style="list-style-type: none"> <li>- All activities to prevent and tackle rough sleeping locally are reviewed and defined, gaps identified and services commissioned.</li> <li>- Reduction in rough sleeping</li> </ul>	<ul style="list-style-type: none"> <li>- Housing Advice/Strategy Team Leaders</li> <li>- Rough Sleeper Co-Ordinator</li> </ul>	<p>March 2027</p>
<p><b>5.2 Review opportunities to develop and implement community and peer support models</b></p>	<ul style="list-style-type: none"> <li>- Increase in tenancy sustainment</li> <li>- increase in engagement of service users</li> </ul>	<ul style="list-style-type: none"> <li>- Housing Advice/Strategy Team Leaders</li> <li>- Rough Sleeper Co-Ordinator</li> </ul>	<p>March 2028</p>
<p><b>5.3 Review opportunities to strengthen advocacy services:</b> increase the availability of independent advocates, particularly for vulnerable groups like young people, those with mental health issues, and DA survivors.</p>	<ul style="list-style-type: none"> <li>- Advocacy services are defined and strengthened</li> </ul>	<ul style="list-style-type: none"> <li>- Housing Advice/Strategy Team Leaders</li> <li>- Outreach Services</li> <li>- Housing Advice</li> </ul>	<p>December 2027</p>
<p><b>5.4 Investigate with PWLE why there is a high level of repeat homelessness in certain homeless cohorts</b> e.g. DA survivors, rough sleepers, families with complex support needs.</p>	<ul style="list-style-type: none"> <li>- Repeat homelessness is minimised</li> <li>- Drivers of repeat homelessness are understood and minimised</li> </ul>	<ul style="list-style-type: none"> <li>- Research and Intelligence Officer</li> </ul>	<p>March 2028</p>
<p><b>5.5 Develop mechanisms for referring temporarily accommodated households (with consent) to medical professionals, schools etc (subject to Government guidance)</b></p>	<ul style="list-style-type: none"> <li>- Repeat homelessness is minimised and households are safeguarded</li> </ul>	<ul style="list-style-type: none"> <li>- WSHOG</li> </ul>	<p>December 2028</p>

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Stakeholders identified a number of suggestions that are business as usual and as such do not feature in the action plan but will still be delivered. The strategy action plan will be reviewed on an annual basis, and this will include a review of current actions and identification of any new actions required for future years.

## Appendix 2 - Funding the strategy

### Homelessness Prevention Grant

Homelessness services across the districts have previously been funded through a combination of district council general fund budgets and targeted grant funding from the Ministry of Housing, Communities and Local Government (MHCLG), most notably the Homelessness Prevention Grant (HPG).

The HPG was a ringfenced funding stream required to be deployed in line with national policy objectives. Its strategic purpose was to strengthen early intervention and prevention activity, ensuring full and consistent implementation of the Homelessness Reduction Act, while contributing to the ambition of ending rough sleeping through increased prevention of single homelessness.

The HPG also intended to reduce reliance on temporary accommodation, particularly for families. This included maximising opportunities for family homelessness prevention, reducing the overall number of families placed in temporary accommodation, and eliminating the use of bed and breakfast accommodation for families beyond the statutory six-week limit.

Strategic deployment of HPG focussed on targeted prevention, effective use of temporary accommodation alternatives, and system-wide approaches that delivered sustainable housing outcomes while reducing financial and operational pressures on local authorities.

The allocations in 2025/26 were as follows;

Housing Authority	Grant (£)
Bromsgrove District Council	383,917
Malvern Hills District Council	402,595
Redditch Borough Council	776,429
Wychavon District Council	811,670
Wyre Forest District Council	664,560

This funding supported the delivery of a range of coordinated interventions across the county aimed at preventing and reducing rough sleeping. These included No First Night Out and No Second Night Out emergency accommodation, designed to minimise the number of nights individuals spend sleeping rough; housing pathways, intervention and transition worker roles that provided targeted support to secure and sustain accommodation; a countywide Rough Sleeping Coordinator role operating across the districts to ensure strategic oversight of rough sleeping interventions, partnership working and system alignment; and the delivery of Housing-Led and Housing First accommodation to

provide settled housing with appropriate wraparound support for individuals with complex needs.

At the time of writing this strategy the Government had recently announced the new homelessness and rough sleeping funding arrangements for 2026/7-2029/30. This section will be updated in due course.

### Domestic Abuse Act Funding for Domestic Abuse Housing Officers 2025/6

Housing Authority	Grant (£)
Bromsgrove District Council	33,666
Malvern Hills District Council	33,666
Redditch Borough Council	33,666
Wychavon District Council	33,666
Wyre Forest District Council	33,666

Funding for domestic abuse services is essential to ensure the provision of dedicated, specialist officers who can effectively respond to victims and survivors. These officers play a critical role in early intervention, risk assessment, safeguarding, and multi-agency coordination. Sustained investment will allow for improved response times, consistent victim support, enhanced offender management, and better outcomes for families affected by domestic abuse. Funding will support recruitment, specialist training, and retention of officers, ensuring victims receive trauma-informed, timely, and effective protection while reducing repeat incidents and long-term harm within communities.

### Domestic Abuse Act Funding 2025/6(to implement the requirements of the Domestic Abuse Act 2021)

Housing Authority	Grant (£)
Bromsgrove District Council	35,774
Malvern Hills District Council	34,742
Redditch Borough Council	35,697
Wychavon District Council	34,855
Wyre Forest District Council	33,835

### Household Support Fund (2025/26)

#### HSF 7 Allocation April 25 - March 26

District Council 12 month allocation	General allocation	Food/warm space allocation	Total
Bromsgrove	£171,321.39	£18,000.00	£189,321.39
Malvern Hills	£235,312.23	£18,000.00	£253,312.23
Redditch	£329,900.14	£18,000.00	£347,900.14
Wychavon	£230,918.03	£18,000.00	£248,918.03
Wyre Forest	£328,625.52	£18,000.00	£346,625.52
<b>Total</b>	<b>£1,595,072</b>	<b>£108,000.00</b>	<b>£1,703,072</b>

The Household Support Fund (HSF) is intended to provide targeted financial assistance to vulnerable households who are struggling to meet the cost of essential living expenses. The fund aims to prevent crisis, reduce hardship, and support households to maintain stability.

### Discretionary Housing Payments (2025/6)

Housing Authority	Grant (£)
Bromsgrove District Council	62,332
Malvern Hills District Council	75,651
Redditch Borough Council	79,296
Wychavon District Council	112,099
Wyre Forest District Council	110,242

Discretionary Housing Payments (DHPs) provide short-term financial assistance to households who require additional help with housing costs and are in receipt of Housing Benefit or the housing element of Universal Credit. The fund aims to prevent homelessness, sustain tenancies, and support households during periods of financial difficulty.

