



Executive Committee

Tuesday 17 January
2017
7.00 pm

Council Chamber
Town Hall
Redditch

REDDITCH BOROUGH COUNCIL

*making
a
difference*

www.redditchbc.gov.uk

**If you have any queries on this Agenda or any of the decisions taken
or wish to exercise any of the above rights of access to information,**

**please contact
Debbie Parker Jones
Democratic Services Officer**

**Town Hall, Walter Stranz Square, Redditch, B98 8AH
Tel: 01527 64252 Ext: 3257
e.mail:d.parkerjones@bromsgroveandredditch.gov.uk**



Executive Committee

Tuesday, 17th January, 2017

7.00 pm

Council Chamber Town Hall

Agenda

Membership:

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

1. Apologies	To receive the apologies of any Member who is unable to attend this meeting.
2. Declarations of Interest	To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.
3. Leader's Announcements	<ol style="list-style-type: none"> To give notice of any items for future meetings or for the Executive Committee Work Programme, including any scheduled for this meeting, but now carried forward or deleted; and any other relevant announcements. <p>(Oral report)</p>
4. Minutes (Pages 1 - 10) Kevin Dicks, Chief Executive	To confirm as a correct record the minutes of the meeting of the Executive Committee held on 13 th December 2016. (Minutes attached)
5. Borough of Redditch Local Plan no.4 (Pages 11 - 106)	To consider the enclosed report which sets out the current status of the Local Plan following publication of the Inspector's report, and to recommend to Council whether or not to adopt it.

6. Recommendation from the Budget Scrutiny Working Group (Pages 107 - 108)	To consider the enclosed report from the Budget Scrutiny Working Group, which was supported by the Overview and Scrutiny Committee at its meeting on 6 th December 2016.
7. Council Plan (Pages 109 - 134)	To consider the structure and content of the Council Plan for recommendation to Council.
8. Corporate Performance Strategy (Pages 135 - 144)	To agree the content of the Corporate Performance Strategy, including how performance is reported across the Council.
9. Housing Revenue Account Initial Budget 2017/18 - 2019/20 (Pages 145 - 154)	To present Members with the Initial Budget for the Housing Revenue Account and the proposed dwelling rents for 2017/2018.
10. Council Housing Growth Programme (Pages 155 - 170)	To consider the enclosed report setting out available options to increase housing stock.
11. Voluntary and Community Sector Grant Programme - Funding Recommendations 2017-18 (Pages 171 - 178)	To consider recommendations from the Grants Panel for awards of grants to various community groups in the Borough.
12. Staff Survey Preliminary Actions (Pages 179 - 196)	To note the attached report updating Members about the Staff Survey.
13. Economic Priorities for Redditch - Annual Report 2015-16 (Pages 197 - 214)	To consider the enclosed annual report updating members on achievement against the Council's economic priorities.
14. Medium Term Financial Plan 2017/18 - 2020/21 - update (Pages 215 - 216)	<p>To consider a presentation on the latest situation with preparation of the Medium Term Financial Plan.</p> <p>Copies of details presented at the last meeting of the Executive Committee are attached as background to this item.</p>

15. Council Tax Base 2017-2018 (Pages 217 - 220)	To agree the Council Tax Base for 2017-18.
16. Independent Remuneration Panel Report and Recommendations (Pages 221 - 236)	To consider the enclosed report of the Independent Remuneration Panel which recommends the level of members allowances for 2017-18.
17. Overview and Scrutiny Committee (Pages 237 - 248) Kevin Dicks, Chief Executive	<p>To receive the minutes of the meeting of the Overview and Scrutiny Committee held on 6th December 2016.</p> <p>All the recommendations to the Committee in these minutes have been considered by the Executive, either at its meeting on 13th December or earlier in this meeting.</p> <p>(Minutes attached)</p>
18. Minutes / Referrals - Overview and Scrutiny Committee, Executive Panels etc. Kevin Dicks, Chief Executive	To receive and consider any outstanding minutes or referrals from the Overview and Scrutiny Committee, Executive Panels etc. since the last meeting of the Executive Committee, other than as detailed in the items above.
19. Advisory Panels - update report (Pages 249 - 250) Kevin Dicks, Chief Executive	<p>To consider, for monitoring / management purposes, an update on the work of the Executive Committee's Advisory Panels and similar bodies, which report via the Executive Committee.</p> <p>(Report attached)</p>



Executive Committee

Tuesday, 13 December 2016

MINUTES

Present:

Councillor Bill Hartnett (Chair), Councillor Greg Chance (Vice-Chair) and Councillors Juliet Brunner, Debbie Chance, John Fisher, Mark Shurmer, Yvonne Smith and Pat Witherspoon

Also Present:

Councillors Tom Baker-Price and Jane Potter – for Minute No's 53 and 54

Officers:

Jess Bayley, Michael Birkinshaw, Clare Flanagan, John Godwin, Sue Hanley, Jayne Pickering, David Riley and Judith Willis

Committee Services Officer:

Debbie Parker-Jones

49. APOLOGIES

An apology for absence was received from Councillor Brandon Clayton.

50. DECLARATIONS OF INTEREST

There were no declarations of interest.

51. LEADER'S ANNOUNCEMENTS

Work Programme

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

- Council Plan (including leisure intervention update);
- Corporate Performance Strategy;
- Economic Priorities for Redditch – Annual Report;
- Staff Survey – preliminary actions;
- Housing Business Case; and
- Health Commission – report of findings.

.....
Chair

Executive Committee

Tuesday, 13 December 2016

Additional Papers

One set of Additional Papers had been circulated prior to the meeting which comprised an extract of the minutes of the Overview and Scrutiny Committee meeting held on 6th December 2016.

The Minutes extract included:

- a re-worded Lifeline recommendation for Agenda Item 6;
- withdrawal of the broadcasting of Council meetings recommendation and report at Agenda Item 7; and
- an additional fees and charges recommendation for Agenda Item 10.

Overview and Scrutiny – referrals, pre-scrutiny and Working Group reports

As there were a number of Overview and Scrutiny matters / referrals for noting / consideration the Leader stated that reference would be made to these at the appropriate points in the agenda.

Councillors Potter and Baker-Price, Chairs of the Budget Scrutiny and Performance Scrutiny Working Groups respectively, were in attendance to present the Working Groups' reports and recommendations, and were accompanied by Jess Bayley, author of the reports.

52. MINUTES

RESOLVED that

the minutes of the meeting of the Executive Committee held on 1st November 2016 be agreed as a correct record and signed by the Chair.

53. REPORT AND RECOMMENDATIONS OF THE BUDGET SCRUTINY WORKING GROUP

Councillor Jane Potter, Chair of the Budget Scrutiny Working Group, presented the Working Group's report. Councillor Potter explained the background to the report and the Working Group's recommendations, which detailed proposals in relation to future delivery of the Shopmobility Service and management of the Town Hall and other property assets. It was noted that page 139 of the agenda (25th October 2016 Overview and Scrutiny Committee minutes) also detailed these recommendations.

Members supported the recommendations and in doing so noted that Officers had, for some time, been working on a number of

Executive Committee

Tuesday, 13 December 2016

service developments. Meetings were also taking place with the Place Partnership regarding further efficiencies with the Council's property assets. A Member requested that when considering the Town Hall the kitchen located in the basement area, which had been out of use for a number of years, also be looked at.

RESOLVED that

- 1) the Head of Community Services considers and works through the various options for the future delivery of the Shopmobility service and reports back to Members in due course;**
- 2) the Council should consider ways to manage the Town Hall and other property assets in a more cost effective manner; and**
- 3) the report be noted.**

54. REPORTS AND RECOMMENDATIONS OF THE PERFORMANCE SCRUTINY WORKING GROUP

Members received two reports of the Performance Scrutiny Working Group. The first report related to the Lifeline Service and the second to the proposed broadcasting of Council meetings. Members' attention was drawn to the Additional Papers pack circulated prior to the meeting, which comprised an extract of the minutes of the Overview and Scrutiny (O&S) Committee meeting held on 6th December 2016.

The minutes extract included a reworded Lifeline recommendation which Members were asked to consider instead of the recommendation set out in the main agenda papers. Members' attention was also drawn to the O&S Committee's decision in relation to the Working Group's recording of public committee meetings recommendation, which whilst noting the merit of this, was not agreed by O&S. As such, the recommendation and report in relation to the recording of meetings was withdrawn from the Executive Committee agenda.

Councillor Baker-Price, Chair of the Performance Scrutiny Working Group, presented the Lifeline report. Councillor Baker-Price explained the background to the report and the Working Group's reworded recommendation, which related to a marketing strategy for the Lifeline Service and potential increased revenue to subsidise the Service.

Executive Committee

Tuesday, 13 December 2016

Members supported the recommendation and, in doing so, noted work which was currently being undertaken by Officers to enhance the Service.

RESOLVED that

- 1) the Head of Community Services be mandated to explore how the Lifeline Service can incorporate a resource within the Service and produce a marketing strategy, in co-operation with the Communications Team to:**
 - a) better market Lifeline Services to residents;**
 - b) develop new business opportunities to subsidise the Service; and**
 - c) the report be noted; and**
- 2) it be noted that the second recommendation and report of the Performance Scrutiny Working Group, in relation to the proposed trial broadcasting of Council meetings, had been withdrawn from the Executive Committee agenda in light of the recommendation having been defeated at Overview and Scrutiny Committee on 6th December 2016.**

55. DEBT RECOVERY POLICY

Members received a report which sought approval of a revised Debt Recovery Policy (the Policy) for the Council.

The Policy, which consolidated existing Council policies, aimed to balance the needs of the Council in recovering payments and of those who were struggling to pay, particularly vulnerable people and those with mental health problems. The Policy enabled the Council to take a holistic approach to debt collection, ensuring that priority debts of greatest value to the Council were recovered first. It was noted that the Policy did not take account of rent arrears which were dealt with under the Housing Services rent arrears guidance manual.

RESOLVED that

the revised Debt Recovery Policy, as appended to the report, be adopted with immediate effect.

Executive Committee

Tuesday, 13 December 2016

56. APPOINTMENT PROCESS FOR EXTERNAL AUDITORS

Members considered a report which detailed proposals for the appointment of the external auditor to the Council for the 2018/19 accounts and beyond.

It was noted that the current auditors were working under a contract originally let by the Audit Commission and that the contract was novated to Public Sector Audit Appointments (PSAA) following closure of the Audit Commission. If the Council was to take advantage of the national scheme for appointing auditors to be operated by PSAA, a decision was required at this stage in order for the Council to accept PSAA's invitation by early March 2017.

Officers explained the benefits of the PSAA option and the alternative more resource-intensive option of establishing an independent audit panel. It was noted that only nine providers would be eligible to audit local authorities, all of which were national firms. Officers added that neighbouring authorities within the County were also intending to go along the PSAA route.

RECOMMENDED that

the Council accepts the invitation from Public Sector Audit Appointments to 'opt in' to the sector-led option for the appointment of external auditors for five financial years commencing 1st April 2018.

57. MEDIUM TERM FINANCIAL PLAN 2017/18 - 2020/21 - UPDATE

Members received an Officer presentation on current progress against the Medium Term Financial Plan. It was noted that a similar presentation had been given at the Overview and Scrutiny (O&S) Committee meeting on 6th December 2016, which O&S had resolved to note.

Officers explained the Medium Term Financial Plan process so far, which had included production of an Efficiency Plan for the Department for Communities and Local Government, development of 4-year budget projections and a 4-year Capital Programme. There had been a full review of all fees and charges, including areas where the Council could be more commercial in its approach whilst ensuring that facilities were accessible to all residents. The budget assumptions had also been approved. It was noted that the Government's Autumn Statement for 2016 had given no detail in relation to the New Homes Bonus or Business Rates, with settlement figures expected to be announced on 15th December. Officers confirmed that they would issue a briefing note to Members on the settlement figures on 16th December.

Executive Committee

Tuesday, 13 December 2016

In relation to budget savings, Heads of Service had reviewed all service costs and income, and had reduced any budgets which had not been spent in service delivery in previous years. Savings which could be made without impacting on service delivery had been identified in order to release capacity moving forward. Areas of achievable additional income had also been identified. The Capital Programme had been reviewed to ensure that this delivered on the Council's Strategic Purposes, and Officers were currently preparing plans for alternative service provision for reporting to the Executive Committee in January. Heads of Service had considered cost recovery of services delivered and there would be proposed increases to the budget based on current service demands, including potential costs arising from the rollout of Universal Credit and the impact of this on families.

The current financial position for 2017/18 – 2019/20 was outlined, which detailed year-on-year savings and budget pressures. The 2017/18 shortfall stood at just over £1m, with the Council's reserves currently standing at £1.9m. 2018/19 saw same level of shortfall, with 2019/20 and 2020/21 shortfalls being £1.56m and just under £1.7m respectively. Whilst the shortfalls were significantly less than had previously been reported there were still gaps in information, with the New Homes Bonus being the main area of concern at this stage.

Heads of Service would be assessing the implications of the final settlement figures and a report on this would be referred to the Executive in January/February. There would be a Housing Revenue Account and Capital report in January and the budget setting would take place in February. The Council's balances would be reviewed and 156 money-saving suggestions had been received from members of staff. Officers would consider these and include any relevant suggestions in future budget reports.

It was noted that both Members and Officers had undertaken a lot of hard work on the budget and Members expressed their thanks to staff for the suggestions put forward.

RESOLVED that

the Medium Term Financial Plan update position be noted.

58. FEES AND CHARGES 2017/18

The Committee considered the fees and charges to be levied on services provided by the Council, which were also to be used as the basis for income targets in the Medium Term Financial Plan 2017/18 – 2019/20. Members considered with the report the minute

Executive Committee

Tuesday, 13 December 2016

extract of the Overview and Scrutiny (O&S) Committee's meeting of 6th December 2015, which had been circulated as Additional Papers. In addition to resolving to note the report, O&S had put forward an additional recommendation that the charge for a single unit bulky waste collection be increased from the proposed fee of £8.20 to £10.00.

Members considered the recommendation but did not support this. In reaching their decision Members noted that whilst the proposed increase would generate approximately £2,000 in additional income, there had been recent press reports of increased fly-tipping within the Borough which Members felt might be made worse if the proposed single unit bulky waste collection fee were to further increase. Members also noted the proposed change to bulky waste charges dependent on the size of an item, as detailed at page 94 of the agenda. This allowed for flexibility based on 'unit' size, with further reduced rates also applying to additional items.

Officers responded to a number of questions from Members on the proposed fees and charges, including legal recovery costs, crematorium/cemetery fees and repairs and maintenance fees associated with the hiring of equipment from the Palace Theatre.

RECOMMENDED that

- 1) **the fees and charges included in Appendix 1 to the report which have a proposed increase for 2017/18 over the currently agreed budget assumption of 3% be approved; and**

RESOLVED that

- 2) **the fees and charges as presented in Appendix 1 to the report that have no increase for 2017/18 be approved;**
- 3) **the fees and charges as presented in Appendix 1 to the report that have reduced for 2017/18 be approved; and**
- 4) **the fees and charges as presented in Appendix 1 to the report that have an increase of 3% for 2017/18 be approved.**

59. FINANCE MONITORING QUARTER 2 2016/17

The Committee received a report which detailed the Council's final financial position for the General Fund Revenue, Capital and Housing Revenue Account (HRA) for the period April to September 2016 (Quarter 2 2016/17).

Executive Committee

Tuesday, 13 December 2016

Officers advised that with the introduction of the new finance system they were in future hoping to bring forward quarterly monitoring by a month.

The revenue and capital underspends of £284k and £770k respectively were noted. The revenue savings included additional income received for services provided and managed vacant posts, and were offset by shortfalls in income on the leisure centres and golf course, together with efficiency targets that were due to be delivered later in the financial year. It was noted that should the £284k be realised a share of this would be refunded back to the HRA, which would reduce the underspend to £171k. In relation to the HRA Revenue Outturn at Appendix 2 to the report, Officers advised that where zeros appeared these categories should be removed from the report.

Officers responded to Members' questions and comments and advised that, from a performance management perspective, they were looking to bring separate performance management and financial monitoring reports to Executive in future. Further to previous discussions, the issue of ongoing vacant posts was again raised. Officers explained the current policy in relation to the filling of vacant posts and the use of agency staff, and confirmed that they would contact Members outside of the meeting to advise them of the current number of vacant posts. As part of the 2017/18 budget round the Senior Management Team would be looking at any vacancies and discussing these with Heads of Service, details of which would then be referred to Members as part of the budget process.

Concerns were raised by one Member in relation to current staffing arrangements within the Community Safety Team. Officers confirmed that this was being dealt with and agreed to provide Members with details of the proposed future arrangements.

RESOLVED that

the current financial positions for the quarter April to September 2016, as detailed in the report, be noted.

60. OVERVIEW AND SCRUTINY COMMITTEE

The Committee received the minutes of the meeting of the Overview and Scrutiny Committee held on 25th October 2016.

It was noted that there were no recommendations to consider as the Medium Term Financial Plan – Budget Assumptions recommendation at Minute No. 35 had been dealt with at the previous meeting of the Executive Committee, and the Performance

Executive Committee

Tuesday, 13 December 2016

Scrutiny Working Group's Lifeline recommendation at Minute No. 38 had been included Working Group's report at agenda item 6 – Minute No. 54 above refers.

RESOLVED that

the minutes of the meeting of the Overview and Scrutiny Committee held on 25th October 2016 be received and noted.

61. MINUTES / REFERRALS - OVERVIEW AND SCRUTINY COMMITTEE, EXECUTIVE PANELS ETC.

Members were advised that they were not, at that stage, required to consider the 6th December 2016 Overview and Scrutiny Committee's recharges recommendation at Minute No. 50 of the Additional Papers pack as the report detailing the background to this would be considered by the Executive Committee in January.

It was further noted that the remaining recommendation at Minute No. 50 in relation to Members' attendance at training sessions was a recommendation for the Member Support Steering Group, as the appropriate body to decide on this.

RESOLVED that

the position be noted.

62. ADVISORY PANELS - UPDATE REPORT

It was noted that the meeting of the Planning Advisory Panel (PAP) which had been due to take place that evening had been cancelled as the final version of the Inspector's report was not available for presentation. The next PAP meeting would therefore take place in the New Year.

RESOLVED that

the report and PAP position be noted.

The Meeting commenced at 7.00 pm
and closed at 8.28 pm

.....
Chair

REDDITCH BOROUGH COUNCIL**Borough of Redditch Local Plan No4 - Adoption****Executive**17th January 2017**Borough of Redditch Local Plan No4 – Adoption**

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

1. SUMMARY OF PROPOSALS

- 1.1 The Borough of Redditch Local Plan No 4 (BORLP4) has now been through its Examination in Public which closed on the publication of the Inspector's report, on the 16th of December 2016. The Inspectors report recommends that subject to the making of a series of modifications the BORLP4 satisfies the requirements of section 20(5) of the Planning and Compulsory Purchase Act 2004, and the criteria for soundness in the National Planning Policy Framework, and is therefore sound.
- 1.2 This report explains the processes around the final stages of the plan production and asks the Council for formally adopt the BORLP4 as the Development Plan for the Borough.

2. RECOMMENDATIONS**2.1 The Executive is asked to RECOMMEND to the Council**

1. That the Council note the content of the Borough of Redditch Local Plan No 4 Planning Inspectorate's Report (Appendix 1), and the associated Schedule of Main Modifications (Appendix 2).
2. That the Council adopt the Borough of Redditch Local Plan No 4 as submitted and subsequently amended by the modifications set out in the Appendix 2 and Appendix 3 of this report.
3. That the Council adopt the Borough of Redditch Local Plan No 4 Policies Map as submitted and subsequently amended by the modifications set out in Appendix 3
4. That the Council note the Borough of Redditch Local Plan No 4 adoption statement, and Strategic Environmental Assessment (SEA) and Sustainability Appraisal Adoption Statement which forms Appendices 4 and 5 of this report.
5. That the Head of Planning and Regeneration be delegated authority to undertake further minor editorial changes deemed necessary in

REDDITCH BOROUGH COUNCIL**Borough of Redditch Local Plan No4 - Adoption****Executive****17th January 2017**

preparing the adopted District Plan for publication, following consultation with the portfolio holder for Planning.

3. KEY ISSUES**Financial Implications**

- 3.1 The direct financial implications of adopting the plan are minimal and only relate to the requirement to place notices of the adoption in the local press, and to have copies of the documents available for inspection. There could be indirect costs associated with not adopting the BORLP4 i.e. more planning appeals to defend or if the adopted BORLP4 is challenged (see section 3.4 below) although it is not possible at this stage to identify what these costs may be.

Legal Implications

- 3.2 The relevant legislation setting out the processes around preparing and subsequent adoption of Local Plans is contained in the Planning and Compulsory Purchase Act 2004 as amended (PCPA 2004) and the Town and Country Planning (Local Planning) (England) Regulations 2012. The Sustainability Appraisal (SA) has been undertaken in accordance with the Environmental Assessment of Plans and Programmes Regulation 2004
- 3.3 If the BORLP4 is adopted in line with the above regulations the following will be made available,
- The BORLP4
 - An adoption statement
 - The Sustainability Appraisal report and SA/SEA Adoption Statement
 - Details of where the BORLP4 as adopted is available for inspection and the places and times at which it can be inspected

The Council is also required to send a copy of the adoption statement

- to any person who has asked to be notified of the adoption of the BORLP4 and to
 - The Secretary of State.
- 3.4 Any person who is aggrieved by the adoption of the BORLP4 may make an application to the High Court under section 113 of the Planning and Compulsory Purchase Act 2004 on the grounds that:
- the document is not within the appropriate power
 - a procedural requirement has not been complied with

Any such application must be made promptly and in any event no later than 6 weeks after the date on which the BORLP4 was adopted i.e. no later than 13th March 2017.

REDDITCH BOROUGH COUNCIL**Borough of Redditch Local Plan No4 - Adoption****Executive****17th January 2017**

Service / Operational Implications**The Evolution of the BORLP4**

- 3.5 The evolution of the BORLP4 has been a lengthy process and has been documented in many reports to the Council in the preceding years. A significant amount of time and effort from a wide range of stakeholders has gone into ensuring the plan reflects as many views of what planning should be in the Borough as possible. All this work culminated in September 2013 when the BORLP4 Proposed Submission version was approved by the Council for Publication. Following a period of representations the BORLP4 was then submitted to the Planning Inspectorate on the 12th March 2014 which marked the beginning of the Examination in Public (EIP) proceedings. The Planning Inspectorate appointed Mr Michael J Hetherington BSc (Hons) MA MRTPI MCIEEM to carry out the EIP.

The Examination in Public and Main Modifications

- 3.6 The EIP into the BORLP4 which was also held, in part, jointly with Bromsgrove District Council due to the Cross boundary growth element of the plan, began in June 2014. Since then there have been a number of challenges in the EIP which were documented in the report to the Executive on the 12th July 2016, which also considered the Inspector's proposed Main Modifications.
- 3.7 As detailed in that report the Main Modifications consultation ran for an extended period over the summer to account for the summer holiday period, the consultation began on the 27th July and ran to the 21st September. During this period a total of 33 representations were received. Even though a guidance note was produced asking for specific information in the responses, many did not specify which proposed Main Modification the response was in connection with. Irrespective of this fact all the responses were passed onto the Inspector for his consideration. The Inspectorate sent the fact checking report to the authority on the 2nd December. This version of the report provided a two week opportunity to identify any factual errors and to seek clarification on any conclusions that were unclear. It did not provide any scope to question conclusions. The Final report was issued on Friday 16th December 2016, this concluded the examination in public. The Inspectors report was then placed on the Council's website site and notification letters sent to all those who wished to be notified on Monday 19th of December.

The Inspector's Report

- 3.8 The Inspector's report and associated Main Modifications can be seen at appendix 1 and 2 to this report. The report covers all stages of the examination including the assessment of the Duty to Cooperate. The report does not cover elements of the plan that were not challenged and not part of the proceedings.

REDDITCH BOROUGH COUNCIL**Borough of Redditch Local Plan No4 - Adoption****Executive****17th January 2017**

The assumption is the plan as submitted was sound and if elements were not challenged by objectors or the Inspector, then they are appropriate policies for making sound planning decisions.

- 3.9 Accompanying the report are the Main Modifications, these are the modifications which the Inspector requires to be made to the plan for it to be sound. If these modifications are not accepted in whole, then the plan will not be sound and cannot be adopted. These modifications are very similar to those reported to members in the July 12th report.
- 3.10 A considerable element of the report focuses on two main elements,
- the housing policies in the plan including objectively assessed housing need and how the plan apportions growth to neighbouring authorities and
 - the site selection methodology for the cross boundary sites on the edge of Redditch.

The Inspector has concluded that the objectively assessed housing need for the District is 6300 dwellings and having the housing requirement at 6400 is an appropriate target to allow some flexibility. A modification has also been made to ensure that Redditch Borough Council responds appropriately in the future to provide for any needs of the wider housing market area. Other notable housing conclusions are the affordable housing requirement is set at 30% for qualifying sites, and the Inspector is also satisfied that the borough does have a 5 year land supply.

- 3.11 On the site selection for the housing sites around Redditch whilst the Inspector expresses frustration about the process undertaken. The narrative work produced in December 2015 and the subsequent hearings in March 2016 have satisfied him, that despite some local opposition the decision to allocate the sites at Foxlydiate, Webheath and the A435 corridor are sound, and as such these sites remain as development sites in the plan. The Inspector also concludes the policies in the plan backed up by the infrastructure delivery plan, are also sufficient to ensure the correct level of infrastructure can be secured in relation to the development sites coming forward.

Minor Modifications

- 3.12 At the proposed submission stage of the plan members acknowledged that throughout the process of the EIP officers will be asked by the Inspector about possible changes to the plan to address issues that arise. Delegations were given to allow officers in conjunction with the portfolio holder to suggest changes to the plan, the schedule of these modifications were submitted to the examination at various points as the EIP progressed. Some of these suggested changes are now Main Modifications as detailed in appendix 2. The rest of the changes that the Inspector was happy didn't constitute a change that needed to be made to ensure soundness i.e. minor modifications can be seen at appendix 3. Recommendation 3 above also requests that these are now made to the plan

REDDITCH BOROUGH COUNCIL**Borough of Redditch Local Plan No4 - Adoption****Executive****17th January 2017**

to ensure the final version is up to date, accurate and a usable tool for all those involved in planning in Redditch Borough.

Sustainability Appraisal

- 3.13 Throughout the whole process of preparing the plan Sustainability Appraisal (SA) and Strategic Environmental Assessment (SEA) has been undertaken. The final stage of this process is the publication of the SA/SEA adoption statement; this can be viewed at appendix 5 of this report.

Policies Map

- 3.14 Accompanying the proposed submission plan in September 2013 was also a new policies map, and a schedule of changes that were made to the extant Borough of Redditch Local Plan 3 proposals map to create the new policies map. Some further changes have been identified as being needed through the EIP process these can be seen in appendix 3 of this report.
- 3.15 If the BORLP4 is adopted both the policies and the proposals map of the old local plan will be deleted. Paper copies of the policies maps will be available in the first instance, and in due course the online interactive plan will be created to reflect the new BORLP4.
- 3.16 Whilst it is necessary to adopt the policies map at this stage, the map itself is not part of the formal development plan and therefore can be updated as the implementation of the plan progresses.

Customer / Equalities and Diversity Implications

- 3.17 Should the plan be adopted it will be published as per the regulations identified in paragraph 3.3 above. The plan will be available across the Borough and on the website and Development planning officers will be able to offer advice and guidance on the new plan. Training events for key stakeholders such as community groups and consultees on planning applications.

4. RISK MANAGEMENT

- 4.1 The risks associated with adopting the plan are minimal, with a legal challenge being the biggest risk which is also an unavoidable risk. The benefits of adopting the plan are
- Provision of a clear planning framework to deliver the vision and development for the future of the area.
 - The ability to develop 6400 houses for Redditch helping to meet the housing needs of Borough allowing residents better access to the housing market.
 - Assisting in meeting affordable housing deficit

REDDITCH BOROUGH COUNCIL**Borough of Redditch Local Plan No4 - Adoption****Executive****17th January 2017**

- Retention of local control over planning matters, the lack of an up to date plan would make the district very vulnerable to ad hoc planning and planning by appeal.
- Economic benefits would ensue from development not only in the development of new employment sites and a further town centre regeneration but also in the shorter term the in the creation of construction jobs associated with the developments.
- Collection of New Homes Bonus
- Provide certainty for developers and utility providers and other people investing in the area who value the strategic clarity that an up to date plan provides.
- The clarity of the planning framework set out in an adopted Plan can help authorities to make the case, to government and other funding agencies for infrastructure funding.
- An adopted plan would enable Councils to progress with preparing a Community Infrastructure Levy (CIL) thereby enabling needed infrastructure to be provided.

5. APPENDICES

1. The BORLP4 Inspector's Report
2. The BORLP4 Inspector's Main Modifications
3. The BORLP4 Schedule of Minor Modifications
4. The BORLP4 Adoption Statement
5. The BORLP4 SEA/SA Adoption Statement

6. BACKGROUND PAPERS

The Councils website www.redditchbc.gov.uk/examination contains all the background information concerning the plan and the examination in public.

7. KEY

BORLP4 – Borough of Redditch Local Plan 4
SA – Sustainability Appraisal
SEA – Strategic Environmental Assessment
EIP – Examination in public

AUTHOR OF REPORT

Name: Mike Dunphy
email: m.dunphy@bromsgroveandredditch.gov.uk
Tel.: 01527 881325

Report to Redditch Borough Council

by Michael J Hetherington BSc(Hons) MA MRTPI MCIEEM

an Inspector appointed by the Secretary of State for Communities and Local Government

Date 16 December 2016

PLANNING AND COMPULSORY PURCHASE ACT 2004 (AS AMENDED)

SECTION 20

REPORT ON THE EXAMINATION INTO THE BOROUGH OF REDDITCH LOCAL PLAN NO. 4 (BORLP4)

Document submitted for examination on 12 March 2014

Examination hearings held between 16 June 2014 and 24 March 2016

File Ref: PINS/Q1825/429/1

Abbreviations Used in this Report

AA	Appropriate Assessment
ADR	Area of Development Restraint
AHVA	Affordable Housing Viability Assessment
BDC	Bromsgrove District Council
BDP	Bromsgrove District Plan
CS	Core Strategy
DtC	Duty to Co-operate
EA	Environment Agency
GBSLEP	Greater Birmingham and Solihull Local Enterprise Partnership
GTAA	Gypsy and Traveller Accommodation Assessment
HGDS	Housing Growth Development Study
HMA	Housing Market Area
IDP	Infrastructure Development Plan
LDS	Local Development Scheme
LP	Local Plan
MM	Main Modification
NWHNR	North Worcestershire Housing Need Report
OAN	Objectively Assessed (Housing) Need
PPG	Planning Practice Guidance
PPTS	Planning Policy for Traveller Sites
RBC	Redditch Borough Council
SA	Sustainability Appraisal
SCI	Statement of Community Involvement
SCS	Sustainable Community Strategy
SFRA	Strategic Flood Risk Assessment
SHLAA	Strategic Housing Land Availability Assessment
SHMA	Strategic Housing Market Assessment
SNPP	Sub-National Population Projections
SOADC	Stratford-on-Avon District Council
SPD	Supplementary Planning Document
SRN	Strategic Road Network
SSSI	Site of Special Scientific Interest
TA	Transport Assessment
WCC	Worcestershire County Council
WCS	Water Cycle Study
WECHS	Worcestershire Extra Care Housing Strategy
WMS	Written Ministerial Statement

Non-Technical Summary

This report concludes that the Borough of Redditch Local Plan No. 4 provides an appropriate basis for the planning of the Borough, providing a number of modifications are made to the plan. Redditch Borough Council has specifically requested me to recommend any modifications necessary to enable the plan to be adopted. The examination has considered updated information in respect of the objective assessment of Redditch's housing needs and the justification for the selection of sites to meet these and other growth needs. The report should be read alongside the report into the examination of the Bromsgrove District Plan.

All but three of the modifications to address this were proposed by the Council but where necessary I have amended detailed wording or added further clarification. I have recommended their inclusion after considering the representations from other parties on these issues. The exceptions relate to providing stronger support for the provision of housing for the elderly, ensuring that applications for rural workers' dwellings in the Green Belt are determined in accordance with national policy and a clarification about the application of the policy relating to the identification of additional employment sites.

The Main Modifications can be summarised as follows

- clarification of the approach towards meeting future housing needs arising from the West Midlands conurbation;
- inclusion of updated housing supply information;
- amendments to some site allocations, notably in the A435 ADR;
- addition of more positive support to meet the housing needs of the elderly;
- amendments to Green Belt policies in order to accord with national policy;
- clarification of the policy approach towards Gypsies and Travellers in the light of updated evidence submitted during the examination;
- increased emphasis on the role of the Strategic Road network;
- introduction of additional policy safeguards in respect of flood risk, contaminated land and pollution control;
- clarification of the approach to nature conservation designations in line with national policy; and
- amendments in line with national policy changes regarding wind energy, technical standards for housing and the threshold for seeking affordable housing provision.

Introduction

1. This report contains my assessment of the Borough of Redditch Local Plan No. 4 (BORLP4) in terms of Section 20(5) of the Planning & Compulsory Purchase Act 2004 (as amended). It considers first whether the Plan's preparation has complied with the duty to co-operate, in recognition that there is no scope to remedy any failure in this regard. It then considers whether the Plan is sound and whether it is compliant with the legal requirements. At paragraph 182, the National Planning Policy Framework (the Framework) makes clear that to be sound, a Local Plan should be positively prepared; justified; effective and consistent with national policy.
2. The starting point for the examination is the assumption that the local planning authority has submitted what it considers to be a sound plan. The basis for my examination is the Proposed Submission Borough of Redditch Local Plan No. 4, which was published for consultation in September 2013.
3. The examination has been carried out alongside the examination of the Bromsgrove District Plan (BDP), including a number of joint sessions. The first of these involved two days (16 and 17 June 2014) that considered, in respect of both the BORLP4 and BDP, the Duty to Co-operate (DtC), objective assessment of housing needs and the approach to meeting additional housing needs from the West Midlands conurbation. These matters were addressed by my Interim Conclusions document dated 17 July 2014¹, the findings of which in respect of the BORLP4 are summarised in the section of my report dealing with the DtC and Main Issue 1.
4. The matter of the approach of both Councils – Redditch Borough Council (RBC) and Bromsgrove District Council (BDC) – to the selection of sites to meet the growth needs of Redditch has been the subject of considerable debate during the examination. Following the main BORLP4 hearing sessions in September 2014, I issued a Post Hearings Note (dated 3 October 2014)² that, among other matters, highlighted a potentially serious flaw in this methodology. In response, the Councils requested that both Local Plan examinations be paused while further information was prepared. Further documentation, to which I refer in more detail below, was published during 2015 and joint hearings were held on 23 and 24 June 2015. Concerns arising from those sessions were set out in a further Inspector's Post-Hearings Note (dated 10 July 2015)³. This resulted in an additional package of evidence and documentation being issued by both Councils in December 2015: this was the subject of two further joint hearings held on 23 and 24 March 2016⁴.
5. Given the strong inter-relationship between the BORLP4 and the BDP, and the joint nature of much of the evidence submitted by the Councils, the present report should be read in conjunction with my report on the examination of the BDP. Many documents are shared between the two examinations (notably

¹ Document ED/12.

² Document ED/19.

³ Document ED/35.

⁴ The timeline of both examinations is summarised in Appendix i to the Narrative on the Site Selection Process for Growth Areas at Redditch (January 2016) – document OED/46a.

those listed as CDX, ED and OED) while others relate specifically to the BORLP4 examination (notably the CDR core documents).

6. My report deals with the main modifications that are needed to make the Plan sound and legally compliant and they are identified in bold in the report (**MM**). In accordance with section 20(7C) of the 2004 Act the Council has requested that I should make any modifications needed to rectify matters that make the Plan unsound/not legally compliant and thus incapable of being adopted. These main modifications are set out in the Appendix.
7. The main modifications that are necessary for soundness and legal compliance all relate to matters that were discussed at the examination hearings or were considered as written representations. Following the last of the above-noted hearings, the Council prepared a schedule of proposed modifications. Those modifications that are necessary for soundness (the main modifications) have been taken from that schedule, with some amendments as described in this report, and have been subject to public consultation. I have taken account of the consultation responses in coming to my conclusions in this report: as such, the main modifications differ in some respects from those that were the subject of the consultation exercise.
8. The Council is required to maintain an adopted policies map which illustrates geographically the application of the policies in the adopted development plan. When submitting a local plan for examination, the Council is then required to provide a submission policies map showing the changes to the adopted policies map that would result from the proposals in the local plan. In this case the, Submission Policies Map includes insets for the Town Centre and Feckenham⁵.
9. The policies map is not defined in statute as a development plan document and so I do not have the power to recommend main modifications to it. However, a number of the published main modifications to the Plan's policies require further corresponding changes to be made to the policies map. In addition, there are some instances where the geographic illustration of policies on the submission policies map is not justified and changes should be made to the policies map to ensure the relevant policies are effective. These further changes to the policies map were published for consultation alongside the main modifications.
10. When the Plan is adopted, in order to comply with the legislation and give effect to the Plan's policies, the Council will need to update the adopted policies map to include all the changes proposed in the Submission Policies Map and the further changes published alongside the main modifications subject to the correction of any minor drafting errors.

Assessment of Duty to Co-operate

11. Section 20(5)(c) of the 2004 Act requires that I consider whether the Council complied with any duty imposed on them by section 33A of the 2004 Act in relation to the Plan's preparation. RBC comments on this in its Duty to Co-operate Statement⁶. This describes the activities that it has undertaken with other bodies in order to maximise the effectiveness of Plan preparation. This

⁵ Documents CDR1.4, CDR1.5 and CDR1.6.

⁶ Document CDR1.3.

includes co-operation with Bromsgrove District Council (BDC), which has taken place to a high degree, as is evidenced by the joint working in respect of meeting housing needs, as well as by the co-ordination in regard of the submission of the two Plans, the preparation of joint evidence and the holding of joint examination hearings. Various management and staffing matters are shared between the two Councils.