## Appendix 3 - Glossary of terms

CAS3 : Community Accommodation Service .....	11
DAPB: Domestic Abuse Partnership Board .....	24
DRIVE: A domestic abuse partnership that protects victims by disrupting, challenging and changing the behaviour of those who are causing harm.....	14
LGR: Local Government Reorganisation .....	2
LHAs: Local Housing Authorities .....	4
MHCLG: Ministry of Housing Communities and Local Government.....	9
MARAC: Multi agency risk assessment conference.....	14
PWLE: People with Lived Experiencee .....	4
RPs: Registered Housing Providers .....	6
TPG: Target Priority Group (most complex rough sleepers).....	4

**Executive Committee**  
202617<sup>th</sup> March**Redditch Environmental Crime Enforcement Policy**

Relevant Portfolio Holder	Councillor Sharon Harvey
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Simon Wilkes, Director Worcestershire Regulatory Services
Report Author Toni Ainscough	Job Title: Principal Officer Contact email:toni.ainscough@worcsregservices.gov.uk Contact Tel: 01562 738035
Wards Affected	All
Ward Councillor(s) consulted	N/A
Relevant Council Priority	Green, Clean and Safe
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 is asked to RESOLVE that:-**

- 1.1 **The Redditch and Bromsgrove Enforcement Policy be adopted and replace the current Joint Environmental Enforcement .**

**2. BACKGROUND**

- 2.1 Currently WRS's enforcement activities are being undertaken using the Joint Environmental Enforcement Strategy as in appendix 2.
- 2.2 The revised document in appendix 1 will only seek to cover activities that are enforced by Worcestershire Regulatory Services (WRS).

For the avoidance of doubt this **includes**:

- Fly tipping
- Littering
- Failure to dispose of waste appropriately
- Dog fouling

This revised enforcement policy **will not include**:

- Abandoned and nuisance vehicles and
- the enforcement of graffiti and fly posting

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- 
- 2.2 Officers are seeking to implement an enforcement document that reflects the current working strategies of enforcement practices and tools available to WRS.

**3. OPERATIONAL ISSUES**

- 3.1 Officers at WRS are required when undertaking enforcement activities to have due regard to the current enforcement strategy. This document (appendix 2) does not include the enforcement options available to them.
- 3.2 An updated and current enforcement policy is required to enable Officers to make use of intelligence and use all suitable tools.

**4. FINANCIAL IMPLICATIONS**

- 4.1 There are no financial implications. The proposed enforcement policy will align with WRS's approach to enforcement which covers the issuing of Fixed Penalty Notices as an enforcement tool. This is used in lower-level offending to discharge the liability of the offence. Fines generate an income which is put back into the service

**5. LEGAL IMPLICATIONS**

- 5.1 As set out at paragraph 1.2 of the new policy (Appendix 2), legislation provides for local authorities to be able to take enforcement action in relation to enviro crime incidents such as littering and fly tipping which are harmful to the environment. Action can be in the form of issuing civil penalty notices, use of community protection notices or bringing formal prosecutions through the courts. The main pieces of legislation under which these powers can be exercised are the Environmental Protection Act 1990, the Anti-Social Behaviour, Crime and Policing Act 2014 (sections 43-58), the Clean Neighbourhoods and Environment Act 2005 and the Control of Pollution (Amendment) Act 1989.
- 5.2 Alongside the legislative powers listed above, in order for successful enforcement action to be taken, it is necessary for the Council to have an up to date enforcement policy to set out the framework of rules it will adhere to when it investigates breaches of the legislation.

**6. OTHER - IMPLICATIONS****Local Government Reorganisation**

- 6.1 The implementation of this enforcement policy will strengthen the enforcement process now and in the future.

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**Relevant Council Priority**

- 6.2 The proposal detailed within this report directly compliments the Redditch's Council Plan. The new strategy will assist the Council with addressing litter and dog mess and the impact of fly tipping and antisocial behaviour as part of the key objectives of the priority 'Green, Clean and Safe Redditch'.

**Climate Change Implications**

- 6.3 This updated enforcement policy creates no material change to climate change implications but may offer minor environmental co-benefits to the borough.

**Equalities and Diversity Implications**

- 6.4 The proposed enforcement policy will apply to all scenarios. However, due consideration will be given to public interest tests throughout the investigations that are undertaken.
- 6.5 The proposed policy will have a positive equality implication through the protection of public health and safety, which will support vulnerable members of the community who may be at greater risk from health implications due to dog fouling or improper disposal of waste.
- 6.6 The policy also explicitly recognises the importance of fair, independent and objective decisions that do not treat people differently because of any protected characteristic.
- 6.7 Accessible communication and guidance is a key part of this policy, ensuring that everyone can access information and support.
- 6.8 A wider Equality Impact Assessment is being undertaken with assistance from the Policy Team at Bromsgrove District Council to support how this policy can be implemented.

**7. RISK MANAGEMENT**

- 7.1 There is a risk that the Council, if the policy is not adopted, will be failing to make use of the most efficient tools to enable Environmental Enforcement and this could undermine the efficacy of the service.

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**8. APPENDICES and BACKGROUND PAPERS**

Appendix 1 – New Joint Environmental Enforcement Strategy.  
Appendix 2 – Bromsgrove and Redditch Environmental Crime  
Enforcement Policy.

**Executive Committee**  
202617<sup>th</sup> March**9. REPORT SIGN OFF**

<b>Department</b>	<b>Name and Job Title</b>	<b>Date</b>
Portfolio Holder	Councillor Sharon Harvey	03.02.2026 Notified.
Lead Director / Assistant Director	Simon Wilkes	24.02.2026.
Financial Services	Debra Goodall	Consulted 13.02.2026.
Legal Services	Nicola Cummings, Principal Solicitor - Governance	18/02/26
Policy Team (if equalities implications apply)	Rebecca Green, Policy Manager	06.03.2026.
Climate Change Team (if climate change implications apply)	Matt Eccles – Climate Change Manager	Consulted 23.02.2026

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**Joint Environmental Enforcement Strategy**  
Bromsgrove District Council & Redditch Borough Council

**1.0 Introduction – Why do we need a Strategy?**

- 1.1 In order to reduce crime and the fear of crime within a neighbourhood, signs of even low level crimes such as environmental crimes, need to be removed or reduced, as litter and dirty streets, graffiti, dumped rubbish and cars all give a feeling of unease whilst at the same time encouraging similar criminal behaviour. Environmental crimes have an adverse impact on the local environment and quality of life.
- 1.2 To mitigate against environmental crime, this Strategy focuses on not only the traditional aspects of environmental management, such as litter picking and sweeping and enforcement but also the softer elements such as advice giving and education (including both perpetrators and observers). However, by ensuring cases which do lead to enforcement are well publicised, a clear message will be sent out to other potential perpetrators of environmental crime.
- 1.3 Under the Environmental Protection Act (EPA) 1990, the Council has a duty to keep streets and public spaces clean and clear of litter and refuse. A range of powers for local authorities came into effect under the Clean Neighbourhoods and Environment Act (CNEA) 2005. The CNEA has extended local authority powers to deal with issues that are considered environmental crime.
- 1.4 This Strategy supports Bromsgrove District Council's priorities of economic development, town centre and one community and all three Redditch Borough Council priorities – i.e. enterprising, safe and clean and green.

**2.0 What is classed as 'environmental crime'?**

- 2.1 The following are classed as environmental crimes and powers are given to Local Authorities to tackle these primarily through the EPA 1990, the CNEA 2004 and include:

**2.2 Litter**

Includes the offence of dropping litter as well as litter emanating from a business or littered private land which is open to the public such as a retail park or train station. Litter can also emanate from a premises which is not containing refuse correctly.

**2.3 Fly-tipping**

Varies in size from a single mattress or black bin bag to large-scale truck loads of construction, demolition and excavation waste. Some illegal dumps, whilst small in size, can be serious particularly if hazardous waste is involved. Waste is classed as a fly-tip if it is too large to be removed by a normal hand sweeping barrow. In simple terms, a single full bin bag upwards would constitute a fly-tip. Similarly several carrier bags full of rubbish dumped together would also constitute a single fly-tip. The majority of fly-tipping in Redditch is small amounts of domestic waste. In the more rural areas of Bromsgrove there are more instances of commercial loads of fly-tipping such as tyres, business or construction waste.