12. Co-operation has also taken place with other local planning authorities in a wide range of matters that are described in more detail in the above-noted background paper. With BDC, RBC has participated in joint working in respect of the evidence base for assessing housing needs – both in the context of the Worcestershire Strategic Housing Market Assessment (SHMA) (involving all Worcestershire authorities) and the updated evidence base (also involving Wyre Forest DC). Co-operation has also taken place with Stratford-on-Avon District Council (SOADC) in respect of various matters, including cross-boundary employment needs, infrastructure requirements and the Redditch Eastern Gateway proposals. Ongoing co-operation with other statutory bodies, including the Environment Agency, Highways England and the local highway authority (Worcestershire Council Council), has resulted in the agreement of common ground in both the BORLP4 and BDP examinations.
13. RBC is a member of the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) and is involved in the ongoing Joint Strategic Housing Needs Study, which will inform the approach of both RBC and BDC towards meeting future needs arising from the West Midlands conurbation. RBC is also part of the emerging West Midlands Combined Authority.
14. No objections have been raised in respect of any failure to meet the Duty to Co-operate by any of the bodies prescribed in relevant legislation for the purposes of section 33A(1)(c) of the Act. Taking these matters together, I am satisfied that the Duty has been complied with.

Assessment of Soundness

Main Issues

15. Taking account of all the representations, written evidence and the discussions that took place at the examination hearings I have identified the following main issues upon which the soundness of the Plan depends.

Main Issue 1: Are the Local Plan's housing policies based on adequate and up-to-date evidence and a clear understanding of housing needs in the market area? Is it clear how the Local Plan has addressed the matter of meeting anticipated future housing needs arising from the West Midlands conurbation?

Objective Assessment of Housing Needs

16. Among other matters, paragraph 47 of the National Planning Policy Framework (the Framework) states that to boost significantly the supply of housing, local planning authorities should use their evidence base to ensure that their Local Plan meets the full, objectively assessed needs for market and affordable housing in the housing market area, as far as is consistent with the Framework's policies. Guidance on undertaking an objective assessment is set

out in the PPG. This clarifies that need for housing refers to the scale and mix of housing and the range of tenures that is likely to be needed in the housing market area over the plan period – and should cater for the housing demand of the area and identify the scale of housing supply necessary to meet that demand. It should address both the total number of homes needed based on quantitative assessments, but also on an understanding of the qualitative requirements of the market segment. The PPG adds that assessing development needs should be proportionate and does not require local councils to consider purely hypothetical future scenarios, only future scenarios that could be reasonably expected to occur⁷.

17. The PPG explains that this exercise is an objective assessment of need based on facts and unbiased evidence and that constraints should not be applied to the overall assessment of need, such as limitations imposed by the supply of land for new development, historic under performance, viability, infrastructure or environmental constraints. Such considerations should be addressed at a later stage when developing specific policies⁸. As such, a clear distinction must be drawn between the objective assessment of housing needs and the eventual determination of a Local Plan housing requirement.
18. The housing needs assessment that underpinned the Plan as submitted was broadly derived from work undertaken in 2012 as set out in the SHMA and Redditch Annex⁹. In respect of Redditch, the SHMA identified irregularities in respect of relevant data sets, which led to the undertaking of a specific sensitivity scenario to 'correct' the international migration component of population change (SS1). However, in the SHMA Annex (May 2012) the output figure of that scenario (5,120 dwellings) was reassessed in the light of more up-to-date household projections and a revised assessment of the amount of vacant stock. This produced a figure equating to some 6,400 dwellings (2011/12 to 2029/30), which was considered to be a more realistic assessment of needs. Given that the additional work represented a more in-depth demographic analysis, notably in respect of international migration, in the light of updated information, I agree with that assessment.
19. The methodology of the 2012 SHMA has been considered in the context of the ongoing examination of the South Worcestershire Development Plan (SWDP), for which it also provides part of the evidence base. In his initial Interim Conclusions (October 2013), the Inspector concerned supported in principle the approach of beginning with trend-based projections and then modifying them to take account of the effect of job growth forecasts. However, he identified shortcomings in the way that the SHMA had been carried out, finding that there was a lack of clear evidence to support the assumptions made in scenario SS2, as well as a high degree of sensitivity in the model to changes in those assumptions.
20. The SWDP Inspector's concerns were broadly accepted by RBC and BDC. With Wyre Forest DC, they commissioned the North Worcestershire Housing Need Report (NWHNR)¹⁰, which RBC considers to now represent a more up-to-date and robust assessment of Redditch's housing needs. At the hearings, RBC

⁷ PPG paragraph ID 2a-003-20140306.

⁸ PPG paragraph ID 2a-004-20140306.

⁹ Documents CDR7.5a and CDR7.5b.

¹⁰ Document CDR17.1.

stated that the overall needs total for Redditch was considered to be 6,090 dwellings (net) over the above-noted 19 year period. This figure has been challenged by representors, and I therefore consider it in more detail.

21. However, before doing so it is necessary to address three general concerns that have been raised about the methodology of both the SHMA and the NWHNR. The first of these relates to the way in which housing completions between 2006 and 2011 have been considered. Both studies present household growth data over the period 2006-2030, while both Plans cover the period 2011-2030. In deriving final housing needs figures for the Local Plan periods from the output of the relevant scenarios, both reports deduct the houses that were completed between 2006 and 2011. Given that building rates were comparatively low during those 5 years, this has resulted in somewhat higher annual averages for the period 2011-2030.
22. It is argued by representors seeking to reduce housing requirements that the period 2006-2011 should effectively be discounted on the basis that there was oversupply prior to 2006 in respect of the 2001-2011 Structure Plan period. The Councils have provided additional clarification in respect of this matter¹¹. The base date from the 2012 SHMA was aligned to the plan period of the West Midlands Regional Strategy Phase 2 revision. Given the policy context applying at the time, this was understandable. In order to be consistent, it was necessary for the NWHNR to adopt the same base date as the SHMA. In any event, it is clear that the SHMA sought to assess housing need over the period beginning from that base date. It is therefore both appropriate and consistent with national planning policy to ensure that under-supply during the period following the SHMA's base date is properly provided for.
23. The second general concern relates to the definition of the housing market area (HMA). It is argued by some representors that objectively assessed needs should be considered on the basis of an HMA that includes the West Midlands conurbation rather than the Worcestershire HMA. However, RBC accepts that its area falls within a wider market area that includes the West Midlands and that the Worcestershire HMA is not perfectly defined. I agree that such definition is not an exact science and, moreover, that it is clear from both the SHMA and the NWHNR that relationships beyond the county boundary have been considered. As discussed below, a specific sensitivity scenario (SS4) was applied to address the potential for an increased level of in-migration from the conurbation taking into account expected high levels of economic growth and population increase. Furthermore, the principle of providing for additional housing to meet the conurbation's needs has also been accepted. Given the practical difficulties of extending the SHMA to cover the substantial number of local planning authority areas which relate to Redditch in terms of migration and travel to work data, I therefore agree with the Council that the approach to HMA definition is both pragmatic and robust.
24. A third concern relates to the headship rates that have been adopted in the NWHNR. This adopts an 'option C' combination, which applies CLG 2011-based headship rates up to 2021, reverting to the 2008-based rate of change thereafter. This method was endorsed by the SWDP Inspector in his October 2013 Interim Conclusions paper. While it is argued that circumstances have

¹¹ Document M01/1a.

since changed and that (in summary) this assumption is too conservative, it seems to me that the stance that he adopted, and that has been followed in the NWHNR, remains justified. Specifically, it is important to note that the 2011-based projections were interim and applied to only a 10 year period.

25. The 6,090 net dwellings figure that represents RBC's assessment of housing needs for Redditch also derives from the core scenario based on the 2010-based sub-national population projections (SNPP-2010). However, for the reasons set out above, I consider that scenario SS4 represents a more robust demographic-led assessment of housing needs within the Borough. The figure of 6,090 dwellings net therefore represents an underestimate. Nevertheless, the output of scenario SS4 for Redditch (6,290 dwellings net) remains lower than the figure of some 6,400 dwellings net (derived from the 2012 SHMA, as updated by the May 2012 Annex) that forms the basis of the BORLP4's housing requirement.
26. A number of concerns have been raised about the methodology of scenario SS4 as it applies to Redditch. As already noted, this incorporates a 20% uplift in order to examine the impact of an increased inflow of internal (UK) migrants upon the annual dwelling requirement. Concern was raised about how such an uplift could be applied where there is a pattern of net out-migration, as is the case in Redditch. Although this is not made clear in the Appendix to the NWHNR, it was clarified at the relevant hearing that the uplift has been applied to in-migration flows rather than the net migration total. This appears an appropriate methodology. It has also been suggested that an adjustment should be made in respect of out-migration, assuming in effect that this will reduce in future years. However, I see no substantive evidence to support this suggestion, which appears to be an aspirational view rather than an objective evidence-based assessment. No change is needed in respect of these matters.
27. As explained in the Appendix to the NWHNR, the availability of information from the 2011 Census has resulted in a 'recalibration' of previous mid-year population estimates. Specifically, this suggests that previous mid-year figures under-estimated the scale of growth in Redditch. The report takes the view that this was mostly due to the difficulties in estimating the effects of international migration at the local level. While this has been disputed, I see no reason to disagree with the report's assessment that relevant data sets in respect of birth, deaths and internal migration (the latter including evidence from GP registrations) can be considered to be robust. Although concerns about potential inaccuracies in the 2001 Census are noted, these do not apply to the 2011 Census, which has informed the NWHNR paper. On balance, I have no reason to suppose that its conclusions in that regard are unrealistic.
28. It is also suggested that the components of population and household change for Redditch that have been published during the examination period do not support the NWHNR's conclusions. Clearly, the report predates the publication of these figures. Revised SNPP-2012 scenarios have been calculated on behalf of the Councils which suggest levels of population and household growth for Redditch that are significantly lower than those indicated by the respective SNPP-2010 scenarios. The CLG 2012-based household projections (2012-2037) show a reduced level of household growth compared to the 2011-based interim projections. However, these more recent outputs have not been

subject to the sensitivity analysis that has been applied to the earlier data.

29. Given the work that has been undertaken already, the Council considers that it would be untimely to fully revisit the housing assessments that have supported the Plan's progress through the examination. I have sympathy with that view: as a result of factors discussed elsewhere in this report, this examination has been a lengthy process. It seems to me unreasonable to expect baseline input data to be revisited several times in order to 'hit a moving target'. While limited weight can therefore be attached to the SNPP-2012 scenarios or the 2012-based household projections (as they have not been subject to the further analysis discussed above), neither set of data suggests that the SS4 scenario under-estimates the Borough's housing needs. The likely need for an early review of the Plan, discussed further below, provides an opportunity for these more up-to-date figures to be considered in the light of the wider needs arising from the West Midlands conurbation.
30. National policy and guidance make it clear that employment trends should be taken into account when assessing housing needs. These are not factored into either the SNPP-2010 or SS4 scenarios. However, the output from the jobs-led scenario SS3 for Redditch - a total of 6,320 dwellings net - is broadly similar to that from scenario SS4 (6,290 dwellings net). Taking these factors together, it seems to me that a robust objective assessment of the Borough's overall housing needs amounts to a figure of some 6,300 dwellings net over the plan period. This is slightly lower than the 6,400 figure that is planned for in the BORLP4.

Housing Requirement

31. Notwithstanding the above, the Council wishes to retain the figure of 6,400 dwellings as the Local Plan housing requirement. In the Council's view, expressed at the hearings in March 2016, the additional 100 dwellings would provide greater flexibility in housing provision consistent with the Framework's aim of boosting significantly the supply of housing. I have no reason to take a different view. Bearing in mind the presence of significant constraints to development in both the BORLP4 and BDP areas (as discussed elsewhere in both reports) it is clear that both the adoption of this figure and the agreement of BDC to accommodate an element of this requirement within Bromsgrove District represent positive planning in line with paragraph 157 of the Framework.
32. Policy 2 of the BORLP4 refers to 'a minimum' of 3,400 dwellings being accommodated within Bromsgrove District. Given that the land concerned relates to specific sites that would be adjoined by the Green Belt, it seems to me that there would be little if any potential for the 3,400 dwelling figure to be materially exceeded. On the other hand, establishing this figure as a maximum limit (as suggested by some representors) would risk the possibility of under-delivery. As such, I agree with the Council that a change to 'approximately' is necessary for reasons of effectiveness **[MM8]**. The Council also proposes to delete a reference to land within SOADC in the vicinity of the A435 ADR **[MM8, MM11]**: given that SOADC has clarified that any development in this area would not contribute towards meeting the needs of Redditch, these changes are needed for the Plan to be effective and justified.

Approach to Meeting Future Housing Needs from the West Midlands Conurbation

33. It is common ground that the West Midlands conurbation, and specifically the City of Birmingham, is expected to experience unprecedented levels of economic growth and population change over the BORLP4 period. As already mentioned, RBC, along with other GBSLEP members (and additional local planning authorities), is participating in a Joint Strategic Housing Needs Study which will inform the approach towards meeting future needs arising from the West Midlands conurbation. The position at the time of writing this report is that the distribution of the likely shortfall in housing provision within the wider sub-region is yet to be finalised.
34. The BORLP4 lacks clarity about the Borough's approach to meeting future housing needs arising from the West Midlands conurbation. It refers (under the Duty to Co-operate heading) to the issue being dealt with during the next plan period 'or when a review of the development plan may be needed to consider these cross-boundary matters'. This seems to me to be insufficiently specific: bearing in mind the anticipated timescale for the GBSLEP Strategic Housing Needs Study (and depending upon the study's outcome), it is likely that such matters will need to be considered before the end of the present Plan period.
35. Pre-submission modifications proposed by RBC refer to a review of BORLP4 if required: in principle this appears a more appropriate response. However, greater certainty could be provided about the likely trigger for any such review - specifically in respect of the outcome of the GBSLEP Strategic Housing Needs Study. The Council accepts this and proposes modifications accordingly **[MM1]**. These are necessary for reasons of effectiveness.

Conclusion – Main Issue 1

36. Taking the above matters together, and subject to the above-noted main modifications, I conclude (1) that the Local Plan's housing policies are based on adequate and up-to-date evidence and a clear understanding of housing needs in the market area and (2) that it is clear how the Local Plan has addressed the matter of meeting anticipated future housing needs arising from the West Midlands conurbation. Taken together, these factors demonstrate that the Plan has been positively prepared in the terms of paragraph 182 of the Framework.

Main Issue 2: Is the proposed apportionment of development between Redditch and neighbouring authorities, and the distribution of development within Redditch Borough sufficiently justified and consistent with the local evidence base and national policy? Is the Local Plan's site selection methodology robust and transparent? Does an adequate supply of housing land exist to meet the Local Plan's requirements?

Apportionment and Distribution of Development

37. To the north-west, north, north-east and south-east, the urban area of Redditch is tightly constrained by the Borough's administrative boundary. It is within this context that the consideration of future development options for the town has taken place. Two key assessments have been required. First, it has been necessary to determine the potential for development to be

accommodated within the existing built-up area. However, given that it is generally accepted that sufficient sites do not exist within that area to meet the full level of need that has been assessed (a matter that I return to below), it has also been necessary to assess the potential for new development to be accommodated on greenfield sites outside the urban area. This site search exercise – which has been developed through a number of studies – has considered options within the rural south-west of the Borough as well as in both neighbouring local authority areas of Bromsgrove and Stratford-on-Avon Districts. In practice, the assessments of urban capacity and the potential for greenfield development have progressed in parallel.

38. The ability for additional housing to be accommodated within the existing urban area of Redditch has been addressed through various studies, most recently through the preparation of annual Strategic Housing Land Availability Assessments (SHLAAs). Importantly, these exercises have been carried out jointly with Bromsgrove District Council: as such, BDC does not dispute either the findings or methodology of these assessments.
39. In broad terms, I am satisfied that the Council's estimate of likely future supply from existing sources outside the urban area is justified. As is discussed below, the need for future employment land to be safeguarded has been reviewed in line with the requirements of the Framework. I accept the Council's contention that – in general terms – the pattern of well-defined employment sites within the Borough that results in part from its previous New Town designation creates difficulties in releasing sites for housing without giving rise to possible incompatibilities between adjoining uses. Nevertheless, a number of existing employment sites have been identified for housing development. While some concern has been voiced that insufficient consideration has been given to other previously-developed sites, it is clear from the housing supply evidence that a significant yield is anticipated from this source.
40. The high proportion of parks and open spaces within Redditch, also arising in part from its history as a New Town, represents a distinctive and attractive element of the town's character. It has been suggested that development of such areas would, as a matter of principle, be preferable to encroachment into the countryside. However, I do not accept that national policy establishes a view that development of such areas is sequentially preferable to the loss of greenfield land – either in the Green Belt or open countryside. While the Framework underlines the great importance that the government attaches to Green Belts, it is also clear about the value that is attached to parks and local green spaces. In the present case, I share the Council's assessment of the value of maintaining local recreational areas such as Morton Stanley and Arrow Valley Parks. Indeed there is little, if any, local support for their consideration as potential housing sites. To my mind, these areas play an essential role both in terms of recreational provision and local distinctiveness.
41. Turning to the consideration of greenfield sites outside the urban area, it is first necessary to consider the Council's broader development strategy of focussing development on the existing town rather than establishing a new settlement in the south of the Borough. To my mind, this approach – which is consistent with the settlement hierarchy contained in Policy 2 – is clearly justified in line with sustainable development principles. Settlements in the

rural part of the Borough do not contain substantial services or facilities and, despite their relative proximity to Redditch, have generally poor public transport linkages. The Council proposes a modification to clarify that development within Feckenham will provide for locally identified development needs only: I agree that this change **[MM7]** is needed for reasons of effectiveness.

42. The scale of development that is now being considered would not be large enough to enable a sufficiently sustainable stand-alone community to be established. An unacceptable reliance on commuting into Redditch and other urban areas would be likely to result. Clearly, such an option would also result in the loss of open countryside and/or Green Belt land. The Council's decision to discount this option at an early stage in the site selection process is therefore justified on sustainable development principles. It is noted that this option is not being advanced by the development sector in the present examination.
43. For these reasons, I am satisfied that the broad approach of seeking land to meet the growth needs of Redditch in the form of urban extensions to the existing built-up area is justified. Given that the built-up area is so tightly constrained by the administrative boundary of the Borough, the decision to assess potential sites in neighbouring local authority areas – as well as within the Borough – is also justified. I now turn to consider this exercise.

Site Selection Methodology

44. As already mentioned, the methodology that underpins the selection of sites to meet the growth needs of Redditch in both the BORLP4 and BDP has been the subject of a significant amount of scrutiny during both examinations. The up-to-date position in respect of the process and the supporting evidence base is set out in the Narrative on the Site Selection Process for the Growth Areas at Redditch (the Narrative) prepared by both Councils in January 2016¹². Section 16 of the Narrative sets out the Councils' conclusions on the choice of those sites that have been selected for allocation and those that have been rejected.
45. The process that has been undertaken to reach that position is summarised in sections 8 and 9 of the Narrative. This refers to, and expands upon, a number of key documents, notably the Housing Growth Development Study (HGDS)¹³ (January 2013) and the Addendum to the HGDS (the HGDS Addendum)¹⁴ (November 2014). Both of these documents were accompanied by Sustainability Appraisals (SA). In addition, the SA that accompanied the Local Plan itself (dated September 2013)¹⁵ was subject to a 'refresh' in November 2014¹⁶ and a further revision in May 2015¹⁷ in the light of the additional work that had been undertaken by the Councils during the examination period.
46. The starting point for the search exercise was the identification of some

¹² Document OED/46a

¹³ Document CDX1.1. While this took account of earlier studies, notably the Joint Study into the Future Growth Implications for Redditch Town to 2026 prepared by White Young Green in December 2007 (document CDX1.5), it represented an entirely independent assessment.

¹⁴ Document CDX1.47

¹⁵ Document CDR1.11

¹⁶ Document CDR18.23

¹⁷ Document OED/33a

20 broad areas around the urban area of Redditch¹⁸. However, the HGDS excluded three areas (areas 3A, 7 and 18) from its initial broad area appraisal exercise. While two of these (3A and 7) relate to parks and leisure facilities, the third (area 18) includes land, known as the A435 Area of Development Restraint (ADR), that has in fact been proposed for allocation. In addition, the definition of areas 3 and 10 in the HGDS (areas that were both discounted at the end of the broad appraisal stage) explicitly excluded land in the Webheath and Ravensbank ADRs that has also now been proposed for allocation for housing and employment uses in the BORLP4 and BDP respectively.

47. As set out in my Post Hearings Note dated 3 October 2014, the exclusion of the Webheath and A435 ADR areas from further consideration in the HGDS represented a potentially serious flaw in the site selection methodology. First, it was inconsistent – as the ADR at Brockhill East (area 6), which is also now proposed for allocation, was considered in the HGDS. Second, while it is accepted that the principle of future development within the ADRs had been accepted at previous Local Plan examinations, there is a difference between an in-principle acceptance of such potential and the actual allocation of a site in a Local Plan. There is a clear legal and policy framework that requires alternatives to be explicitly tested through the plan-making process.
48. Given that the HGDS was intended to be an updated and comprehensive exercise, I therefore considered that – notwithstanding their present ADR designation – it was necessary that land at Webheath and the A435 ADR should be assessed in a consistent manner to other potential housing development sites around the town. Such an approach would allow the merits of all alternatives in sustainable development terms to be easily compared and assessed, thereby enabling the eventual course of action to be clearly explained. However, this was lacking from the HGDS.
49. In particular, the absence of such consideration posed problems in respect of the comparison between the development potential of two alternatives – the allocated site at Webheath and unallocated land (mostly within Bromsgrove District) at Brockhill West. However, at the relevant hearing session, the only direct comparison between the two sites that the Council could refer to – work undertaken in the context of the previous emerging Core Strategy that was not in the event taken forward¹⁹ – suggested that the Brockhill West site (which the then draft Core Strategy was proposing for allocation) scored higher in respect of sustainability indicators than Webheath. Clearly, this evidence could not support the approach that is now being taken forward. I return to both sites in more detail in this report and my report on the BDP.
50. In response to my concerns, the Councils issued the HGDS Addendum, which was considered at further hearings in June 2015. This sought to address the previously-excluded areas in the same terms as those that had been considered in the HGDS document. As set out in my Post Hearings Note dated 10 July 2015, the HGDS Addendum – although lacking in some clarity – provided sufficient justification in respect of the conclusions of the above-noted broad area appraisal exercise²⁰. While some representors have called for the reconsideration of areas around Studley (notably areas 12, 14 and 15),

¹⁸ These are set out in Map 1 (page 16) of the HGDS (document CDX1.1).

¹⁹ 'CS CDPD – SA Refresh (February – March 2010)' – document CDR3.5.

²⁰ This is summarised in paragraphs A4.84 to A4.87 of the HGDS Addendum – document CDX1.47.

I am satisfied that the reasons for their exclusion at the broad area appraisal stage, particularly in respect of the coalescence of settlements, are robust.

51. The HGDS Addendum takes forward seven areas for consideration in more detail (the focussed area appraisal) – namely areas 3, 4, 5, 6, 8, 11R and 18. Areas 4, 5, 6, 8 and 11R all lie wholly (or mainly) within Bromsgrove District, and are considered in my report on the BDP examination – as is the Ravensbank employment allocation. In my Post-Hearings Note dated 10 July 2015, I expressed a concern that the conclusions of the focussed area appraisal in the HGDS Addendum lacked a sufficient explanation of why the options that were eventually selected for development had been selected. However, as noted above, additional detail has been provided by the Narrative document – notably at section 16.
52. The allocations proposed in the BORLP4 within both the Webheath and A435 ADRs have given rise to significant local objection. I address both sites later on in this report. However, in general terms – and subject to my comments below about the extent of the A435 ADR allocation – I am satisfied that the selection of both sites has been robustly justified through the above-noted exercise for the following reasons.
53. As is set out in my report on the BDP examination, the scale of Redditch's housing need is such that a significantly larger allocation is required than either of the Webheath or A435 ADR sites. Nevertheless, it is equally clear from the submitted evidence base that neither of the two areas with a potential to accommodate such a large allocation that were brought forward into the focussed area appraisal (areas 4 and 8 – Foxlydiate and Bordesley) would be able to meet that need on their own. Additional (and smaller) sites are required. The proposed allocations at Webheath and the A435 ADR should be seen in that context.
54. Various parties have suggested that a new allocation within area 5 (Brockhill West) would be more appropriate than the Webheath ADR. As described above, the way in which the HGDS was originally structured prevented a direct comparison of the merits of these two alternatives. However, I am satisfied that the HGDS Addendum and the Narrative – taken together – are now sufficient to explain the position of both Councils in that regard. In particular, section 16 of the Narrative provides a summary of the key factors that have influenced the Councils' eventual decision. This identifies which assessment factors weighed more heavily in the area selection process and which factors were not key to determining the eventual outcome. The broad area appraisal sites are considered against each other and clear conclusions are drawn. This provides the comparative assessment of all potential sites that was lacking from the earlier documentation.
55. I return to Webheath later on in this report. However, in terms of this comparative argument a number of general points can be made. Clearly, the fact that the Brockhill West site lies within the Green Belt, while Webheath does not, represents a strong argument in favour of development at the latter location. Furthermore, planning permission already exists for housing development on part of the Webheath allocation: it was clarified at the hearing in March 2016 that some pre-commencement works have been carried out. Unlike Brockhill West, the Webheath allocation has existing development on

three sides. While Brockhill West was the subject of concerns from English Heritage (now Historic England) in respect of heritage assets – discussed in more detail in my report on the BDP examination – such concerns were not raised in respect of Webheath. These factors all support the identification of Webheath for development in preference to Brockhill West.

56. A similar argument in respect of Green Belt status applies to the A435 ADR. As described below, I share the views of many respondents that the scale of this allocation should be reduced – notably to maintain separation between Mappleborough Green and Redditch. However, the site is well-related to the urban area and has good accessibility to alternatives to the private car. Its identification in principle for development is therefore adequately justified.

Sustainability Appraisal

57. Concern has been raised by a number of representors about the adequacy of the Sustainability Appraisal (SA) that underpins the development strategy set out in both the BORLP4 and BDP in respect of meeting Redditch's growth needs – particularly in relation to housing needs. In response to my request at the March 2016 hearings, a legal opinion²¹ has been submitted by both Councils to the effect that the information submitted in both examinations is consistent with, and not in conflict with, the relevant legal requirements – notably the requirements of section 19(5) of the 2004 Act and regulation 12 of the Environmental Assessment of Plans and Programmes Regulations 2004.
58. In summary, I have no reason to take a different view. While deficiencies have been highlighted in the documentation that was originally submitted²², these have been largely remedied by later documents – notably the HGDS Addendum, the Narrative, the final BORLP4 SA (May 2015) and the minor amendments to that SA accompanying the Councils' joint statement of case dated 4 March 2016²³. Taken together, and notwithstanding my comments below about the testing of alternative scenarios, I am satisfied that these demonstrate that reasonable alternatives have been considered and also that they explain why the Councils rejected some alternatives and proceeded with others. The inclusion of those areas that were previously excluded from the HGDS but that are now proposed for allocation in the BORLP4, along with the inclusion of specific conclusions in section 16 of the Narrative, has markedly increased the robustness of this exercise. While the Narrative has not been accompanied by substantive new SA work, such additional work seems to me unnecessary given that significant changes to the approach that has previously been subject to SA are not being proposed as a result of that document. I share the view of the Council's legal advisor that SA should be a proportionate exercise and that an unduly forensic level of analysis of specific scores and alternatives is not appropriate.
59. Concern has been expressed with regard to the consideration of alternatives through the SA process. I comment in more detail on the treatment of area 8 (Bordesley) in that regard in my report into the examination of the BDP: while the updated SA of the BDP (May 2015) refers to the BORLP4 SA in respect of the consideration of growth options for Redditch, this matter bears more

²¹ Document ED/50.

²² See for example my Post Hearings Note dated 10 July 2015.

²³ Document S/1.

heavily on the consideration of sites within the BDP (notably the allocation of land at Foxlydiate and the rejection of land at Bordesley) than the BORLP4.

60. However, particular objections have been raised to the consideration of alternative scenarios in respect of the Webheath allocation. As already noted, this area was explicitly excluded from consideration in the HGDS: as such, it was not considered in the four alternative scenarios for growth examined in that document. My concerns about that approach are set out above.
61. In response to my comments, the Narrative addresses the matter of alternative scenarios. Four scenarios, described as 'additional scenarios', are listed. Two of these include Webheath (area 3R) together with areas 4 and 6 (scenario 1) and 4, 6 and 18 (scenario 4). While two other scenarios exclude Webheath²⁴, both are rejected as they do not provide sufficient capacity to meet the required level of need. As such, they do not – and could never – amount to reasonable alternatives to the selected option (scenario 4), as they in effect represent a different strategy entirely – that of not meeting the identified housing requirement.
62. The Councils initially argued at the relevant hearing (March 2016) that the new scenarios were additional to those that had been tested in the HGDS. However, the HGDS explicitly excluded Webheath (as already mentioned) and moreover treated Area 8 (Bordesley) as having a larger capacity than the 1,000 dwellings referred to in the Narrative – a matter that I address in my report on the BDP examination. As such, the scenarios in the HGDS and Narrative cannot be directly compared. At the hearing, the Councils conceded that the four new scenarios represented 'updated' scenarios – an interpretation that is consistent with paragraph 9.180 of the Narrative²⁵. They added that sites such as Brockhill West (area 5) had been screened out prior to the scenario testing for specific reasons. However, it is unclear why this site had been screened out from that exercise in preference to others (such as area 8) that were considered but then later rejected.
63. To my mind the Councils' presentation of the testing of alternatives in the Narrative has been unhelpful. A more robust, and common sense, way of setting out the alternative scenarios would have been to consider groups of reasonable alternatives of a sufficient scale to meet the required housing figure – and then consider the relative merits of each option. Alternatively, if reasonable alternative scenarios were not considered to exist then there would be little merit in undertaking such comparative scenario testing.
64. Nevertheless, I do not feel that this matter amounts to a fatal flaw – either in soundness or SA terms. As already noted, the comparative assessment and conclusion contained in section 16 of the Narrative document sets out the relative merits of the sites that were eventually selected (including Webheath) against the other sites that were carried forward into the broad area appraisal. The reasons for allocating Webheath in preference to Brockhill West (and indeed other options) are clearly explained: I have commented above on the comparative merits of these two particular sites. Given that clear preference, and bearing in mind the underlying evidence base already referred to, I have no reason to suppose that the testing of additional scenarios containing

²⁴ Scenarios 2 (areas 6, 8 and 18) and 3 (areas 4, 6 and 18).

²⁵ Last sentence of paragraph 9.180.

different combinations of sites would have resulted in a different outcome. I therefore reject the assertion that an inadequate consideration of alternatives has occurred.

Employment Development

65. As is discussed below, existing employment sites within Redditch have been assessed through an Employment Land Review (ELR) (2008/9) and ELR Update (2013)²⁶. This has led to some sites being considered for residential use through the SHLAA. Nevertheless, a need for additional employment land remains: while a significant amount of this is identified within the BORLP4 area, land is also proposed within Bromsgrove District (at Ravensbank) and in Stratford-on-Avon District (at the Redditch Eastern Gateway). The land at Ravensbank adjoins an existing business park, and is the subject of a site allocation policy in the BDP. The Redditch Eastern Gateway is a proposal of the Stratford-on-Avon Core Strategy²⁷. Bearing these factors in mind, the suggested approach appears to be both adequately justified and deliverable in practice. However, the Council suggests modifications to provide more detail about the level of provision in specific areas and to clarify the nature of the proposed developments **[MM45-47]**: these changes are needed in order to be justified and effective.

Housing Land Supply

66. The components of housing land supply are set out in BORLP4 Appendix 2. Updated information was produced by the Council taking account of commitments and completions occurring during 2013-14²⁸. However, in view of the delays that have occurred to this examination, I asked the Council to produce a further update. This was published for consultation in December 2015²⁹. A number of concerns were raised by respondents in respect of that document and a further update (dated 4 March 2016) was attached to the Councils' joint statement in respect of the March hearings³⁰. This presents the land supply position at 1 March 2016 (although completions are only included up to 31 October 2015) and represents the most up-to-date picture of land supply for the Borough. It supersedes information set out in Appendix 2 of the Plan: given that housing supply data will inevitably change during the Plan period, I agree with the Council that information on completions and commitments is better placed in its monitoring reports than the Plan itself: as such the suggested modifications **[MM70(part)]** are needed for reasons of effectiveness.
67. In terms of overall land supply, the updated evidence base identifies sites for some 2,873 dwellings which are proposed for allocation. This figure takes account of changes to site capacity that have been identified during the examination period (for example through the SHLAA process) as well as the reduction in size of the A435 ADR site that is discussed below. The Council proposes to update policy 46 and amend Appendix 2 accordingly, which are needed for reasons of effectiveness **[MM57, MM70]**. Although somewhat

²⁶ Documents CDR8.12 and CDR8.3 respectively.

²⁷ Memorandum of Understanding between RBC, BDC and Stratford-on-Avon DC – document M02/1c.

²⁸ Document CDR18.22.

²⁹ Document OED/46e.

³⁰ Appendix 2 to Document S/1.

below the 3,000 dwelling figure set out in policy 4, this total excludes any allowance for windfalls: as such, I have seen no evidence that the 3,000 dwelling figure set out in that policy is unlikely to be achieved.

68. Turning to the five year land supply, it is necessary to consider whether there has been a record of persistent under-delivery of housing in the terms of paragraph 47 of the Framework. It is common ground that housing delivery in Redditch has been reduced in recent years: the annual housing target required by the extant Local Plan (300 dwellings/year) was not achieved after 2007/8, although the most recent information³¹ shows that 312 dwellings were completed in 2014/15 indicating signs of an upturn.
69. The PPG advises that the assessment of a local delivery record is likely to be more robust if a longer term view is taken, since this is likely to take account of the peaks and troughs of the housing market cycle³². The Council has presented data over a much longer timescale (from 1996/7) that avoids recent poor market conditions³³. This shows that prior to 2007/8 housing was generally delivered in line with relevant local plan, structure plan and regional expectations. Although a consistent annual average was not maintained during this period, there were several years where a significant over-provision occurred: as such, the cumulative delivery total was ahead of a strict annual requirement for most of the last Local Plan period (1996-2011). Indeed, it only fell below this in the first and last years: the Plan period was completed with a shortfall of only 48 dwellings. This does not seem to me to amount to *persistent* under-delivery in the terms of the NPPF. It should be noted that this period included a moratorium on housing development between 2006 and 2008 as sufficient planning permissions had been granted in respect of the Local Plan target. I therefore disagree with those representors that feel that a 20% buffer should be applied when calculating the Borough's five year housing land supply. A 5% buffer is adequate.
70. Using the Sedgefield approach, applying a 5% buffer and applying the buffer to the outstanding shortfall, the Council states that there is a five year land supply of 2,813 dwellings against a requirement of 2,616 dwellings. This gives a 'headroom' of almost 200 dwellings, resulting in a 5.38 years supply³⁴. No substantive challenge has been advanced in respect of the Council's windfall assumptions: these appear to be appropriately based on the evidence. While objections were raised to the inclusion of a number of C2 uses in the housing supply data in the December 2015 topic paper, these have been excluded from the more recent calculations referred to above.
71. Concerns have been raised about other land supply components. As a matter of principle, I disagree with the view that SHLAA sites without planning permission should not be considered as part of the five year land supply. Subject to meeting the required policy tests, there is no reason to exclude sites that might come forward during the five year period. In fact many of the SHLAA sites that form part of the five year land supply either have planning

³¹ Appendix 2 to document S/1 paras 2.24-2.25.

³² PPG ID 3-035-20140306

³³ Document R2/1.

³⁴ It should be noted that the five year supply figures relate to the full housing requirement identified for Redditch of 6,400 dwellings, which includes the component to be provided through the BDP and anticipates an element of delivery from these cross boundary sites.

permission or have an application pending. Several are under construction. I have therefore seen no compelling evidence that their inclusion within the five year land supply is unrealistic or unjustified.

72. While some parties suggest that a 'lapse' or 'discount' rate should be applied to such sites, the Council's evidence³⁵ shows that in practice there have been very few lapsed planning permissions. The average figure between 2010 and 2015 was 3%, which included a recessionary period: in the last two years the lapse rate has been 0.6% and 1.6% respectively. I therefore share the Council's view that there is no need to apply a 'lapse rate' to the five year land supply figures discussed above. In any event, it should be noted that the 'headroom' that has been identified (197 dwellings) represents some 7% of the total identified supply (2,813 dwellings).
73. A particular concern has been raised about the viability of housing developments that are anticipated to come forward on previously-developed land. The Council does not dispute that its evidence highlights potential viability problems in respect of such schemes. However, it has demonstrated that, in practice, significant progress has been achieved on the ground with identified sites. Indeed, several such sites are presently under construction³⁶. As such, I share the Council's view that its viability evidence may, in that regard, be unduly pessimistic. In any event, as set out below, the Local Plan includes some flexibility to address matters such as affordable housing requirements when viability concerns are demonstrated.
74. Policy 5 of the Local Plan seeks the efficient and effective use of land, including the active encouragement of the re-use and regeneration of previously-developed land. It states that densities of between 30 and 50 dwellings per hectare will be sought, with densities of 70 dwellings per hectare on sites that are within or adjacent to Redditch Town Centre and the District Centres. Higher densities will be sought in locations close to public transport interchanges and in other locations where it can be demonstrated that there would be no detrimental impact on the amenity, character and environmental quality of the area. Given the wider constraints on development within the Borough as already discussed, and bearing in mind the need to encourage alternatives to the private car, the encouragement of higher development densities is justified in principle.
75. Some representors feel that the wording of policy 5 in this regard, which continues the approach set out in the present Local Plan, is unduly inflexible. However, the policy is framed as 'seeking' – rather than 'requiring' – the relevant outcomes. The accompanying reasoned justification makes it clear that other factors, such as the character of the area and the physical constraints of a site, will be considered. Evidence provided by the Council³⁷ shows that, notwithstanding this policy having previously been in force, a number of housing developments have gained planning permission with densities of less than 30 dwellings. On balance, I am satisfied that this demonstrates that an appropriate degree of flexibility will be available.

³⁵ Appendix 2 to document S/1 paras 3.15-3.16.

³⁶ These include land at the former Dingleside Middle School and Auxerre Avenue (SHLAA site 203) and land at Church Hill District Centre (site 206).

³⁷ Table 1.3.1 of RBC Matter 1 Statement – document R1/1.

Conclusion – Main Issue 2

76. Taking the above matters together, and subject to the above-noted main modifications, I conclude (1) that the proposed apportionment of development between Redditch and neighbouring authorities, and the distribution of development within Redditch Borough is sufficiently justified and consistent with the local evidence base and national policy, (2) that the Local Plan's site selection methodology is robust and transparent and (3) that an adequate supply of housing land exists to meet the Local Plan's requirements.