## Appendix A – Joint Environmental Enforcement Strategy

**2.3 Dog fouling**

Offences whereby owners allow their dogs to foul on public open spaces. Please note that this enforcement activity does not include dog control orders or stray dogs, these are dealt with by Regulatory Services.

**2.4 Abandoned vehicles and nuisance vehicles**

Councils have a duty to deal with abandoned vehicles and can issue Fixed Penalty Notices for the offence. Please note that this enforcement activity does not carry out enforcement activities in relation to parking offences. In Redditch there is also a local policy which deals with the problem of untaxed nuisance vehicles which are parked on Council land which can be extended across Bromsgrove.

**2.5 Graffiti and fly-posting**

We are currently working on a cross service/partnership approach to tackling graffiti and fly-posting where the responsibilities of the different agencies and land owners will be clarified. However, environmental enforcement officers and Anti Social Behaviour Officers will take enforcement action in relation to these issues.

**2.6 Waste**

Covers offences in relation to waste receptacles, such as leaving bins permanently on public land, and non compliance with the Statutory Notice issued to all householders in relation to the household waste service. Covers both household and commercial waste issues, e.g. checking on waste transfer notes or waste carrier's licences

**3.0 Levels of Enforcement**

3.1 The interface between giving advice and more serious enforcement action is critical. In Bromsgrove and Redditch a staged approach is used as outlined below:

Stage 1	Advice given
Stage 2	Verbal warning
Stage 3	Written warning
Stage 4	Fixed penalty notice
Stage 5	Court proceedings

3.2 Environmental Enforcement Officers are given complete discretion towards the severity of the penalty. It should also be noted it is not necessary to progress through the stages and offences can be taken to stage 5 on a first account if this is considered appropriate.

3.3 The authorities will use the power whereby a discount on a FPN can be offered for early payment – full details of the amounts for the various offences are set out in appendix C. The standard period for payment of fixed penalties is set in the legislation at 14 days. Once a FPN has been issued, an authority cannot prosecute for the alleged offence if the fixed penalty is paid within this period and this must be stated on the notice itself. For this reason, the period during which a discount for early payment is offered, must be less than 14 days and to avoid confusion, guidance recommends that it should not be more than 10 days.

## Appendix A – Joint Environmental Enforcement Strategy

**4.0 Awareness raising**

- 4.1 An important part of the role of enforcement officers is to carry out proactive visible enforcement to tackle problems like littering and dog fouling.
- 4.2 Campaigning and the use of good quality promotional materials – statutory notices, standard letters, stickers, cards etc. plays an important part of this enforcement strategy. Additionally, regular publicity to promote our enforcement activities will take place, and we will ensure that we publicise successful outcomes in relation to a specific event.

**5.0 Partnerships across the Council and with other Agencies**

- 5.1 Environmental enforcement work supplements and forms part of our street cleaning and waste collection services. It supplements the schedules which are in place to keep the streets and other public open spaces clean and tidy and household waste collection services.
- 5.2 Working together with other service areas and agencies like social landlords is a critical part of the approach to tackling environmental crime. For example, in Redditch there are regular walkabouts in conjunction with tenancy and ASB officers as well as community support officers and police. Support of and attendance at events like PACT meetings is also an important part of our Strategy.

**6.0 How do we check that what we are doing is working?**

- 6.1 We will provide regular updates to Members on enforcement work and also report activities in relation to fly-tipping through the Flycapture database and any other such reporting systems that are required in the future.

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## **Bromsgrove and Redditch Environmental Crime Enforcement Policy.**

### **1. Introduction**

- 1.1 Since June 2024, Worcestershire Regulatory Services (WRS) has delivered some environmental crime functions on behalf of Bromsgrove and Redditch Councils. This enforcement policy outlines the approach to be taken to tackle those environmental crimes that the shared service has been asked to address.
- 1.2 The following legislative provisions contain provisions that create criminal offences and provide local authorities and their officers with powers to tackle these. Legislation includes the Environmental Protection Act 1990, Control of Pollution Act 1989, Clean Neighborhoods and Environment Act 2005; Environment Act 1995 and Anti-Social Behavior Crime and Policing Act 2014. The common specific offences included are:
- **Littering** to include the offence of dropping litter as and litter escaping from a business to include offences relating to public and private land.
  - **Fly tipping** from a single bin bag or mattress to large scale lorry-loads of waste. Most of the fly tipping in Redditch is single domestic waste items whereas Bromsgrove, being more rural, is more impacted by fly tipping by commercial enterprises.
  - **Failure to dispose of Waste appropriately** to include householder's and business's duty of care for how they manage and dispose of their waste. This includes any requirement to hold waste carriers licensing or requirements for waste transfer notes. The Duty of Care is a legal requirement for those dealing with certain kinds of waste to take all reasonable steps to keep it safe. It applies to anyone who is a holder of household, industrial and commercial waste, known as controlled waste.
  - **Dog Fouling** in public open spaces.
- 1.3 This policy supersedes the Joint Environmental Enforcement Strategy for Bromsgrove District Council and Redditch Borough Council except for elements relating to abandoned and nuisance vehicles, and to the enforcement of graffiti and fly posting, which are outside of the scope of shared service activity and therefore also of this revision of the enforcement policy. These elements remain enforced by the Environmental Services team serving the two councils.
- 1.4 This Enforcement Policy explains how the Service will carry out its enforcement duties and, in addition, what business and citizens in the Bromsgrove and Redditch areas can expect. It will be applied by officers in relation to the functions listed in 1.2 above. It is distinct from any general Enforcement Policies of the individual local authority partners, which apply to other regulatory functions provided by them such as planning,



and from the general enforcement policy operated by the shared service covering its activities on behalf of the six district councils.

- 1.5 The primary outcome from service activities in this area is to ensure residents and businesses comply with legislation so that members of the public, businesses and their employees, and the environment are protected. The work should also ensure a level playing field for those involved in the commercial collection and disposal of waste. Fair, proportionate, and effective enforcement is essential to protecting the health, safety, and economic interests of all concerned, and there are a range of tools available to the Service to achieve this. Whilst in the main compliance will be achieved using advice and where needed, lower-level formal sanctions and actions, there will be a need to take people and businesses through the court process in some circumstances. These are outlined further in the policy.
- 1.6 In delivering these activities, the Service must also have regard to the various general duties imposed on the partner authorities e.g., section 17 of the Crime and Disorder Act, and the general powers given to local government for the promotion of well-being under the various Local Government Acts. Officers are also obliged to ensure that their actions are in-line with provisions in the Human Rights Act 1998 when taking decisions relating to enforcement action.

## **2. Policy Scope**

- 2.1 The shared service is committed to providing an effective service with officers carrying out their duties in an equitable, practical, and consistent manner. To achieve this, officers and the service will have regard to the principles in a number of documents that provide guidance or act as codes of practice which must be given due regard. These include:
- The Regulators Code (DBaT)
  - Local Government Regulation's Home Authority Principle,
  - Office for Product Safety and Standards' (OPSS) Primary Authority Principle
  - The Crown Prosecution Service Code for Crown Prosecutors (as amended.)
  - Human Rights Act 1998 and the European Convention on Human Rights.
- 2.2 The Policy applies to actions in relation to all the relevant legislation enforced by the Service. Enforcement action for the purposes of this policy includes any action taken by officers aimed at ensuring that individuals or businesses comply with the law and goes beyond just formal enforcement action such as prosecution.