Main Issue 3: Are the Local Plan's proposals for the provision of employment, retail and community services uses sufficiently justified and consistent with the evidence base and national policy?

77. Paragraph 22 of the Framework states that planning policies should avoid the long term protection of sites allocated for employment use where there is no reasonable prospect of a site being used for that purpose. Land allocations should be regularly reviewed. As already noted, the BORLP4 is underpinned by the 2008/9 ELR and 2013 ELR update: appendix B of the latter document identifies five sites that are no longer considered suitable to meet employment needs. Furthermore, while policy 24 seeks to protect Primarily Employment Areas as defined on the Policies Map, it allows for non-employment development to take place subject to criteria relating to viability and the appropriateness of the site for employment use. This approach strikes an acceptable balance that is consistent with the Framework's provisions.
78. Policy 25 states that 'sites other than those within designated Primarily Employment Areas may be suitable for economic development, redevelopment or change of use'. While the Council explains that this relates to sites within the urban area, this is not made clear in the policy itself. As drafted, the policy raises the potential for conflict with countryside protection and/or Green Belt policies. An additional change **[MM48]** is therefore needed for reasons of effectiveness and consistency with national policy.
79. Policy 28 seeks to place requirements on developers of major applications to provide education and training for local residents. A representative level of developer contributions has been modelled in the Local Plan Viability Study³⁸ which shows that the cumulative impact of policies would not put delivery of the Plan at risk. Additional clarification about the scope and implementation of contributions in respect of this matter is intended to be provided by a Supplementary Planning Document (SPD).
80. The key evidence base supporting the Plan's policies for retail development is the Town Centre and Retail Study 2008 with a partial update in 2012³⁹. This highlights capacity for a growth in comparison retail floorspace, and to a lesser extent in convenience goods floorspace, during the Plan period, and underpins the approach set out in policy 30. This policy, supported by policies 32, 34 and 35, seeks to reinforce the retail hierarchy that has been promoted through successive local plans for Redditch. Subject to changes to clarify the role of district centres **[MM50-51]**, which are needed for consistency with national policy, this approach has been adequately justified.

³⁸ Document CDR18.11.

³⁹ Documents CDR9.3A and CDR9.1 respectively.

81. Policy 31 proposes the extension of the town centre boundary to include some peripheral land, including sites at Prospect Hill, Edward Street and Church Road. I am satisfied that this reflects an enhanced focus on town centre regeneration, enabling a number of sites to be promoted for town centre uses in line with the Framework. I agree with the Council that the areas concerned are well-related to the existing focus of the town centre, which in any event occupies a fairly tight and well-defined area. I have seen no substantive evidence that this boundary change would harm the vitality or viability of the existing town centre area. While concerns have been raised by representors about the stance of the Council in respect of a specific planning application outside the town centre, this is not a matter for the present report.
82. Concern has been raised about the exclusion of part of the Kingfisher Centre from the Retail Core (as defined by policy 32). However, this is a policy that relates to frontage protection: as the Kingfisher Centre is within the town centre, it would benefit from a location at the top of the above-noted retail hierarchy. At the hearing, a suggestion was made that greater restrictions should be applied to development proposals on sites that are lower down the retail hierarchy. However, given that policy 30 applies a sequential approach that gives a preference to town centre developments, such a change is not required for soundness reasons. Taken together, and subject to the above-noted changes, I am satisfied that the suggested approach accords with national policy in the Framework.
83. A new district centre is proposed within the Brockhill East strategic site (policy 46). The reasoned justification supporting this policy implies that any convenience retail floorspace associated with this proposal should be subject to an impact assessment. However, this would be inconsistent with the intention to locate a new district centre within the site. A change is proposed by the Council to clarify that such an assessment will only be required if any retail proposal exceeds the definition of a district centre. This **[MM60]** is recommended in order to be consistent with national policy.
84. Concern has been raised about the Plan's approach to crime reduction and safety, including the provision of appropriate infrastructure for policing and the emergency services. A statement of common ground has been agreed between the Council and the Police and Fire and Rescue services in respect of these matters⁴⁰. Changes suggested by the Council in this regard, including the inclusion of up-to-date crime statistics and a greater emphasis on emergency services infrastructure are necessary for reasons of effectiveness **[MM2, MM4-6, MM53-56]**.

Conclusion – Main Issue 3

85. Taking the above matters together, and subject to the above-noted main modifications, I conclude that the Local Plan's proposals for the provision of employment, retail and community services uses are sufficiently justified and consistent with the evidence base and national policy.

⁴⁰ Document OED/3.

Main Issue 4: Does the Local Plan provide satisfactorily for affordable housing, housing for the elderly and for the accommodation needs of Gypsies and Travellers, consistent with national policy?

Affordable Housing

86. Affordable housing needs for the Borough of Redditch were assessed in the SHMA (February 2012) and the Worcestershire SHMA Monitoring Document (June 2013)⁴¹. These showed some variation: the SHMA affordable housing need being assessed at 168 dwellings per annum with the update report giving a figure of 258 dwellings per annum. Given this variability, the Council proposes to undertake a rolling five year review in order to enable the Plan's approach to be monitored and policies to be reviewed if required.
87. Notwithstanding the variation between the two above figures, the assessed level of need for affordable housing represents a significant proportion of the Plan's overall annual housing requirement (of 337 dwellings/year). The 30% target for affordable housing provision that is set by policy 6 of the Local Plan is therefore unlikely to fully meet the identified need. However, the constraints that apply to overall housing delivery within the Borough, as already discussed, limit the potential to increase overall housing numbers in order to achieve a higher yield of affordable housing. Furthermore, the Council argues that the 30% policy target is based upon an assessment of development viability.
88. An Affordable Housing Viability Assessment (AHVA) (January 2012)⁴² was undertaken which suggested three options for setting a policy target. The Council's decision to adopt the 30% figure was based upon a wish to maximise affordable housing delivery on the larger allocated sites, some of which fall within lower value sub-areas. In principle this seems to me to be an appropriately pragmatic approach: although the AHVA identifies the potential to seek a higher percentage in higher value areas of the Borough, notably the rural south, development in this area would conflict with the settlement strategy outlined above. It is noted that those allocations within the BDP to meet the needs of Redditch are subject to a 40% affordable housing requirement. The justification for this figure is considered in my report on the BDP examination: however, while this creates an apparently anomalous position, the evidence presented in respect of the BORLP4 examination does not support the adoption of a 40% target within Redditch itself.
89. The AHVA acknowledges that there may be site-specific circumstances where the achievement of the relevant percentage requirement may not be possible. However, policy 6 makes provision for this to be subject to negotiation in circumstances where viability concerns can be properly demonstrated. This is in line with the flexibility that is required by paragraph 50 of the Framework.
90. The viability of the Plan's approach to affordable housing was further examined in the joint BDC/RBC Local Plan Viability Study (July 2014)⁴³. Although post-dating the Plan's submission, this document builds upon earlier evidence as noted above. It highlights potential problems in respect of the

⁴¹ Documents CDR7.5c and CDR7.4 respectively.

⁴² Document CDR7.6.

⁴³ Document CDR18.11.

viability of urban infill sites within Redditch, concluding that brownfield sites are inherently difficult in terms of viability. However, I accept the view expressed at the hearing by the Council's advisor that the viability of actual development proposals within the town depends upon their site-specific circumstances, including their location. As such, a differential affordable housing requirement for greenfield and brownfield sites would be difficult to justify in the Redditch context. In any event, the flexibility described above would enable identified viability problems to be appropriately taken into account.

91. Policy 6 applies a threshold of 5 dwellings for the application of affordable housing contributions. Although this was supported by viability testing, the Council proposes to make a change to accord with the threshold of 10-units or less set out in the WMS of 28 November 2014 **[MM16]** and this is recommended in order to be consistent with national policy.

Housing for the Elderly

92. Some concern has been raised about the lack of an explicit policy in respect of housing for the elderly, along the lines of BDP policy BDP10. The Council comments that BORLP4 policy 4 places reliance on the SHMA and Worcestershire Extra Care Housing Strategy (WECHS)⁴⁴ to provide current data to reflect the needs of the Borough's ageing population. It is accepted that policy 4 provides flexibility to negotiate such provision. However, given that both the SHMA and WECHS both demonstrate a continuing need for housing for the elderly, albeit that the extra care need identified for Redditch is the lowest of the Worcestershire authorities, I agree with representors that a more positive statement is merited. I therefore recommend that further text is added to policy 4 to that effect **[MM9]** in order for its approach to be justified. However, references to the Lifetimes Homes standard should be deleted in line with the WMS of 25 March 2015 as set out later in this report.

Gypsies and Travellers

93. The Planning Policy for Traveller Sites (August 2015) (PPTS) places requirements on Local Plans in respect of this matter. A robust evidence base should be prepared, including early and effective community engagement with both settled and traveller communities (PPTS policy A). Pitch targets should be set and a supply of sites identified (PPTS policy B).
94. At the start of the examination, I raised a concern that the Local Plan did not appear to accord with these requirements⁴⁵. However, during the examination the Worcestershire Gypsy and Traveller Accommodation Assessment (GTAA) was issued⁴⁶ and was the subject of a consultation exercise. No substantive criticisms were raised in respect of either the methodology of the GTAA or its conclusions. I have no reason to take a different view.
95. In respect of Redditch, the GTAA concludes that there is sufficient capacity to cover identified requirements to 2018/19 and that there is no overall additional need for plots either for gypsies or travelling showpeople during the

⁴⁴ Document CDR7.7.

⁴⁵ Inspector's Letter of 10 April 2014 (ED/3) and Post Hearings note dated 3 October 2014 (ED19).

⁴⁶ Document OED/46f.

remainder of the Plan period. It is therefore necessary, in order to be justified, effective and consistent with national policy, to amend policy 7, its reasoned justification and the glossary to be consistent with the up-to-date evidence base and the revised PPTS. I recommend accordingly **[MM17-18; MM74]**. The Council's suggested modifications make provision for the future allocation of sites in the event that a need is demonstrated by a more up-to-date GTAA. It is intended that this would be addressed by the proposed Allocations Plan, which is also intended to cover matters such as Local Green Space (as discussed below). The timetable for the preparation of the Allocations Plan is set out in the most recent Local Development Scheme (LDS) (July 2016).

Conclusion – Main Issue 4

96. Subject to the main modifications outlined above, I conclude that the Local Plan provides satisfactorily for affordable housing, housing for the elderly and for the accommodation needs of Gypsies and Travellers, consistent with national policy.

Main Issue 5: Does the Local Plan provide satisfactorily for the delivery of development, with particular reference to transportation infrastructure?

97. The Local Plan's infrastructure requirements are summarised in BORLP4 Appendix 4 and are set out in more detail (including costings where known) in the Borough of Redditch Infrastructure Development Plan (IDP) (March 2014)⁴⁷. This has been the subject of cross-boundary consultation – notably with BDC and SOADC. In addition to requirements for Redditch Borough it includes schedules of transport infrastructure requirements for both the Borough of Redditch and Bromsgrove District and infrastructure requirements for cross-boundary developments including proposals in both the BDP and BORLP4. The IDP is a live document which is intended to be updated during the Plan period to reflect new requirements when they are known and to identify when infrastructure needs have been met. Detailed infrastructure requirements in respect of the BORLP4's strategic sites are set out in policies 46 to 49. A number of changes are proposed to these to reflect updated information and the comments of consultees and respondents – see elsewhere in this report. A change is also proposed to give greater clarity on the Plan's requirements for broadband provision **[MM49]**: this is needed for reasons of effectiveness.
98. As already noted, the viability of development has been tested through the Local Plan Viability Study (July 2014)⁴⁸. This adopts the residual value method and has tested Strategic Sites alongside a set of other modelled sites for residential and non-residential development. It concludes that, on balance, the cumulative impact of the Council's policies does not put residential development at risk. I am satisfied that the underlying assumptions of the study are suitably robust and I have no reason to doubt this conclusion. While viability concerns are identified in respect of brownfield developments, policy 5 enables infrastructure provision or payment terms to be negotiated in order to secure the beneficial re-use of previously-developed land. As discussed above, provision is also made for negotiation in cases where affordable

⁴⁷ Document CDR5.1.

⁴⁸ Document CDR18.11.

housing provision is likely to cause viability concerns.

99. The Local Plan indicates that monitoring will take place through the preparation of the Council's monitoring reports. A number of specific indicators are set out in Appendix 4 of the Plan: these will be monitored in addition to other wider monitoring of matters such as housing and employment land take-up.
100. Transport evidence has been prepared to support the Local Plan, most notably the Redditch Local Plan – Transport Network Analysis and Mitigation Report⁴⁹ which has assessed the Plan's proposals and identified necessary infrastructure schemes and services to mitigate against impacts.
101. During preparation of the Local Plan, concern was raised by the Highways Agency – now Highways England – about the effects of the levels of growth envisaged in Bromsgrove on the strategic road network (SRN). The position prior to the main BORLP4 hearings was summarised in a hearing statement dated September 2014⁵⁰. This states that the level of planned growth in both areas to 2021 could be accommodated, subject to defined mitigation being in place, which is considered to be deliverable. The agency is comfortable that the growth envisaged to meet the requirements of Redditch Borough could be accommodated on the SRN. However, outstanding questions remained around whether and how the level of planned growth beyond 2021 arising from the housing requirement in Bromsgrove could be accommodated on the SRN. The agency added that work was ongoing in respect of further modelling as well as investigating the potential for specific improvements.
102. This matter was discussed at the relevant hearing session, where Highways England clarified that, while it raises several matters of detail, it does not have fundamental soundness objections to the contents of the BORLP4 as submitted. Its main concern relates to the details of the supporting Infrastructure Development Plan (IDP) in respect of future growth that may be proposed (particularly in the BDP) to meet the future needs of the West Midlands conurbation. However, as is already discussed, the scale and location of such growth in so far as they relate to Bromsgrove and Redditch remain to be finalised. I have seen no evidence that the provisions of the BORLP4 would preclude the infrastructure implications of any such future growth from being appropriately considered at the time of the proposed review of the BDP. Nevertheless, the Council agrees with Highways England that a number of changes are needed to underline the significance of the SRN, to explain the use of planning conditions and obligations in securing mitigation and to clarify the nature of the assessment process **[MM3, MM37-44]**. These are needed for reasons of effectiveness and consistency with national policy. The local highway authority, Worcestershire County Council (WCC), does not raise concerns about the transport implications of the Local Plan's policies or proposals.

Conclusion – Main Issue 5

103. Subject to the main modifications outlined above and the main modifications relating to the infrastructure requirements of specific sites set out later in this

⁴⁹ Most recent version May 2013 – document CDR11.1.

⁵⁰ Document R3/4.

report, I conclude that the Local Plan provides satisfactorily for the delivery of development.

Main Issue 6: Does the Local Plan take adequate account of the effects of development on the built and natural environment? Is its approach to development within the Green Belt consistent with national policy? Are the boundaries of the Green Belt and development envelopes correctly located and adequately justified?

Flood Risk and Pollution

104. The Plan is supported by a range of relevant technical evidence, notably the joint RBC/BDC Strategic Flood Risk Assessment (SFRA) (Levels 1 and 2), the joint RBC/BDC Outline Water Cycle Study (WCS) (2009 and 2012) and addendum to the SFRA and WCS⁵¹. The SFRA has assessed the intended BORLP4 development sites, applying the sequential and exception tests in line with the Framework and PPG. Small parts of the strategic sites at Brockhill East and Webheath lie outside flood zone 1⁵². This has been reflected in the assessment of potentially developable areas within the sites, as set out in the relevant policies (46 and 48) and supporting text.
105. The Council has worked with relevant agencies, including the Environment Agency (EA) and Severn Trent Water Ltd, in developing the above-noted evidence base. Two statements of common ground have been agreed, most recently in March 2016⁵³. This proposes a number of changes to policies 5, 17, 46, 47 and 48 to introduce additional policy safeguards in respect of flood risk, pollution and land contamination [**MM12-15; MM30-35; MM35a; MM58-59; MM61-63; MM67-69**], which are recommended in order to be effective, justified and consistent with national policy. In respect of the suggested imposition of the optional water efficiency standard (of 110 litres per person per day) in particular catchments, I am satisfied that the need for such a standard is justified by the submitted evidence base. The viability of applying a more stringent standard (the 105 litres per person per day standard in the former Code for Sustainable Homes) than that now proposed has been tested⁵⁴. Neither the EA nor Severn Trent Water Ltd raise soundness concerns in respect of the BORLP4. I have no reason to take a different view.
106. I understand the concerns of local people in respect of these matters, and I am aware that there have been a number of instances of local flooding within relevant catchments. However, I am satisfied that appropriate assessments have been undertaken in support of the Local Plan in line with national policy, and that, subject to the above-noted modifications, sufficient policy safeguards are in place within the Local Plan (notably in policy 17) to ensure that new development is adequately protected from the risk of flooding and does not exacerbate flooding elsewhere. This accords with national policy: paragraphs 100 and 103 of the Framework state (among other matters) that local plans should use opportunities offered by new development to reduce the causes and impacts of flooding and that when determining planning applications local

⁵¹ Documents CDR10.18, CDR10.5, CDR10.16, CDR10.6 & CDR10.17 respectively.

⁵² See PPG ref. ID 7-065-20140306.

⁵³ Document ED/45. The first statement of common ground is attached to BDC's Matter B4 statement as Appendix A – document B4/1.

⁵⁴ Document CDR18.11

planning authorities should ensure flood risk is not increased elsewhere.

Nature Conservation

107. Policy 16 of the Local Plan seeks to achieve a high quality natural environment and landscape and the protection of sites of wildlife importance. However, the policy does not sufficiently recognise the hierarchy of nature conservation sites and fails to distinguish between the particular requirements that apply to Sites of Special Scientific Interest (SSSIs) and the level of protection that is appropriately applied to regional and local wildlife sites. The Council accepts this and has proposed modifications accordingly. Subject to a further change to recognise the need to take account of the 'in combination' effects of a number of developments as set out in paragraph 118 of the Framework, these amendments are recommended **[MM28-29]** for reasons of effectiveness and consistency with national policy.

Local Green Spaces and Open Space

108. Paragraph 76 of the Framework enables local communities to identify for special protection green areas of particular importance to them. Such Local Green Spaces should only be designated when a plan is prepared or reviewed and be capable of enduring beyond the end of the plan period.
109. While the Local Plan does not seek to designate any specific Local Green Spaces, policy 12 states that these will be designated, where appropriate, in accordance with the provisions of the Framework. Given the above-noted requirement that such spaces should be designated at the plan preparation or review stage, this is insufficiently precise. The Council proposes further changes to clarify that, where justified, Local Green Spaces will be designated through its proposed Allocations Plan, which – as noted above – is referred to in its most recent LDS. These changes **[MM21-22]** are recommended for reasons of effectiveness and consistency with national policy.
110. Sport England raises several concerns about the plan's approach to the provision of sporting facilities. However, I am satisfied that policies 13 and 14 provide an adequate level of protection for existing open spaces in the Borough, while policy 12 requires new developments to make provision for new or improved facilities. Policy 43 specifically safeguards land at the Abbey Stadium for leisure and leisure-related uses. While a comprehensive Sports and Physical Activity Strategy has yet to be completed, the Plan takes account of relevant evidence documents including a Playing Pitch Strategy and Open Space Needs Assessment⁵⁵. I do not therefore feel that a separate policy in respect of sports facilities is necessary for soundness reasons.

Sustainable Design and Construction

111. Policy 15 of the Local Plan seeks to ensure that appropriate consideration of adaptation and mitigation has taken place in respect of climate change. This makes reference to technical standards that have now been superseded following the WMS dated 25 March 2015. The Council proposes changes in order to reflect the new national technical standards for housing. Subject to some additional clarification, I recommend these changes **[MM10, MM23-25,**

⁵⁵ Documents CDR10.9 and CDR10.20 respectively.

MM27, MM36; MM73] as being necessary in order to be consistent with national policy. I address the matter of the optional water standard above.

Wind Energy

112. The WMS dated 18 June 2015 set out new considerations to be applied to wind energy developments. This matter has not been the subject of significant comment or representation in this examination. Nevertheless, the Council proposes to amend policy 15 to clarify that it does not apply to wind energy developments, which will be considered against national policy and guidance. This change **[MM26]** is necessary for consistency with national policy.

Heritage Assets

113. The need to conserve and enhance Redditch's historic environment forms part of the Local Plan's vision and is the subject of a number of policies. As discussed elsewhere, heritage issues have been considered in the exercise to select sites to meet the growth needs of the Borough. Relevant evidence includes the Historic Environment Assessment for Redditch⁵⁶ and a number of Conservation Area Management Plans and Character Appraisals. Subject to a change to policy 36's terminology in respect of non-designated heritage assets **[MM52]**, which is recommended for consistency with national policy, Historic England (formally English Heritage) raises no soundness concerns in respect of the Local Plan. I have no reason to take a difference view.

Green Belt

114. As already noted, much of the Borough outside the urban area lies within the Green Belt. Policy 8 of the Local Plan sets out a presumption against inappropriate development in the Green Belt except in very special circumstances. While this reflects wording in previous national policy⁵⁷ it does not strictly accord with the wording of the Framework. Moreover, it does not fully take into account the details of the Green Belt policy that is now contained within the Framework. The Council proposes a change to clarify that national policy will be applied **[MM19]** which I recommend in order to be consistent with that policy.

115. Policy 10 sets out requirements for new dwellings for rural workers in the Green Belt and Open Countryside. It is accepted that the requirement to demonstrate an essential need for a rural worker to live permanently at or near their place of work in the countryside accords with national policy in the Framework (paragraph 55). However, although they are intended to support these uses, such dwellings do not amount to buildings for the purposes of agriculture or forestry in terms of national Green Belt policy⁵⁸. They therefore would amount to inappropriate development in the Green Belt. Any benefits in respect of the provision of an essential dwelling would therefore need to clearly outweigh any harm to the Green Belt and any other harm so as to amount to 'very special circumstances'.

116. Although reference is made to the Green Belt in the reasoned justification to

⁵⁶ Document CDR14.1.

⁵⁷ Paragraph 3.2 of Planning Policy Guidance 2: Green Belts (PPG 2).

⁵⁸ Paragraph 89 of the Framework.

policy 10, the policy itself does not distinguish between proposals in the Green Belt and Open Countryside. I recommend a change accordingly **[MM20]** in order to be consistent with national policy.

117. Changes to the Green Belt boundary are proposed, with land to be deleted in respect of the allocation at Brockhill East (policy 46), land at Birchfield Road (site 215) and an area of land at Curr Lane which, although unlikely to be subject to significant development in itself⁵⁹, would be closely associated with the neighbouring BDP Foxlydiate site. In respect of Brockhill East, I agree with the Council that, taking into account the site search exercise described above, the need for housing and the particular merits of the site represent exceptional circumstances that are sufficient to justify altering the Green Belt boundary. For both Birchfield Road and Curr Lane, the presence of the Foxlydiate allocation would remove the ability of these small areas of land to contribute to the purposes of the Green Belt. Exceptional circumstances to justify their removal have therefore been shown.
118. Bearing in mind my conclusion, for the reasons set out in my report on the BDP examination, that there is no need to allocate land at Brockhill West for housing development (a site that mostly lies within the BDC area but which partly extends into Redditch) I am satisfied that there is no need for the BORLP4 to make any other changes to the Green Belt. A representor seeks to add a development boundary (within the Green Belt) at Astwood Bank: however, this is not needed for soundness reasons as the land concerned will remain subject to Green Belt policy in respect of infill developments. I agree with the Council that this area continues to play an important Green Belt role.

Conclusion

119. Subject to the main modifications outlined above I conclude that the Local Plan takes adequate account of the effects of development on the built and natural environment, its approach to development within the Green Belt is consistent with national policy and the boundaries of the Green Belt and development envelopes are correctly located and adequately justified.

Main Issue 7: Are the allocated sites appropriate and deliverable? Are the detailed requirements for the allocations clear and justified? Is the extent of the sites correctly defined?

120. Site allocations in the Local Plan fall into two categories – strategic sites and other allocations. The process that has underpinned the identification of the sites at Brockhill East, Webheath and the A435 ADR has already been discussed. The appropriateness and deliverability of all of the sites has been considered through the SHLAA exercise (in respect of housing sites) and ELR (in respect of employment sites). Viability has been assessed, as discussed above. Required infrastructure is set out in the IDP and, in respect of the strategic sites, in the Local Plan itself. None of these exercises has identified substantive barriers to the developments that are now proposed.
121. Policies 46 to 49 of the Local Plan allocate four strategic sites: Brockhill East, land to the rear of the Alexandra Hospital, Webheath and Woodrow. The

⁵⁹ Due to its relationship with Environment Agency Source Protection Zones 1 and 2. See the report into the examination of the BDP.

principle of developing the first, third and fourth of these has generally not been challenged during the examination. Following further review by the Council, detailed changes are proposed to boundaries within the Brockhill East strategic site in respect of the demarcation between housing, employment and open space areas. A change is proposed to policy 46 to clarify the intended scale of housing delivery that is anticipated from the site **[MM57]**. Changes are also proposed to the extent and likely delivery timescale of the Alexandra Hospital strategic site reflecting a re-assessment of land that is no longer needed for health-related purposes **[MM64-66]**. These are all needed for reasons of effectiveness.

122. Some 26 additional housing sites are listed in Appendix 2 and some 14 additional employment sites are contained in Appendix 3. With the exception of the sites lying within the A435 ADR, the majority of these are not controversial and I am satisfied in general that their identification is appropriately justified. However, in the light of further work undertaken during the examination, the Council proposes the deletion of two housing sites (nos. 135 and 202) and the amendment of areas and capacities for a number of other sites. In line with my comments below, site IN82 is proposed for deletion. These changes **[MM70-71]** are recommended for reasons of effectiveness. I now turn to consider the two site allocations that have been the subject of particular concern.

Policy 48 – Webheath Strategic Site

123. This report has already reviewed the selection methodology that has led to the identification and allocation of this site. For the reasons already discussed, and notwithstanding my comments about the treatment of alternative scenarios, I consider that its allocation is justified. Indeed, as is already noted, planning permission already exists for part of the site. Nevertheless, in view of the level of concern regarding this proposal, I consider the main objections that have been raised in more detail.
124. For the reasons already discussed, I reject the comment of the Council's legal advisor that it is 'arguably unnecessary to have had to look at the ADR sites in the context of the decision about selecting cross boundary sites to support [BDP] policy RCBD1'⁶⁰. Nevertheless, bearing in mind the great importance that the Government attaches to Green Belts, the fact that the ADR does not lie within the Green Belt represents a considerable advantage. As already mentioned, part of the site has planning permission for the erection of up to 200 dwellings, granted on appeal in 2014⁶¹. Furthermore, the strategic site as a whole is already bounded by development on three sides.
125. Representors have raised a range of objections to the site's allocation. Particular concern is voiced in respect of flooding, accessibility and traffic impact, educational provision and the historic environment.
126. As already noted, policy 48 and its supporting text set out requirements aimed at reducing the risk of flooding within the site – which has been subject to level 1 and 2 SFRA. Development would be restricted to land within Flood Zone 1, ensuring sufficient stand-off from the watercourse and functional

⁶⁰ Paragraph 49 of document ED/50.

⁶¹ Appeal ref. APP/Q1825/A/13/2205688.

floodplain. In respect of off-site flooding, mitigation is required in respect of run-off and the provision of adequate foul and surface water drainage. Further modifications (**[MM68-69]** as discussed above) are required to address the potential for contamination in association with any previous uses of the site (including the disused sewage works). No objections to the allocation are raised by the EA or Severn Trent Water Ltd. Specific drainage arrangements have been secured in the approved development, designed to manage surface water flows and ensure that flood risk downstream is not worsened in line with policy 17 and national policy in the Framework.

127. The HGDS Addendum states that public transport accessibility to area 3 is poor. However, the proposed strategic site is within walking distance of bus services⁶² and I share the view of the appeal Inspector that it is well-located with respect to existing pedestrian and cycle routes⁶³. A range of local facilities lie in the site's vicinity. Policy 48 requires the strategic site to be accessible by a choice of modes of transport, particularly sustainable transport, and recognises that further investment is required in that regard. The site was subject to a Transport Assessment in 2002⁶⁴: the Council clarified at the relevant hearing that this has been superseded by the above-noted TNAMR. Part of the strategic site has also been subject to a detailed Transport Assessment (TA)⁶⁵ that accompanied the above-noted planning application: however this assessment, and indeed the planning application itself, takes into account the potential for the larger allocation that is now proposed.
128. In respect of that application, the TA recommended a number of mitigation measures including public transport improvements, preparation of a travel plan, various pedestrian improvements (including crossing points) and parking improvements on Heathfield Road. Planning permission was granted for that scheme subject to improvements to be secured either by conditions or financial contributions to off-site improvements. In respect of the Local Plan, specific schemes, including bus service improvements, are set out in the IDP.
129. Paragraph 32 of the Framework states that development should only be prevented or refused on transport grounds where the residual cumulative impacts of development are severe. Taking the above matters together, and subject to the required mitigation measures, the evidence suggests that this would not occur in the present case.
130. Local residents state that schools in the area are highly subscribed. However, the local education authority does not suggest that this is a constraint on developing additional housing at Webheath. At the relevant hearing session, the Council (RBC) explained that capacity problems can be addressed by catchment boundary alterations. I have no reason to take a different view. It is also noted that a first school is proposed within the nearby Foxlydiate site in BDP policy RCBD1.1.
131. Norgrove Court, a grade I listed building, lies to the south-west of the strategic site: a grade II listed building (The Old Cottage) is located near to the main building. I observed that there is a significant degree of separation

⁶² See Redditch Bus Routes Map – document OED/41.

⁶³ Appeal decision APP/Q1825/A/13/2205688, paragraph 48.

⁶⁴ Document CDR15.7.

⁶⁵ Document OED/8.

between the site and the heritage asset, with intervening screening by mature trees. Intervisibility would therefore be limited. I note that the Inspector considering the approved development within the Webheath strategic site felt that the scheme would have little if any impact on listed building setting. He added that even if this was considered to lead to less than substantial harm to the significance of a heritage asset, he was satisfied that the harm would be outweighed by the public benefits of the proposal. Although this only related to part of the strategic site, I have no reason to come to a different conclusion in the present examination. It is noted that Historic England raises no objections in respect of this matter. In respect of potential archaeology within the site, the Local Plan requires that the Historic Environment Record should be consulted to establish the potential for heritage assets and used to inform any necessary appraisal or site evaluation.

A435 ADR – Sites 211 and IN82

132. Two sites are proposed for allocation in the A435 ADR - housing site 211 and employment site IN82. Housing site 211 contains three separate sections, which I refer to in this report as the northern, middle and southern areas. The last is also known as Broadacres Farm. All of the sites have attracted significant levels of local opposition. In contrast, the main landowner seeks a more substantial allocation in this location.
133. In response to the concerns of Stratford-on-Avon District Council (SOADC), supported by an appraisal by White Consultants, and other parties, the Council proposes reductions in the scale of development proposed for both allocations. I have considered these sites in the light of relevant representations, the White Consultants' report, RBC's Review of the A435 ADR and Adjoining Land paper⁶⁶ and my own observations, bearing in mind the land's ADR status.
134. As set out in my Post Hearing Note dated 3 October 2014 I have concerns about the scope of RBC's A435 Review paper. I share some of the views expressed by SOADC/White Consultants. Specifically, the paper does not adequately explore the landscape character or visual quality of the land concerned. It does not analyse key views and does not robustly assess the role of the land in either maintaining the setting of Redditch's urban area or providing separation between the urban area and its surroundings. While raising some ecological matters, it defers assessment of others to more detailed investigation. These factors reduce the weight that can be attached to the study's conclusions.
135. My Post Hearings Note set out particular concerns about the middle part of site 211 (east of Claybrook Drive) and the proposed employment allocation (site IN82). The first of these lies within one of the narrowest parts of the strip of land separating the urban area from the A435. It is occupied by secondary woodland that establishes an attractive backdrop to properties in Mappleborough Green: from Claybrook Drive, it is seen as a well-established edge to the built-up area. Intervisibility between the urban area and the A435 at this point is extremely limited. As a result, the development of this part of site 211 would be detrimental to the area's character and appearance, as well as unacceptably diminishing the degree of visual separation between

⁶⁶ Document CDR5.5.

Mappleborough Green and Redditch.

136. I expressed similar views about the area of woodland that occupies the intended IN82 allocation. As already noted, the Council had suggested that this allocation should be 'pulled back' from its original boundary with the A435 (as shown on the Policies Map that was subject to public consultation). However, even the reduced area would result in the loss of effective screening between Redditch and Mappleborough Green/the A435. Given that the employment site would adjoin the southern part of housing site 211, the resulting effect would be to remove any meaningful visual separation between Redditch and Mappleborough Green in this location. On the Redditch side, the attractive woodland that fringes the eastern side of Claybrook Drive would be lost.
137. The Council proposes further changes to these allocations in line with the above-noted comments. The updated housing and employment land schedules **[MM70-71]**, and the housing land supply evidence referred to above, takes account of these changes. In recommending these changes, I am mindful of the comments of relevant landowners, made in the main modifications consultation exercise, that support the original allocation. Specifically I have taken account of the Landscape Sites Appraisal document submitted in September 2016. However, this does not lead me to depart from my previous assessment, which was based upon my own observations as well as the evidence presented during the examination. In particular, I do not feel that the strategic green infrastructure recommendations that have been suggested would be sufficient to overcome the adverse effects that I have described above – most particularly the role of the existing woodland in establishing a well-established edge to the built-up area when seen from Claybrook Drive.
138. Given that the A435 ADR is linear in nature and that the development site as originally proposed were already separated to some extent, I do not feel that the deletion of the middle section of site 211 would adversely affect any comprehensive approach to the development of the remainder of the site. While I note that the main landowner also owns land within Stratford on Avon District, that land has not been specifically allocated for development and any proposal that came forward would require to be considered on its own merits.
139. It is common ground between SOADC and RBC that most of the land to the north of the A4189 should be retained for housing development. I share the view of SOADC that its suitability depends on the retention of existing mature trees within the site and the provision of landscape screening on its eastern boundary. However, these are detailed matters that do not require a specific modification to be recommended.

Conclusion

140. Subject to the main modifications set out above, I conclude that the allocated sites are appropriate and deliverable, the detailed requirements for the allocations are clear and justified and the extent of the sites is correctly defined.

Other Matters

141. Appendix 1 of the Local Plan contains an extract from the BDP in respect of cross-boundary development. For the avoidance of doubt, I have not considered this to form part of the BORLP4 as submitted. Accordingly, while I have recommended changes to the relevant text in the context of the BDP examination, I have not recommended main modifications in respect of this appendix in the present examination.
142. Appendix 6 of the Local Plan contains a list of the Council's Supplementary Planning Documents (SPDs) that are to be retained. Although this does not affect the status of the SPDs concerned, it is necessary for soundness reasons that the SPDs that are referred to meet the required legal and policy tests. These are set out, respectively, in regulation 8 of the Town and Country Planning (Local Planning) (England) Regulations 2012 and paragraph 153 of the Framework. The Council has undertaken a review of its SPDs in this context and proposes that a number be deleted. These changes **[MM72]** are needed to be justified, effective and consistent with national policy.

Assessment of Legal Compliance

143. My examination of the compliance of the Plan with the legal requirements is summarised in the table below. I conclude that the Plan meets them all.

LEGAL REQUIREMENTS	
Local Development Scheme (LDS)	The BORLP4 has been prepared in accordance with the approved LDS (July 2016).
Statement of Community Involvement (SCI) and relevant regulations	The SCI was adopted in June 2006 and consultation has been compliant with the requirements therein, including the consultation on various proposed post-submission changes including the proposed 'main modifications' (MM).
Sustainability Appraisal (SA)	As is described in the main body of this report, SA has been carried out and is adequate.
Appropriate Assessment (AA)	The BORLP4 SA (May 2015) contains a screening assessment ⁶⁷ under the Habitats Regulations which sets out why an AA is not necessary.
National Policy	The BORLP4 complies with national policy except where indicated and modifications are recommended.
2004 Act (as amended) and 2012 Regulations.	The BORLP4 complies with the Act and the Regulations.

⁶⁷ Section 2.3 of document OED/33a.

Overall Conclusion and Recommendation

144. The Plan has a number of deficiencies in relation to soundness and/or legal compliance for the reasons set out above which mean that I recommend non-adoption of it as submitted, in accordance with Section 20(7A) of the Act. These deficiencies have been explored in the main issues set out above.

145. The Council has requested that I recommend main modifications to make the Plan sound and/or legally compliant and capable of adoption. I conclude that with the recommended main modifications set out in the Appendix the Borough of Redditch Local Plan No. 4 satisfies the requirements of Section 20(5) of the 2004 Act and meets the criteria for soundness in the National Planning Policy Framework.

M J Hetherington

INSPECTOR

This report is accompanied by the Appendix containing the Main Modifications

Appendix – Main Modifications

The modifications below are expressed either in the conventional form of ~~strikethrough~~ for deletions and underlined for additions of text, or by specifying the modification in words in *italics*.

The page numbers and paragraph numbering below refer to the submission local plan, and do not take account of the deletion or addition of text.