## **3 General Principles**

- 3.1 Prevention is generally better than cure and the shared service's role therefore can involve actively working with householders and businesses to provide advice on and assist with achieving compliance. In line with its business methodology, where data



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and intelligence identify a need for widespread educational or informative action to improve compliance, such actions will be delivered and prioritised as informal preventative measures. Where the service considers that formal action is necessary, each case will be considered on its own merits. However, there are general principles that apply to the way in which each case will be approached. These are set out in this Policy.

- 3.2 Regulatory matters will relate to both businesses and individuals. Both types of case will be treated in the same way and the general principles outlined around proportionality of action will be applied. Informal resolution will be tried before resorting to formal action and potentially the Courts, unless the law mandates that an authority must act in certain circumstances, or the circumstances are so serious that anything other than immediate formal action would be inappropriate. Even then, the service can use the discretion that all local authorities have as to the timeliness of taking formal action.
- 3.3 Enforcement decisions will be fair, independent, and objective and will not be influenced by issues such as ethnicity or national origin, gender, religious beliefs, political views or the sexual orientation of the suspect, victim, witness, or offender. Such decisions will not be affected by improper or undue pressure from any source. We will consider the views of any victim, injured party, or relevant person to establish the nature and extent of any harm or loss, and its significance, in making the decision to take formal action.
- 3.4 This enforcement policy helps to promote efficient and effective approaches to regulatory inspection and enforcement, which improve regulatory outcomes without imposing unnecessary burdens on business. We recognise the positive impact that the service can have on economic progress and growth in the local economy and see it as part of our role to encourage and support the growth of legitimate business activity within the legal framework provided by central government.

#### **4 Intelligence and Risk**

- 4.1 We will ensure that our resources are targeted where they will be most effective. We use intelligence, alongside the assessment of risk, to inform all aspects of our regulatory activity including:
- Data collection and other information requirements.
  - Programmes of Inspection, Advice and support.
  - Enforcement activity and various forms of sanction.
- 4.2 Our approach to environmental crime will be intelligence-led and interventions will be driven by the assessment of data and information. Decisions on tactical actions will be influenced by:



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- Compliance history (i.e., are there repeat offenders involved)
- Potential future risks (is there a likelihood of reoffending)
- Scale and severity (the size of incident, its wider impact, significance of the offence)

4.3 Intelligence will be used to direct inspection-based projects, targeting commercial sectors or businesses where there are known issues. Obviously, a complaint may also trigger a visit if that is the most appropriate response. We will review our approach to regulatory activities from time to time, to remove any unnecessary burdens from businesses.

## **5 Advice and Guidance**

- 5.1 We will provide general information, advice, and guidance to make it easier for householders and businesses to understand and meet their obligations in clear, concise, and accessible language, using a range of appropriate formats and media. Information will cover all legal requirements relating to our activities, as well as changes to legal requirements. We will continue to ensure householders and businesses are aware of their legal obligations and where changes are of great significance, we will look at the best ways of informing householders and businesses of these changes e.g., through press releases, newsletters, social media, community groups or letter drops.
- 5.2 WRS will promote self service via Bromsgrove and Redditch's website to report environmental crimes, and an acknowledgement will be provided. When offering advice to businesses, the service will clearly distinguish between statutory requirements and advice/ guidance, aimed at improvements above minimum legal standards. WRS recognises its advice should help achieve compliance but impose the minimum burden required on the business concerned. Advice will be confirmed in writing, if requested.
- 5.3 Where a business knows it has a problem and seeks advice to remedy the situation; this will not normally trigger enforcement action unless the impacts on the environment or the public are severe. Where appropriate WRS will seek to support the remedial action to prevent future problems however must reserve the right to take enforcement action in serious cases.

## **6 Inspection and other surveillance tactics**

- 6.1 WRS activity will be driven by intelligence. Inspection and other forms of market surveillance will inform us about problem areas or paint a picture of broader trends to help inform the deployment of resources.



6.2 WRS will focus its efforts where the assessment of intelligence or risk show there are areas where non-compliance is more likely or non-compliance poses a more serious risk to regulatory outcomes.

6.3 Where WRS and another law enforcement agency have a shared interest in an individual or business, we will seek to work together to tackle environmental crime. We will also share intelligence with other law enforcement bodies, where appropriate, to support regulatory outcomes. The service will also take account of the circumstances of smaller businesses, including any difficulties they may have in achieving compliance unless the non-compliance in question creates a serious risk.

## 7.0 Enforcement Action

7.1 In accordance with good practice, we will:

- Publish our Enforcement Policy,
- Report on our enforcement activities year on year to interested parties through an Annual Report,
- Follow-up enforcement actions where appropriate,
- Be transparent in the way in which we enforce requirements and, apply and determine penalties /sanctions/ formal actions (when such powers are made available.)

7.2 When considering what action should be taken, we will look to:

- Be proportionate to the nature of the offence and the harm caused,
- Change the behaviour of the offender,
- Eliminate any financial gain or benefit from non-compliance,
- Address the harm caused by regulatory non-compliance, where appropriate,
- Deter future non-compliance,
- Be responsive and consider what is appropriate for the particular offender and regulatory issue, and
- Avoid perverse incentives that might influence the choice of sanctioning response.

7.3 When considering formal enforcement action, we will, when appropriate, discuss the circumstances with those suspected of a breach and take these comments into account when deciding on the best approach, this will routinely form part of any investigation. Where a prosecution may be an option, the offender is likely to be offered an interview under the provisions of the Police and Criminal Evidence Act 1984, which will give an opportunity for the alleged offender to give their side of the story.

7.4 Where the outcome is a decision to send a file to the relevant legal service for them to consider prosecution, this will be reported to the potential defendants. For lesser



disposals, an explanation of the need for the action will be provided as soon as is reasonably practicable after the intervention.

### 7.5 Deciding what enforcement action is appropriate

In assessing what enforcement action is necessary and proportionate, consideration will be given to:

- The seriousness of compliance failure or offence.
- The individual or business's past compliance i.e. if this is a reoccurring issue.
- The scale and extent of the offence.
- The culpability of those involved i.e., was there guilty knowledge in the actions taken,
- Any official or professional guidance, legal opinions or case law.

### 7.6 Enforcement Options

There are many potential enforcement options in some legislative areas. The level of action taken will vary from no action/ verbal advice & assistance through to proceedings in Court. Examples of the main types of action that can be considered are shown below:

- No action/ verbal advice & assistance.
- Informal Action and Written Advice.
- Community Protection Warning
- Community Protection Notice
- Statutory Notice to produce information
- Fixed Penalty Notices
- Seizure of goods/equipment
- Simple Caution
- Prosecution
- Other Actions

### 7.7 No Action/ Verbal Advice or assistance

There will be circumstances where a contravention may not warrant action, or it may be inappropriate. Many minor contraventions can be dealt with via advice and/ or assistance. Where this is not appropriate, due to the behaviour of one party or where the complainant is from a vulnerable group, the service will consider the best option for intervention depending on the circumstances.

### 7.8 Informal Action and Written Advice

For minor breaches, we will give advice on how to put them right, including a deadline by which this must be done. The time allowed will be reasonable and take into account the seriousness of the contravention and the implications of the non-compliance.



Where the advice required is detailed, or there are potentially serious implications from the failure, the advice will be provided in writing. Failure to comply could result in further enforcement action.

Wherever possible we will advise alleged offenders about 'good practice', but we will clearly distinguish between what they must do to comply with the law and what is recommended best practice.