Ref	Page	Policy/ para	Main Modification
MM1	5	Para 4	In addition, Redditch has worked with other Local Authorities, which although are not directly adjacent to Redditch may have strategic matters that have implications for the preparation of the Local Plan. In particular, Redditch Borough Council and Birmingham City Council have jointly acknowledged there is strategic planning matter with regard to Birmingham being unable to accommodate all of its own housing needs. <u>As required by the Duty to Co-operate, due consideration will be given, including through a review of the BORLP4, to the housing needs of another Local Planning Authority in circumstances when it has been clearly established through collaborative working that those needs must be met through provision in Redditch.</u> This issue will need to be dealt with during the preparation stage of the next Redditch Local Plan (i.e. the next plan period), or when a review of the development plan may be needed to consider these cross boundary matters. This will be dependent on the outcome of recently commissioned work to understand the issues, and further work on allocations for Birmingham's growth. With regard to Birmingham City Council, the mechanism for resolving this potential strategic matter of with Birmingham's unmet housing needs this would be through the Greater Birmingham and Solihull Local Enterprise Partnership (LEP) and Redditch's subsequent review of the BORLP4.
MM2	10	Para 3	Redditch Borough has similar crime levels in comparison to the national average of England and Wales, but the number of offences per 1000 population is increasing in Redditch. It has increased from 20.3 offences per 1000 population in Redditch, compared to the England and Wales average of 24.9 in 2006 to 44 offences per 1000 population in Redditch, compared to the England and Wales average of 45 in 2009/10. 95% of people feel safe walking around Redditch Town Centre and the street where they live during the day; at night, this falls to 61% for the Town Centre and 73% for the home street (CHYM Redditch). Recorded crime rates for Redditch have fallen substantially since 2005/06 (92.2 offences per 1000 population in 2005/06 to 57.7 offences per 1000 population in 2012/13), although they remain above the average for Worcestershire. Perceptions of anti-social behaviour in Redditch have also remained consistently above the average for Worcestershire and the latest data for 2013 shows that nearly twice as many Redditch residents feel unsafe when out after dark in their local area when compared with residents in the rest of the County.
MM3	12	Para 1	Redditch Borough has good transport links, with the M42 (<u>Junctions 2 and 3</u>)

Ref	Page	Policy/ para	Main Modification
			located under 5 miles away and the M5 around 6 miles from Redditch Town Centre.
MM4	12	New para after para 2	<u>There are a range of issues that need to be tackled to achieve modal shift including perceptions of safety and security. Research indicates that a significant number of people feel unsafe walking to bus stops, waiting for buses and travelling on buses. Close to 4% of people cite “feeling unsafe walking” as being a main reason stopping them from walking more often. A similar percentage stated that “feeling unsafe cycling” was a main reason stopping them from doing so more often.</u>
MM5	13	Para 1	A number of District Centres (Church Hill, Matchborough, Winyates and Woodrow) suffer from a poor image as their inappropriate design means that they are inward-looking and prone to <u>having</u> crime and anti-social behaviour problems. <u>Lessons have been learnt from Council and Partnership projects that can be implemented when re-development occurs.</u> Work has commenced <u>been completed</u> on the re-development of Church Hill District Centre.
MM6	20	Objective 7	Reduce crime and anti-social behaviour and the fear of crime through high quality design <u>and infrastructure</u> , with regeneration achieved at Matchborough, Winyates and Woodrow District Centres.
MM7	23	Policy 2, 3 rd bullet	<ul style="list-style-type: none"> Feckenham is a small, rural settlement predominantly set within the Green Belt, which offers limited local facilities but has important conservation and historic merit. In order to conserve and enhance these characteristics, development within or adjacent to the settlement boundary, as defined on the Policies Map, will provide for locally identified affordable housing and other <u>locally identified</u> development needs only, in accordance with the most up-to-date guidance in the National Planning Policy Framework and Parish Housing Needs Survey.
MM8	26	Policy 4, para 2	Around 3,000 dwellings can be accommodated within Redditch Borough. There is limited capacity within Stratford-on-Avon District in the vicinity of the former A435 ADR to contribute towards Redditch’s housing target should comprehensive delivery of this site be achievable. A minimum of <u>Approximately 3,400 dwellings are</u> is to be accommodated in Bromsgrove District (see Appendix 1, Redditch Cross Boundary Development). Details of the sites expected to contribute to meeting the Borough’s housing needs can be found in Appendix 2 and are shown on the Policies Map and Key Diagram.
MM9	26	Policy 4, para 3 New 2 nd sentence	<u>The Council will encourage the provision of housing for elderly people.</u>
MM10	26	Policy 4, para 4	In order to achieve a supply of flexible and inclusive housing in the Borough that caters for life-long occupancy, all new affordable housing for rent will be expected to comply with the Lifetime Homes Standard <u>new technical standards, excluding the additional optional standards.</u> The private sector development industry will be encouraged to implement these concept of lifetime homes <u>new technical standards</u> within their development schemes.

Ref	Page	Policy/ para	Main Modification
MM11	26	Policy 4, Reasoned Justification para 1	Land identified which could contribute towards housing provision indicates that around 3,000 dwellings could be accommodated within the Borough boundary. However, evidence in the Strategic Housing Market Assessment (SHMA) indicates that this will not meet the Borough's housing needs up to 2030. It has therefore been necessary to collaborate with Bromsgrove District Council and Stratford-on-Avon District Council to identify land in these <u>Bromsgrove Districts</u> , in the vicinity of Redditch, which is capable of accommodating Redditch's land supply shortfall.
MM12	27	Policy 5, criterion i	i. the reuse and regeneration of Previously Developed Land (PDL) will be actively encouraged. Where the economic viability of a scheme on PDL is questionable, and can be fully demonstrated by the applicant, the Borough Council may negotiate a more appropriate level of infrastructure provision, or deferred payment scheme with the applicant, in order to secure beneficial reuse of a site. Development proposals on contaminated land should demonstrate that the site is capable of appropriate remediation without compromising development viability or the delivery of sustainable development;
MM13	28	Policy 5 New para at end of (and within) policy.	<u>Development proposals on land likely to be affected by contamination should demonstrate that the site is capable of appropriate remediation without compromising development viability or the delivery of sustainable development.</u>
MM14	28	Policy 5, Reasoned Justification para 2	Proposals also need to ensure that new development does not contribute to, or is put at unacceptable risk from ground contaminants. The SHLAA and Employment Land Review (ELR) identify PDL potential within the Borough.
MM15	29	Policy 5, Reasoned Justification New para after para 2.	<u>Proposals also need to ensure that new development does not contribute to, or is put at unacceptable risk from ground contaminants. Where sites are suspected of contamination, the Council will require the submission of an appropriate risk assessment and, if necessary, a site investigation and mitigation scheme.</u>
MM16	31	Policy 6, paras 2 and 5	<u>Contributions towards affordable housing will not be sought from developments of 10 units or less, and which have a maximum combined gross floorspace of no more than 1000sqm (gross internal area).</u> On sites of 11 40 or more dwellings (net), a 30% contribution towards the provision of affordable housing will be expected. On-site provision should be made and must incorporate a mix of dwelling types and sizes, which reflect the site's characteristics, the development as a whole, and meets the needs identified in the Borough Council's most up to date Strategic Housing Market Assessment or other up to date local housing need surveys, and in consultation with the Council's Housing Strategy Team. On all sites of 5-9 dwellings (net), a 30% financial contribution towards affordable housing provision will be sought on completion of the development.

Ref	Page	Policy/ para	Main Modification
MM17	32	Policy 7, Paras 1, 2 and 3	<p>Provision will be made for new Gypsy, Traveller and Travelling Showpeople pitches, in line with an up-to-date assessment of permanent and transit accommodation needs in line with Government guidance. Requirements for Redditch Borough are currently contained in the Worcestershire Strategic Housing Market Assessment (2012) and the Gypsy, Traveller and Travelling Showpeople Accommodation Assessment (2008). These assessments identify a minimum of 14 'yards' to be provided to meet the needs of travelling showpeople and 18 pitches for temporary stopping places to meet Redditch's need.</p> <p>The Borough Council will allocate site(s) to meet identified need through an <u>Site Allocations DPD Plan</u>. Proposals for new sites will be required to demonstrate that they:</p> <ul style="list-style-type: none"> i. are located within a reasonable distance of existing facilities and transport networks with satisfactory access and highway arrangements; ii. where appropriate, are located on Previously Developed Land; iii. are well screened and landscaped and will not cause unacceptable harm to the character and appearance of the surrounding area; iv. will not result in <u>unacceptable disturbance or loss of amenity to any neighbouring development, specifically in relation to the transport movements associated with Travelling Showpeople yards</u>; and v. have, or are capable of having, a satisfactory water supply, sewerage and refuse disposal facilities. <p>Traveller sites (temporary or permanent) in the Green Belt are considered inappropriate development.</p>
MM18	32-33	Policy 7, Reasoned Justification	<p>There are currently 31 Travelling Showpeople plots in the Borough. The Gypsy, Traveller and Travelling Showpeople Accommodation Assessment (GTAA) for The South Housing Market Area of the West Midlands Area (2008) was commissioned by the South Housing Market Area Partnership. The purpose of the assessment is to provide information on the accommodation needs of Gypsies and Travellers for sub-regional and District/Borough level planning policy to set the appropriate number, type and distribution of additional pitches to be provided. The GTAA is supplemented by the Strategic Housing Market Assessment (SHMA) for Worcestershire (2012). The Assessment recommends that an additional Showpeople site should be provided for which is a minimum of 14 'yards'. 'Yards' can be anything from 100ft x 100ft up to 150ft by 200ft (Gypsy and Traveller Accommodation Assessment for The South Housing Market Area, March 2008). The Assessment also recommends that a temporary stopping place of</p>

Ref	Page	Policy/ para	Main Modification
			<p>not less than 18 pitches should be provided. <u>'Planning policy for traveller sites' (CLG, March 2012August 2015) is the current national planning guidance regarding the provision of sites for Gypsies, Travellers and Travelling Showpeople. This guidance requires Local Planning Authorities to make an assessment of need for traveller sites for the purposes of planning.</u></p> <p>A review of the Gypsy and Traveller Accommodation Assessment for Worcestershire is being completed in 2014 2013 and will inform a future Site Allocations DPD. This will provide the Borough Council with an up to date assessment of the need for sites and identify whether sites should be provided in cooperation with neighbouring authorities.</p> <p>'Planning policy for traveller sites' (CLG, March 2012) is the current national planning guidance regarding the provision of sites for Gypsies, Travellers and Travelling Showpeople. Sites will be allocated in accordance with national planning guidance and based on need identified in an up to date Gypsy and Traveller Accommodation Assessment. Allocated sites will be identified in an Allocations Plan. The criterion contained within this policy will be applied to site allocations as well as proposals for sites through planning applications.</p>
MM19	34	Policy 8, para 2	<p>There will be a presumption against inappropriate development in the Green Belt in line with the National Planning Policy Framework (NPPF) except in very special circumstances. Some forms of development are not inappropriate development in the Green Belt provided they preserve the openness of the Green Belt and do not conflict with the purposes of including land in the Green Belt. Applications for development in the Green Belt will be determined in line with national planning guidance on Green Belts and other relevant policies within the development plan.</p>
MM20	36	Policy 10, para 1	<p>New dwellings in the Green Belt and Open Countryside outside the settlements of Astwood Bank and Feckenham will only be permitted where there is an essential need for a rural worker to live at or near their place of work. <u>Applications for rural workers' dwellings in the Green Belt will be determined in accordance with national planning policy on Green Belts.</u></p>
MM21	40	Policy 12, para 3	<p>Local Green Spaces will be designated <u>by the Council through the Allocations Plan</u>, where appropriate, in accordance with the provisions of the National Planning Policy Framework (NPPF). Once designated, Local Green Space will be managed in line with planning policy for Green Belts.</p>
MM22	40	Policy 12, Reasoned Justification para 5	<p>The NPPF makes provision for local communities to designate Local Green Space through local and neighbourhood plans. Local Green Space will only be designated where it does not conflict with the Objectives of the Local Plan and in accordance with the NPPF. Once designated, Local Green Space will be subject to the same planning policy safeguards as land designated as Green Belt. <u>The Allocations Plan will designate specific sites for Local Green Space where there is a justification for that allocation.</u></p>
MM23	45	Policy 15,	To be sustainable, new developments must have regard for the need to be

Ref	Page	Policy/ para	Main Modification
		para 1	climate-resilient. <u>For residential development this policy applies to planning applications of more than 10 units.</u> In order to ensure appropriate consideration of adaptation and mitigation to climate change has been made, applications will be judged against the following criteria
MM24	45	Policy 15, criterion iii	iii. proposals must seek to be zero carbon in line with Government targets; <u>meet the new national technical standards, excluding the additional optional standards;</u>
MM25	45	Policy 15, criterion iv	iv. all new residential development must meet the nationally required standard of the Code for Sustainable Homes (or any other national scheme which supersedes it);
MM26	45	Policy 15 Insert as new para after last para but within policy	<u>This policy relates to all forms of renewable energy development other than wind energy developments. Wind energy development will be considered against national policy and guidance.</u>
MM27	46	Policy 15, Reasoned Justification para 3	The Government's target is that buildings should meet zero carbon standards by 2016. The Code for Sustainable Homes is intended to improve the overall sustainability of new homes and measures the sustainability of a home against design categories. BREEAM (BRE Environmental Assessment Method) is a widely used environmental assessment method for non-domestic buildings. It sets the standard for best practice in sustainable design and is used as a measure to describe a buildings environmental performance http://www.breeam.org/index.jsp. All non-domestic developers/ments will be encouraged to meet the highest level of Code for Sustainable Homes/BREEAM rating (or any other national scheme which supersedes them-it) as where it is economically viable but are not required to meet standards above those set nationally.
MM28	47-48	Policy 16, Part B, para 1	<p>The location of sites of national (Sites of Special Scientific Interest), regional (Local Wildlife Sites) and local (Local Nature Reserves) wildlife importance are shown on the Policies Map. <u>Applications for development should aim to conserve and enhance biodiversity by applying the principles of the NPPF. In determining applications affecting sites of wildlife importance, the Council will apply the hierarchy of designated sites and appropriate weight will be given to their importance and contribution to wider ecological networks.</u></p> <p><u>Due to the national importance of Sites of Special Scientific Interest (SSSI) proposals likely to have an adverse impact within or outside of a SSSI, either individually or in combination with other developments, will not normally be permitted. An exception will only be made when it can be demonstrated that the benefits of the development clearly outweigh the impact on the site or network of sites.</u></p>

Ref	Page	Policy/ para	Main Modification
			New development or land use changes likely to have an adverse effect on such sites <u>Sites of Special Scientific Interest, Local Wildlife Sites and Local Nature Reserves</u> , directly or indirectly, will not be allowed unless there are no reasonable alternative means of meeting that development need and the reasons for development clearly outweigh the intrinsic nature conservation and/or geological value of the site or network of sites.
MM29	48-49	Policy 16, Reasoned Justification para 6	Within the Borough there are currently six sites of national wildlife importance designated as Sites of Special Scientific Interest (SSSI) which cover a range of different habitats. SSSIs are important for their wildlife, geological or physiological features and are legally protected under the Wildlife and Countryside Act 1981, as amended by the Countryside and Rights of Way (CROW) Act 2000 and the Natural Environment and Rural Communities (NERC) Act 2006. Regional sites of wildlife importance in the Borough include Local Wildlife Sites (LWS – formerly known as Special Wildlife Sites) which have been identified by the Worcestershire Local Sites Partnership as being of substantive nature conservation value. Local Nature Reserves (LNR) are declared by Local Authorities under Section 21 of the National Parks and Access to the Countryside Act 1949, and amended by Schedule 11 of the Natural Environment and Rural Communities Act 2006. Any additional wildlife sites identified during this Plan period will also be protected by this policy. <u>The principles of the NPPF to be applied in determining planning applications affecting sites of wildlife and geological importance can be found in paragraphs 109, 113, 117 and 118 of the NPPF.</u>
MM30	49	Policy 17, para 2	Any development sites that are located in areas that are subject to flood risk will need to demonstrate that there are no other reasonable locations for development in accordance with the ‘ <u>Sequential Approach Test</u> ’ and ‘ <u>Exception Test</u> ’ (where appropriate) as set out in the Technical Guidance to the National Planning Policy Framework <u>National Planning Practice Guidance</u> and have regard to the Strategic Flood Risk Assessment (SFRA) for Redditch. <u>A sequential approach should also be taken in site design.</u> Development will be designed to be safe taking into account the lifetime of the development, and the need to <u>consider and</u> adapt to climate change.
MM31	49	Policy 17, para 3	In addition, any development in areas that are subject to flood risk will need to demonstrate that adequate flood protection has been incorporated on site and that the effects elsewhere have been fully assessed and mitigated against. Opportunities should be sought <u>to demonstrate flood risk improvements</u> , wherever possible to provide multiple benefits when managing flood risks, for example to provide amenity benefit or ecological improvements. It is expected that any on-site flood defences required will be provided and financed by the developer of the site.
MM32	50	Policy 17, Reasoned Justification para 1	If, once the Sequential Test has been applied, insufficient sites are identified the ‘ <u>Exception Test</u> ’ (as defined in the Technical Guidance to the National Planning Policy Framework <u>and National Planning Practice Guidance</u>) can be applied <u>where necessary</u> . This may, in certain circumstances, justify

Ref	Page	Policy/ para	Main Modification
			development taking place in Flood Zone 2 or Flood Zone 3.
MM33	50	Policy 17, Reasoned Justification para 2, 2 nd bullet	<ul style="list-style-type: none"> consider the risk of flooding arising from the development in addition to the risk of flooding <u>from all sources</u> to the development;
MM34	50	Policy 17, Reasoned Justification para 2, 6 th bullet	<ul style="list-style-type: none"> consider the vulnerability of those that could occupy and use the development, taking account of the Sequential and Exception Tests and the vulnerability classification as per the Technical Guidance to the NPPF <u>the National Planning Practice Guidance (table 2 and 3 flood risk vulnerability)</u>, including arrangements for 'safe development' <u>having regard to the FRA requirements within the Level 2 Strategic Flood Risk Assessment (SFRA) for Redditch (2012)</u> including setting of appropriate Finished Floor Levels, with flood proofing techniques considered (where appropriate), and safe access;
MM35	50	Policy 17, Reasoned Justification para 2, new bullet at end	<ul style="list-style-type: none"> <u>applicants should refer to Table 1 and 2 of the Government's Climate Change Allowances guidance and seek contact with the Environment Agency for any detailed river catchment climate change data.</u>
MM35a	52	Policy 18	<i>Add the following to the end of policy 18:</i> <u>Any major residential development (as defined in the Town and Country Planning (Development Management Procedure) (England) Order 2015 or any subsequent replacement) within the Bow Brook and Batchley Brook catchments should meet a water efficiency target of 110 litres per person per day.</u>
MM36	53	Policy 18, Reasoned Justification para 4	Through the use of SuDS techniques and the requirement for new developments to be assessed against either the Code for Sustainable Homes the new national technical standards or BREEAM (<i>for non-domestic developments</i>), water demand will be significantly lowered. The Level 2 SFRA contains more guidance on the appropriate application of SuDS.
MM37	55	Policy 19, Reasoned Justification para 8	The transport network must be maintained and managed in a way that preserves strategic routes, and supports business efficiency which is critical to Redditch's competitiveness. <u>The Strategic Road Network (SRN) and Primary Route Network (PRN) are central to this by providing routes between major settlements and important destinations. Motorways and trunk roads make up the SRN including the M42 and M5 which lie outside the Borough; and other primary routes represent the PRN. The Primary Route Network (PRN) is central to this and designates routes between major settlements and important destinations. Routes consist of motorways, trunk roads and other primary routes, however in In Redditch the PRN is formed only of 'A' roads and is taken from the Worcestershire Local Transport Plan No.3 Network Management Plan – Figure 2.1) and consists of the A441, A4023 and the A448, and can also be identified on the Transport Map. New accesses onto the PRN and SRN will not be encouraged and should not inhibit the strategic function of these routes. Where development proposals</u>