### 7.9 Community Protection Warning (CPW)

Issued under Part 4 of the Anti-social Behaviour, Crime and Policing Act 2014, CPW's are intended to address anti-social behaviour which unacceptably affects victims and the community. They act as a warning and must be issued prior to a Community Protection Notice (CPN) advising them to stop doing / do specific things and to take reasonable steps to achieve a specified result. A CPW or CPN can be served on an individual or a body such as a business. Failure to heed the warning contained within a CPW after giving a specified time frame where the effect continues may lead to service of a CPN. The purpose of a CPW is to prevent or reduce the effect of the conduct and the likelihood of it continuing or reoccurring.

### 7.10 Community Protection Notice (CPN)

Issued under the same legislation above, a CPN may be the next enforcement action should the warning of a CPW not be heeded. A CPN is appropriate where there are reasonable grounds to believe that a person or business's conduct:

- is having a detrimental effect on the quality of life of those in the locality, and
- is unreasonable, and
- the behaviour is of a persistent or continuing nature.

A CPN outlines what steps must or must be taken in a given time frame. Failure to comply with a CPN without reasonable excuse may result in the issue of a Fixed Penalty Notice (FPN) with the fine being £100 for failing to comply with the requirements of the CPN. Alternatively, a FPN may not be appropriate, and the situation deemed severe enough to proceed straight to Court depending on the impact and in consideration with the principles of this enforcement policy. Items used in the commission of the offence may be seized. There is a right to appeal a CPN to a Magistrates Court within 21 days of issue.

### 7.11 Statutory notice to produce information

Officers of the Service have the power under various pieces of legislation, or through delegation, to issue notices that require information to assist in their investigations. This could include but is not limited to waste carriers license and waste transfer notes.



Failure to respond and produce the requested documents could result in FPN or prosecution.

All notices issued will contain details of any Appeals process that may be available to the recipient.

## 7.12 Fixed Penalty Notices (FPN's)

FPN's can be issued for the following offences:

- Littering - Depositing Litter (section 87/88 - Environmental Protection Act 1990)
- Failure to produce authority (Waste Carrier's Licence) (Section 5/5B Control of Pollution (Amendment) Act 1989)
- Failure to produce documentation (Waste Transfer Notes) (Section 34(5) and regulations made under it 34/ (6)/34A Environmental Protection Act 1990)
- Breach of Waste Duty of Care (section 34 Environmental Protection Act 1990)
- Fly Tipping - Depositing Controlled Waste (Section 34(1)(a) and Section 33(Z)(a) Environmental Protection Act 1990)
- Breach of Community Protection Notice (Section 52 of Anti-Social Behaviour, Crime and Policing Act 2014)

FPN's are recognised as a low-level enforcement tool and avoid the defendant obtaining a criminal record. They will only be used in appropriate circumstances to give a fast and measured response to a situation. Where legislation permits an offence to be dealt with by way of a Fixed Penalty Notice (FPN), we may choose to administer a FPN on a first occasion, without issuing a warning. We will only issue a FPN if we are satisfied that there is enough evidence to consider prosecuting an individual for the offence the FPN is offered for as an opportunity to discharge their liability and avoid the risk of a criminal record. There may also be circumstances where it is considered that the offence is so severe and public interest tests (see later in 7.15 Institution of legal proceedings) require a case to be considered without the issue of an FPN.

## 7.13 Seizure of goods/equipment

We can seize a vehicle, trailer or mobile plant and their contents if it's believed it is being, has been or will be used to commit a waste crime such as fly-tipping. Vehicles and their contents can be seized under the Control of Pollution (Amendment) Act 1989 or the Environmental Protection Act 1990. A vehicle can be seized:

- If it is used in fly-tipping;
- If it is driven by somebody who is not registered as a waste carrier;
- If it is used to transfer waste to somebody who is not registered as the waste carrier;
- If it is being used at a site that is breaking the rules of an environmental permit;



There are also provisions in Section 51 of the Anti-social Behaviour, Crime and Policing Act 2014 to seize items used in the commission of offence. This legislation applies to the breaching of a CPN and can be undertaken prior to prosecution.

In both incidences such action is considered a last resort option where compliance has repeatedly not been achieved by other means and there are strict process measures that must be followed when carrying out this action.

#### **7.14 The use of Simple Cautions**

Where the public interest justifies it, the senior officer reviewing a case will consider offering a Simple Caution (or Reprimand/ Final Written Warning if the offender is below the age of 18.) In offering a Simple Caution, we will take account of the Home Office Guidelines in relation to the cautioning of offenders, and the Code for Crown Prosecutors. Where the offender is under 18 and a formal approach is being considered, appropriate bodies such as the Youth Offending Team will be consulted.

A Simple Caution requires an admission of guilt on behalf of the offender, however there is no sentence and there is no recorded conviction. A caution will remain on record for a period of 2 years and may be cited in Court should a further offence be committed and prosecuted during that time.

#### **7.15 Institution of Legal Proceedings**

Once an officer has completed their enquiries, a case report will be submitted to a senior officer, independent of the investigation, who will decide the most appropriate course of action using amongst other things, the criteria identified below.

Where the law has been broken, there is a range of enforcement options available and, under normal circumstances, a process of escalation will be used until either compliance is reached or there is no option other than to instigate proceedings. This approach would not be appropriate where there is a serious risk to public safety or the health of the environment, or the offences have been committed deliberately or negligently or involve deception, or where there is significant economic detriment or potential detriment caused by the activity. Each case is unique and will be considered on its own facts and merits.

The senior officer will take into consideration the requirements of the Code for Crown Prosecutors and other relevant codes before deciding whether to pass the file to the relevant legal officer for their review and the formal consideration of whether to authorise the institution of legal proceedings.

Before doing this, the senior officer will have to be satisfied that there is sufficient evidence to provide a realistic prospect of conviction against each defendant for each offence



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identified. They must have concluded that a jury or bench of Magistrates, properly directed in accordance with the law, is more likely than not to convict the defendant of the charge alleged based on the evidence before them. To this end, the senior officer will look at all the available evidence, reliability of witnesses, supporting documentation and any other matters relating to the investigation. Only when this evidential test has been satisfied will the public interest to proceed with the prosecution be considered.

In deciding whether a prosecution will serve the public interest, the senior officer will balance factors for and against the prosecution carefully, fairly, and impartially. Some factors may increase the justification to prosecute whereas others may militate against. Below are some of the matters to be taken into consideration for and against criminal proceedings. This is not an exhaustive list and, as such, each case is taken strictly on its own individual merits:

#### **Factors in Favour of Prosecution**

- The offender was in a position of control within a business;
- The offence was premeditated and/or planned;
- The offender acted dishonestly, wilfully, or negligently.
- The offender targeted a vulnerable group or person.
- The seriousness of the offence is significant;
- The offender has benefited from the criminal conduct;
- The offender has received advice or a warning concerning the circumstances of the offence or similar matters.
- The offender has previous convictions that are relevant.
- The offence, though not serious in itself, is widespread in the area where it was committed.
- There are grounds to believe that the offence is likely to be continued or repeated, for example by a history of recurring conduct.
- The outcome of a prosecution might serve an important, informative purpose or establish a legal precedent.

#### **Factors which would mitigate against the need for a prosecution**

- The offence was minor in nature and because of a genuine mistake or misunderstanding, which did not involve significant negligence.
- The offender is vulnerable, for example through age-related issues, or was at the time of the offence suffering from significant mental or physical ill health, which contributed to the commission of the offence, and the offence was neither serious nor likely to be repeated.
- The offender put right the loss or harm caused prior to the intervention of the Service.
- The defendant was a youth at the time of the offence.
- There has been a long delay between the offence and any potential court action, unless either:



- (i) The offence is serious,
- (ii) The delay has been caused by the defendant or his/ her legal representatives,
- (iii) The offence has only recently come to light, or
- (iv) The complexity of the offence meant that there has been a long investigation.

## 7.16 Other Actions

Injunctive action is a civil law process that may be used to ensure that person or business desists from a particular pattern of behaviour or action. Whilst these are not the norm in dealing with regulatory matters, seeking an injunction may be the most appropriate method of disposal for an issue. A decision to seek an injunction would be taken by the legal officer for the relevant partner council and is most likely to be relevant where the normal legal processes such as the issuing of notices and prosecution have not led to resolution of a problem. WRS officers will work with the relevant partner legal team to develop such cases and support them being taken through the Court process.

If a CPN is breached, we can apply for a Remedial Order which may require the defendant to carry out specific works in line with the CPN or allow the work to be carried out on our behalf to remedy the breach. Refusing consent amounts to a breach of the Order which could possibly lead to further proceedings for contempt of court.

Some cases taken by the service can lead to applications being made under the Proceeds of Crime Act 2002 (POCA) for confiscation of assets, or a POCA investigation may run

alongside an investigation into breaches. These are likely to be the most serious cases, where there is persistence of offending over a long period of time or where the offences are deemed to be "lifestyle crime" under POCA. Their purpose is to recover the financial benefit that the offender has obtained from his criminal conduct. WRS will look to use these provisions in an appropriate manner.

## 8.0 Additional Information

The Senior Managers involved in making the more serious decisions will also have regard to legal advice from the relevant partner Head of Legal Services and will not instigate any legal proceedings without their authority.

## 8.1 Standards and Accountability

Where relevant WRS will create effective consultation and feedback opportunities to ensure we have continuing cooperative relationships with businesses and other interested parties. We will ensure our officers provide courteous and efficient services to residents and businesses. We will enable them to interpret and apply relevant legal requirements and ensure that they enforce requirements fairly and consistently in



similar situations. We will take account of comments from businesses and other interested parties regarding the behaviour and activity of our staff.

## 8.2 Liaison with other regulatory bodies and enforcement agencies

Where appropriate, enforcement activities within WRS will be coordinated with other regulatory bodies and enforcement agencies to maximise the effectiveness of any enforcement.

Where an enforcement matter affects a wide geographical area beyond the boundaries of Bromsgrove and Redditch Council areas involves enforcement by one or more other local authorities or organisations; where appropriate all relevant authorities and organisations will be informed of the matter as soon as possible and all enforcement activity coordinated with them.

WRS will share intelligence relating to wider regulatory matters with colleagues within the partner authorities, other regulatory bodies and enforcement agencies, and examples include:

- Government Departments and Agencies
- Police Forces and Fire Authorities
- Other Statutory Bodies
- Other Local Authorities

## 8.3 Obstruction of Officers

The areas of legislation covered by this policy make it a clear, that it is an offence to obstruct authorised officers in carrying out their roles. This includes offering the officer reasonable assistance in the conduct of their duties and investigations / inspections.

Section 6 and 7 of the Clean Neighbourhoods and Environment Act 2005 and section 88 (8A) and (8B) of the Environmental Protection Act 1990 make it an offence to fail to provide name and address or provide false or inaccurate name and address if an authorised officer proposes to give that person a fixed penalty notice in respect of nuisance parking an littering, respectively. These will be enforced, with Police assistance as required, to ensure that offences are dealt with at the lowest level possible.

The council regards the obstruction of, or assaults (physical and/or verbal) on, staff whilst lawfully carrying out their duties as a serious matter. Any instances will be referred to senior managers to determine the next steps, which may lead to legal proceedings against the perpetrator. Any threat or assault will not be tolerated.

## 8.4 Storage and Disclosure of Information

Information collected or recorded as part of the council's enforcement activities will be securely retained in a paper and/or electronic format for a period defined by legislation or



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required for future reference by the service. This information will include decisions taken about the choice of enforcement options.

The identity of a person providing the council with information about other people committing crime, will remain confidential unless prior agreement by the person is obtained, or its disclosure is authorised by law or by a court of law.

Personal data held manually or as computer records will be handled in accordance with the Data Protection Act 2018 (DPA). This information will be used in accordance with the council's

DPA registration. Exemptions to this include where information is disclosed to other agencies or used for another reason for the purposes of detecting or preventing crime. This will include the sharing of information between Council services and with the police and other enforcement agencies. Sharing of information relating to the Crime and Disorder Act will be undertaken in accordance with the appropriate information sharing protocol.

Right of access to information held by the council will be given on request, in accordance with the Freedom of Information Act 2000 and Environmental Information regulations 2004 unless the information is already publicly available (as described in the council's Publication Scheme). Exemptions can be found in the Act, Regulations and the council's publication scheme.

## **8.5 Appeals/Cancellation**

There is no appeal process against the issuing of a Fixed Penalty Notice. Any dispute relating to the issue of a Fixed Penalty Notice may mean the appellant will be invited to attend an interview under caution in accordance with the Police and Criminal Evidence Act. In the event of refusal to pay, then the matter will be considered for prosecution.

The Team Manager not previously involved in the case shall have the authority to cancel fixed penalty notices, but only if the notice is shown to have been wrongly served.

## **8.6 Further Information**

Anyone requiring further information on this policy should contact Worcestershire Regulatory Services by writing to:

Worcestershire Regulatory Services  
Wyre Forest House  
Finepoint Way,  
Kidderminster,  
Worcestershire  
DY11 7WF  
Or by e-mail to:  
[enquiries@worcsregservices.gov.uk](mailto:enquiries@worcsregservices.gov.uk)

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**Executive Committee**  
202617<sup>th</sup> March**Littering from Vehicles**

Relevant Portfolio Holder	Councillor Sharon Harvey
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Simon Wilkes, Director Worcestershire Regulatory Services
Report Author Toni Ainscough	Job Title: Principal Officer Contact email:toni.ainscough@worcsregservices.gov.uk Contact Tel: 01562 738035
Wards Affected	All
Ward Councillor(s) consulted	N/A
Relevant Council Priority	Green, Clean and Safe
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 is asked to **RECOMMEND** that

- 1) **Civil enforcement of Littering from Vehicles be introduced.**
- 2) **The Civil Enforcement Team be given delegated authority to issue Litter Penalty Charge Notices.**
- 3) **The parking administration team be authorised to deal with appeals and enforcement matters in respect of Litter Penalty Charge Notices.**
- 4) **The Penalty Notice Charge be set at the level set by Council for Criminal offences where a Fixed Penalty Notice is served for Depositing Litter (section 87/88 of the Environmental Protection Act 1990) which for 2026/27 subject to Council approval are proposed to be set as:**
  - a) **£250; and**
  - b) **£125 for prompt payment (within 14 days).**
- 5) **Authority be delegated to the Assistant Director Regeneration & Property to issue Penalty Notice Charges for Littering from Vehicles under The Littering From Vehicles Outside London (Keepers: Civil Penalties) Regulations 2018.**

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**2. BACKGROUND**

- 2.1 Currently littering from vehicles is only enforced as a criminal offence and since June 2024 has been enforced by Worcestershire Regulatory Services (WRS). In line with the existing policy, enforcement has been discharged through informal action, Fixed Penalty Notice or consideration for prosecution. However, when littering occurs from a vehicle, to take formal enforcement action, there is a requirement to prove beyond reasonable doubt who committed the offence. Consequently, it can be difficult to identify the offender with sufficient certainty to take enforcement action.
- 2.2 On 1<sup>st</sup> April 2018, The Littering From Vehicles Outside London (Keepers: Civil Penalties) Regulations 2018 gave powers to litter authorities to issue Penalty Charge Notices to the keeper of a vehicle when the Council has reason to believe that litter was thrown from that vehicle onto land within the Council's control. This includes any highways within the district for which Redditch Borough Council are the litter authority.
- 2.3 It is recommended that the Council introduces Litter Penalty Notices at the earliest opportunity and that the Civil Enforcement Team are given delegated authority to issue Litter Penalty Charge Notices and the parking administration team are authorised to deal with all appeals and enforcement matters in relation to these.

**3. OPERATIONAL ISSUES**

- 3.1 The Littering From Vehicles Outside London (Keepers: Civil Penalties) Regulations 2018 is a civil route based on the same model as the issue of a Penalty Charge Notice used for parking enforcement in Redditch. Civil Enforcement Officers are on district undertaking this duty on a day-to-day basis. If they are also able to issue a Penalty Notice Charge to a person depositing litter, this would be an effective use of time and resource whilst they are undertaking their parking enforcement duties.
- 3.2 Civil Enforcement Officers will only issue a Penalty Charge Notice if they witness the incident and will process this in a similar way to a system that is already in place (please see appendix 1 – flow chart).
- 3.3 Civil Enforcement Officers and parking administration team are already undertaking this service on behalf of Wychavon District Council.
- 3.4 These recommendations only concern littering from vehicles witnessed by Civil Enforcement Officers. All other officers of the Council or

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members of the public who witness littering from vehicles should report this to WRS using the report it form on the Council or WRS' websites or call WRS directly for investigation. Such reports will be investigated through the criminal route.

- 3.5 The legislation sets out that the Civil Penalty Notice Charge should be set the same as that level set by Council for Criminal offences where a Fixed Penalty Notice is served for Depositing Litter (section 87/88 of the Environmental Protection Act 1990). Subject to normal Council fees and charges setting processes the level is £250.00 reduced to £125.00 for prompt payment (within 14 days) from 1<sup>st</sup> April 2026.

**4. FINANCIAL IMPLICATIONS**

- 4.1 The provision of Civil Enforcement Officers in Redditch is through a contract with Wychavon District Council, managed by the Assistant Director of Economic Development, Property and Regeneration. The proposal is to expand the current Service Level Agreement (SLA) to include issuing of Penalty Notices for littering from vehicles The SLA variation itself will not incur any cost.
- 4.2 The Civil Enforcement Officers will be able to utilise their existing handheld devices, DVLA link and systems that they use. There are no additional equipment costs and only a small software set up cost which will be covered by the existing WRS Envirocrime budget.
- 4.3 The cost of each additional Penalty Notice that is served is negligible at 35 pence each. For any Penalty Notices that are unpaid, there is an additional £10 charge for debt recovery in line with the existing SLA arrangements for parking charges and will be covered by the current budget arrangements.
- 4.4 The current SLA arrangements set a contractual limit on Penalty Charges issued without additional costs. It is not anticipated that this limit will be exceeded. Publicity around the introduction of the enforcement will similarly reduce the likelihood of this.
- 4.5 The current team of Civil Enforcement Officers will be used and will be trained to monitor and report incidences of littering from vehicles during their parking duties. The parking administration team will be trained on the recovery of unpaid littering penalties with an added volume of correspondence to manage.
- 4.6 Intelligence collated in the course of the service delivery will be used to inform the targeted approach to the wider enviro-crime enforcement by WRS.

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**5. LEGAL IMPLICATIONS**

- 5.1 There is a requirement to amend delegations to allow Civil Enforcement Officers to issue Penalty Notice Charges for Littering from Vehicles under The Littering From Vehicles Outside London (Keepers: Civil Penalties) Regulations 2018.

**6. OTHER - IMPLICATIONS****Local Government Reorganisation**

- 6.1 None, other than the introduction of the enforcement of this legislation is consistent with neighbouring Wychavon District Council.

**Relevant Council Priority**

- 6.2 The recommendations contained within this report directly compliment Redditch's Council Plan as these recommendations assist in addressing litter promoting key objectives of the priority 'Green, Clean and Safe Redditch'.

**Climate Change Implications**

- 6.3 None.

**Equalities and Diversity Implications**

- 6.4 None.

**7. RISK MANAGEMENT**

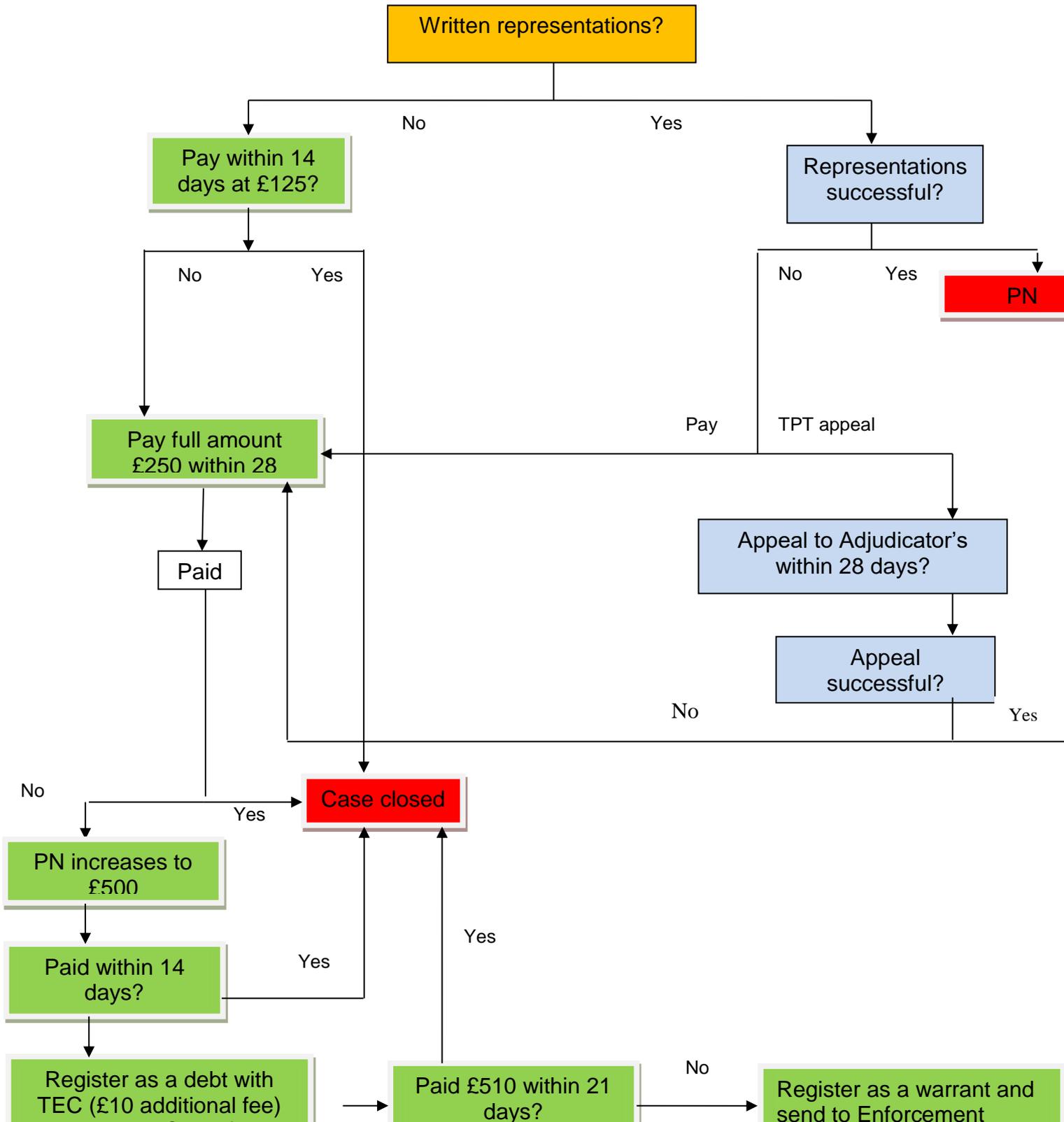
- 7.1 There is a risk of dilution of the CEO's parking duties. Although reporting littering from vehicles can be undertaken during the course of their current duties, it may distract from parking enforcement. The impact of this will be monitored.

**8. APPENDICES and BACKGROUND PAPERS**

Appendix 1 – Operational Flow Diagram.  
Appendix 2 – FAQs

**Executive Committee**  
202617<sup>th</sup> March**9. REPORT SIGN OFF**

<b>Department</b>	<b>Name and Job Title</b>	<b>Date</b>
Portfolio Holder	Councillor Sharon Harvey	Notified 03.02.2026.
Lead Director / Assistant Director	Simon Wilkes, Director WRS Rachel Egan, AD Regeneration, Economic Development and Property Services	24.02.2026 Consulted 13.02.2026.
Financial Services	Debra Goodall, AD Financial Services	Consulted 13.02.2026.
Legal Services	Nicola Cummings, Principal Solicitor	18.02.2026.

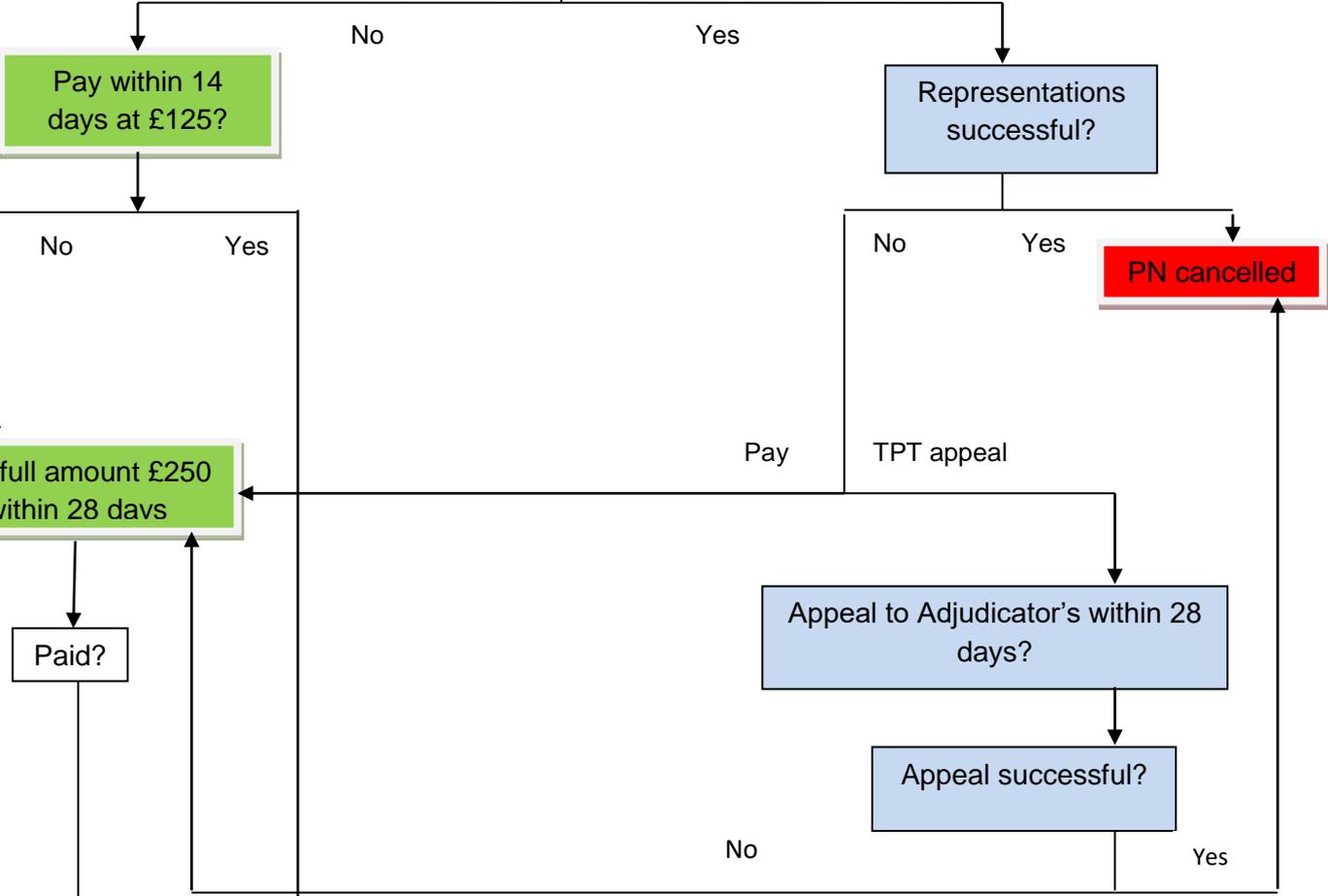


Appendix 1

Littering contravention.

DVLA keeper details obtained and Penalty Notice sent to the registered keeper of the vehicle

Written representations?



Case closed

PN cancelled

PN increases to £500

Paid within 14 days?

Register as a debt with TEC (£10 additional fee) and send Order for Recovery along with Witness Statement

Paid £510 within 21 days?

Register as a warrant and send to Enforcement Agents

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Appendix 2

## Frequently Asked Questions

❖ **Why do you need this route when you have the criminal route for littering?**

The criminal route requires the person who littered. In the criminal route, if the person who littered was the passenger and the registered keeper does not supply the details we are unable to issue a Fixed Penalty Notice (FPN). This proposal seeks to empower the civil littering route where this clarification is not required. If a Civil Enforcement Officer (CEO) witnesses a littering from the vehicle, the registered keeper of the vehicle is responsible and would receive a Penalty Notice.

❖ **Will only Civil Enforcement Officers be able to issue Penalty Notices (PN)?**

Yes at this time.

❖ **What is the difference between a PN and FPN?**

Nothing as in effect they are the issuing of a fine.

❖ **Who will pursue the individual if left unpaid?**

The recovery of a PN is a set legislative process which is not dissimilar to that of a Penalty Charge Notice (PCN). There is a dedicated process and debt management system already in operation to process nonpayment of PCNs for parking charges a similar route will be used for the recovery of PNs. No investigation is required as the registered keeper is liable for the PN.

❖ **Are staff (CEOs) willing to issue PNs for littering offences?**

Staff are very willing and are currently frustrated that they are unable to issue Notices for the act of littering from vehicles when they see it on their patrols.

❖ **Will this proposal also cover people seen littering on the street?**

No, this proposal only applies to littering from vehicles. Any other littering witnessed would be reported to WRS to investigate via the criminal route.

❖ **Will there be scope to enable other Council Officers to use this route of compliance?**

Not at this time however if this proposal is approved it is something that could be considered in the future.

❖ **What is the additional cost?**

A small fee of 25p per PN will be due to fund the adjudication service (Traffic Penalty Tribunal) for cases that proceed to the independent tribunal service plus a DVLA enquiry cost per PN issued. If the PN is left unpaid and progresses, it will be

registered as a debt with the County Court at a cost of £10 per case. This amount is then added to the overall debt. It is not anticipated that many of these Notices will be issued (in Wychavon in 2025 only 5 were issued) but by approving the concept it gives Officers the option to issue.