Ref	Page	Policy/ para	Main Modification
			impact upon the PRN <u>or the SRN</u> , a transport assessment and environmental impact assessment must be undertaken and, where necessary, planning conditions and planning obligations, including financial contributions to securing highways improvements may be sought, to ensure that the function of the network is maintained and appropriate financial contributions to improvements are made.
MM38	58	Policy 20, criterion i.	A Transport Assessment will be required where it is considered that development will have significant transport implications. <u>The assessment of traffic impact should be undertaken in line with the policies in the Plan and other relevant transport policy and guidance.</u>
MM39	58	Policy 20, criterion ii.	A Travel Plan will be required alongside <u>all certain developments which generate significant amounts of movement</u>
MM40	58	Policy 20, criterion v.	v. all proposals will be expected to be located <u>accessible to within 250m of</u> local services (in accordance with the retail hierarchy this should either be a parade of local shops or a District Centre) and a public transport link (i.e. bus stop or train station);
MM41	58	Policy 20, criterion vii.	The cumulative effects of development on transport infrastructure must be assessed and solutions sought in line with the policies in this Plan <u>and other relevant transport policy and guidance</u> , with particular regard to the cumulative effects of the delivery of the Strategic Sites
MM42	58	Policy 20 New criterion to be inserted at end of (and within) policy.	<u>The Council will use mechanisms such as planning conditions and planning obligations, including financial contributions where necessary to secure the timely delivery of any necessary transport mitigation measures.</u>
MM43	58	Policy 20 New criterion to be inserted at end of (and within) Policy.	<u>Development of transport infrastructure provision will be co-ordinated in line with the up to date Infrastructure Delivery Plan, which will be subject to regular review.</u>
MM44	59	Policy 20, Reasoned Justification para 2	A Travel Plan will be expected where proposals <u>generate significant amounts of movement, including development which exceeds</u> for development exceed the following thresholds
MM45	64	Policy 23, para 1	Provision is made for the identification of around 55 hectares of land which are available for employment uses for the period up to 2030. Around 27.5 hectares will be accommodated within Redditch Borough and around 5.5 hectares will be accommodated within Bromsgrove District at <u>the north western section of the existing Ravensbank business park</u> . Within this provision, an allowance has been made to accommodate waste management

Ref	Page	Policy/ para	Main Modification
			facilities, within Redditch Borough, as identified in the Waste Core Strategy for Worcestershire (November 2012), see Policy 24 Development within Primarily Employment Areas.
MM46	64	Policy 23, para 2	The Redditch Eastern Gateway has been identified as a key initiative for employment provision to meet Redditch related employment needs. Around 10 hectares will be accommodated in Bromsgrove District at the former Ravensbank ADR, <u>adjacent to the south eastern boundary of the existing Ravensbank business park</u> and <u>a minimum of 12 hectares further employment provision</u> will be accommodated within Stratford-upon-Avon District at Gorcott <u>(around 7 hectares)</u> and Winyates Green Triangle <u>(around 12 hectares)</u> .
MM47	64	Policy 23, para 3	The Redditch Eastern Gateway aims to provide a significant enhancement to the employment land supply through the creation of a high-profile and accessible employment scheme to take advantage of the demand of the M40/M42 corridor The site should develop as a high quality business park to support both existing businesses and to provide the opportunity to diversify the employment base of Redditch and the surrounding areas through attracting businesses that are not currently provided for within the existing supply of sites. Comprehensive development of the three areas that comprise this initiative should:
MM48	72	Policy 25, para 1	Sites <u>within the urban area</u> other than those within designated Primarily Employment Areas may be suitable for economic development, redevelopment or change of use. Within the Redditch urban area the economic development proposals should:
MM49	74	Policy 29, para 1	In order to support the expansion of electronic communications networks, (including telecommunications and high speed broadband) all developments should make provision for the service infrastructure required at the design stage of any proposal <u>suitable for occupiers of all development. For the provision of broadband, developers should work with a recognised network carrier to design a bespoke duct network, wherever practicable, for the development. Developers should also consider the inclusion of other forms of infrastructure, such as facilities necessary to support mobile broadband where possible and where it is viable to do so.</u> All <u>service</u> infrastructure infrastructure should be designed to ensure minimal disruption, should the need for maintenance, adaption or upgrades arise.
MM50	78	Policy 30, Reasoned Justification para 3	The Council has identified specific roles for each of the centres and will use planning policies to maintain and, where necessary and appropriate having regard to national guidance, improve the shopping function and environment of these centres. Whilst in many instances this will serve to maintain their position within the retail hierarchy, it is recognised that the role, function and relative importance of centres may change over time in pursuit of this Objective-. <u>District Centres are the equivalent to the definition of 'Local Centres' in the NPPF by virtue of the types of facilities they provide.</u>
MM51	86	Policy 34,	The Council will look favourably on development proposals that will help

Ref	Page	Policy/ para	Main Modification
		Reasoned Justification para 1	revitalise and improve the shopping and community facilities of District Centres providing they are in keeping with their primarily retailing role and actively support the redevelopment of, Matchborough, Winyates and Woodrow District Centres and their status as Strategic Sites. In relation to the types of shopping facilities they provide, District Centres are the equivalent to the definition of 'Local Centres' in the NPPF.
MM52	90	Policy 36, para 1	Designated heritage assets including listed buildings, structures and their settings; conservation areas; and scheduled ancient monuments, will be given the highest level of protection and should be conserved and enhanced. Non-designated <u>heritage assets</u> , nationally important archaeological remains and locally listed heritage assets, and their settings will also need to be conserved and enhanced in a manner appropriate to their significance and contribution to the historic environment.
MM53	101	Policy 40, criterion iv	iv. include where appropriate, public art that is well designed, <u>takes into account the risk of crime</u> , is integrated within the overall design and layout of the development, located where it can be easily observed, improves public outdoor space and legibility and creates landmarks;
MM54	101	Policy 40, criterion vi	vi. encourage community safety and 'design out' vulnerability to crime by incorporating the principles, concepts and physical security standards of the 'Secured by Design' award scheme; <u>providing infrastructure for policing and emergency services; and considering the incorporation of fire safety measures;</u>
MM55	102	Policy 40, Reasoned Justification para 5	The 'Secured by Design' award scheme focuses on crime prevention at the design, layout and construction stages of homes and commercial premises and promotes the use of security standards (www.securedbydesign.com). Redditch Borough Council and North Worcestershire Community Safety Partnership will publicise and promote developments that achieve Secured by Design Standards. <u>These principles of this scheme or any relevant scheme at the time are supported should be adhered to in order to encourage community safety and 'design out' vulnerability to crime- New development can put additional pressure on the infrastructure of West Mercia Police and Hereford & Worcester Fire and Rescue Service. Proposals should make provision for this infrastructure as identified in the IDP to ensure that Redditch Borough is a safe and attractive place to live and work.</u>
MM56	104	Policy 42, criterion iv	iv. they would not <u>impede natural surveillance</u> , be an obstruction <u>security to</u> surveillance cameras; and
MM57	113	Policy 46, Para 1	A Strategic Site at Brockhill East is appropriate for a high quality mixed use development comprising around 4,000 <u>1,025</u> dwellings, employment (8.45ha) and relevant community facilities and services including, a District Centre (including convenience retail store), a first school and a sustainable public transport network.
MM58	114	Policy 46, 'Infrastructure'	<u>xv. proposals should demonstrate that there is no adverse risk of pollution to controlled waters through the submission of an appropriate risk assessment and if necessary, a site investigation and mitigation scheme;</u>

Ref	Page	Policy/ para	Main Modification
		Insert new criterion	
MM59	114	Policy 46, 'Infrastructure' Insert new criterion	<u>xxii drainage proposals for the site should include appropriate pollution prevention measures to avoid risks to controlled waters.</u>
MM60	115	Policy 46, Reasoned Justification para 2	An appropriate location should be determined in Brockhill East for a District Centre which is needed in north Redditch, in the Brockhill area. This District Centre should satisfy any convenience needs of the <u>local</u> community. Where <u>If proposals for convenience retail is to be provided in the Brockhill area exceed the level of retail provision normally associated with a District Centre location (see Policy 30), this will be subject to an impact assessment on surrounding District Centres to ensure there are no negative impacts.</u>
MM61	116	Policy 46, Reasoned Justification Insert new para.	<u>The site is underlain by the Mercia Mudstone Group, which is classified as a secondary aquifer. Development proposals must demonstrate that there is no adverse pollution risk to the aquifer through the submission of an appropriate risk assessment and if necessary, a site investigation and mitigation scheme.</u>
MM62	120	Policy 47 Insert new criterion	<u>ix proposals should demonstrate that there is no adverse risk of pollution to controlled waters through the submission of an appropriate risk assessment and if necessary, a site investigation and mitigation scheme;</u>
MM63	120	Policy 47	and <u>xiv incorporate any necessary infrastructure identified for the effective delivery of the site; and</u> <u>xv drainage proposals for the site should include appropriate pollution prevention measures to avoid risks to controlled waters.</u>
MM64	120	Policy 47, first paragraph after final criterion	Land immediately south of the Alexandra Hospital is not included within the Strategic Site boundary and will be safeguarded for health related purposes, this should be considered when formulating proposals for the Strategic Site.
MM65	120	Policy 47, second paragraph after final criterion	This Strategic Site is expected to be delivered 6-10 <u>within 5</u> years following Local Plan adoption. The Borough Council will issue further strategic planning guidance in order to guide and accelerate the sustainable delivery of this Strategic Site.
MM66	120	Policy 47, Reasoned Justification para 1	The NHS Trust has indicated that the land immediately south of the hospital (which is not within the Strategic Site boundary) must be safeguarded for future health related development associated with the hospital. This also aligns with Policy 44 Health Facilities which seeks to ensure this land is protected for health purposes.
MM67	122	Policy 47,	<u>The site is underlain by the Mercia Mudstone Group, which is classified as a</u>

Ref	Page	Policy/ para	Main Modification
		Reasoned Justification Insert new para	<u>secondary aquifer. Development proposals must demonstrate that there is no adverse pollution risk to the aquifer through the submission of an appropriate risk assessment and if necessary, a site investigation and mitigation scheme.</u>
MM68	125	Policy 48 Insert new criterion	<u>xi development proposals should address contamination associated with any previous uses on the site, including the disused sewage works, through the submission of an appropriate risk assessment and if necessary, a site investigation and mitigation scheme;</u>
MM69	126	Policy 48, Reasoned Justification Insert new para	<u>Development of this site provides an opportunity to address the remediation of any potential contamination as a result of the former sewage works located within the site boundary.</u>
MM70	-	Appendix 2	<i>Delete Appendix 2 and replace with revised version attached at the end of this Appendix.</i>
MM71	-	Appendix 3	<i>Delete Appendix 3 and replace with revised version attached at the end of this Appendix.</i>
MM72	-	Appendix 6	The following list details which of the Borough Councils Supplementary Planning Documents (SPDs) are to be retained: Land to the Rear of the Alexandra Hospital SPD Church Hill District Centre SPD Edward Street SPD Church Road SPD Education SPD Open Space Provision SPD Auxerre Avenue SPD Designing for Community Safety SPD Prospect Hill SPD Local List SPD Encouraging Good Design SPD Employment Monitoring SPG
MM73	-	Appendix 7 Glossary: Code for Sustainable Homes	Code for Sustainable Homes (CSH / CFSH) The Government's standard designed to improve the overall sustainability of new homes by setting a single framework.
MM74	-	Appendix 7 Glossary: Gypsies and Travellers	Persons of nomadic habit of life whatever their race or origin, <u>including such persons who on grounds only of their own or their family's or dependants' educational or health needs or old age have ceased to travel temporarily, but excluding members of an organised group of travelling showpeople or circus people travelling together as such.</u>

Main Modification MM70**Appendix 2: Schedule of Housing Sites**

Policy 4 Housing Provision explains how Redditch Borough Council will meet its housing needs of around 6400 dwellings between 1 April 2011 and 31 March 2030.

This appendix provides more detailed information on the component parts of the housing target. Additional monitoring information is available from the Development Plans Team. Monitoring information and the Strategic Housing Land Availability Assessment (SHLAA) are updated annually on 1 April.

i. Sites allocated for housing development in the Borough of Redditch in order to meet the Strategic Housing Target for the period 2011-2030

No.	Site Name	Capacity for completions on or after 1.4.2011	Completions 1.4.2011–31.3.2013	Brownfield/ Greenfield	Area (Ha)
124	Brush Factory, Evesham Road	6	0	B	0.09
135	RO 144 — 162 Easemore Road	19	0	B	0.42
143	Adj. Castleditch Lane/ Pheasant Lane	16	0	G	0.52
147	Windsor Road Gas Works	37	37	B	5.68
153	Prospect Hill	71	0	B	4.43 <u>1.40</u>
155	Former Claybrook First School	35 <u>36</u>	0	B	0.74 <u>1.31</u>
156	Land at Millfields and the Fire Station	35 <u>30</u>	0	B+G	4.36 <u>1.02</u>
157	Former Ipsley School playing field	41	0	G	0.93
158	South of scout hut, Oakenshaw Road	41 <u>46</u>	0	G	1.02
200	Land at Wirehill Drive	12	0	G	0.47 <u>0.71</u>
201	The Hills, Tanhouse Lane	14	14	B	0.57
202	Dorothy Terry House	42	0	B	0.41
203	Former Dingleside Middle School	180	0	B/G	3.95 <u>7.27</u>

204	Former Marlfield Farm First School	79	44	B/G	1.41
205	Mayfields Works, The Mayfields	23	0	B	0.19
206	Church Hill District Centre	51	0	B	2.25 <u>1.23</u>
207	Matchborough District Centre	47 <u>70</u>	0	B	0.92
208	Widney House, Bromsgrove Road	40	0	B+G	2.24 <u>1.56</u>
209	Loxley Close	10	0	B	0.31
210	RO Alexandra Hospital	145	0	G	7.74
211	A435 (former ADR)	255 <u>205</u>	0	G	10.25 <u>7.36</u>
212	Brockhill East	1025	38	G	23.40 <u>60.13</u>
213	Webheath	600	0	G	47.71
215	Birchfield Road	28 <u>29</u>	0	G	0.86
216	Former Hewell Road swimming baths	44 <u>30</u>	0	B	0.56
217	Sandycroft, West Avenue	9	0	B	0.35 <u>0.07</u>
218	RO Windsor Road Gas Works	42 <u>44</u>	0	B	0.19 <u>0.91</u>
219	Studley Road/ Green Lane	42 <u>10</u>	0	G	0.39
220	Park House, Town Centre	14	0	B	0.10
	Total	2943 <u>2873</u> dwellings	130 dwellings		

~~Small Site Completions 1.4.2011 – 31.3.2013~~

~~Completions between 1.4.2011 and 31.3.2013 on sites where capacity at 1.4.2011 was less than 10 dwellings.~~

~~Small Site Completions 1.4.2011 – 31.3.2013 = 63 dwellings~~

~~Small Site Commitments at 1.4.2013~~

~~These are small sites (less than 10 dwellings) with planning permission outstanding at 1.4.2013 and SHLAA sites (less than 10 dwellings)~~

~~Small Site Commitments at 1.4.2013 = 69 dwellings~~

~~Borough of Redditch Commitments to Meet the Strategic Housing Requirement At 1.4.2013~~

~~Large Site Completions = 130~~

~~Large Site Commitments = 2783~~

~~Small Site Completions = 63~~

~~Small Site Commitments = 69~~

~~**TOTAL = 3045 dwellings**~~

~~Outstanding Strategic Housing Target at 1.4.2013~~

6400	minus	3045	=	3355
dwellling target		commitments		below strategic target

- (i) **Additional land beyond the Borough of Redditch in order to meet the Strategic Housing Target for the period 2011-2030. (Land within Bromsgrove District)**

Site No.	Site Name/ Address	B/G*	Capacity on or after 1.4.2011	Completions up to 31.3.2013 (Ha)
1	Land at Foxlydiate	G	2800	0
2	Land at Brockhill East	G	600	0
	Sub Total		3400	0

* Brownfield/Greenfield

Main Modification MM71**Appendix 3: Schedule of Employment Sites**

Policy 23 Employment Land Provision explains how Redditch Borough Council will meet its employment needs of around 55 hectares between 1 April 2011 and 31 March 2030.

This appendix provides more detailed information on the component parts of the employment target. Additional monitoring information is available from the Development Plans Team. Monitoring information and the Employment Land Review (ELR) are updated annually on 1 April.

i. Sites allocated for employment development in the Borough of Redditch in order to meet the Strategic Employment Target for the period 2011-2030

Site No.	Site Name/ Address	B/G*	Site Area (Ha)Capacity on or after 1.4.2011	Completions up to 31.3.2013 (Ha)
IN15	Woolaston Road, Park Farm	G	0.40	0
IN19	Studley Road (Aeroquip)	B	1.44	0
IN20	Old Forge Drive (BACO)	G	4.32 1.21	0
IN34	Merse Road, North Moons Moat	G	0.65	0
IN37	Bartleet Road, Washford	G	0.62	0
IN38	Adj. 47/52 Heming Road, Washford	G	0.22	0
IN52	Shawbank Road, Lakeside	G	1.03	0
IN54	Palmers Road, Moons Moat (E)	G	0.29	0
IN58	Crossgate Road, Park Farm (N)	G	4.40 1.04	0
IN59	Adj. Greenlands Business Centre, Park Farm (N)	G	0.38	0
IN67	Brockhill East (west of railway)	G	6.60	0
IN69	Land rear of Alexandra Hospital	G	2.00	0
IN80	Land at Winyates Way/ Moons Moat Drive	G	0.64	0
IN81	Brockhill East (Weights Lane, east of railway)	G	1.85	0
IN82	A435 ADR (area 3)	G	7.78	0
IN83	Land at Kingham Close/ Far Moor Lane	G	0.19	0

IN84	Land off Pipers Road	G	0.19 <u>0.22</u>	0
	Sub Total		26.70<u>18.78</u> Ha	0 Ha

- ii. Additional vacant land which counts towards the Borough's employment land allocation in order to meet the Strategic Employment Target for the period 2011-2030. (Land within Bromsgrove and Stratford-on-Avon Districts)

Site No.	Site Name/ Address	B/G*	Site Area (Ha) Capacity on or after 1.4.2011	Completions up to 31.3.2013 (Ha)
	Land at Ravensbank (BDC)	G	5.32	0
	Ravensbank ADR (BDC)	G	10.00	0
	Land at Gorcott (SoADC)	G	7.47	0
	Winyates Green Triangle (SoADC) (<u>gross</u>)	G	4.50 <u>12.00</u>	0
	Sub Total (<u>gross</u>)		27.29<u>34.79</u> Ha	0 Ha
	<u>TOTAL</u>		<u>53.57 Ha</u>	0.615 Ha

- iii. ~~Windfall sites for inclusion as a result of windfall contribution criteria~~

Site No.	Site Name/ Address	B/G*	Site Area (Ha) Capacity on or after 1.4.2011	Completions up to 31.3.2013 (Ha)
08/392	7 Howard Road, Park Farm North	B	0.06	0
10/267	9 Brook Street	B	0.009	0
11/024	49 Arthur Street	B	0.04	0.04
11/061	Hill Top, Webheath	B	0.005	0
11/241	7 Dunlop Road, Hunt End	B	0.024	0
12/005	Hewell Road COU from A1 to B8	B	0.022	0
12/020	18 Broadground Road, Lakeside	B	0.016	0
12/032	Former Hepworth site, Brook Street	B	0.37	0
12/117	Former Arrow Valley Social Club, Washford	B	0.5	0
12/151	Autobody, Hewell Road	B	0.1	0
12/169	Thorlux Lighting, Merse Road	B	0.24	0.24

12/220	1B Washford Trade Park	B	0.028	0.028
12/222	Unit 2A Millsborough House	B	0.027	0.027
12/288	Former coach depot, Oxleasow Road	B	0.28	0.28
	Sub Total		1.721 Ha	0.615 Ha
	TOTAL		55.711 Ha	0.615 Ha

* Brownfield/Greenfield

Schedule of Minor Modifications to BORLP4

Location	Change needed	Reason
Introduction		
Page 1, Title	Replace “Introduction to the Draft Borough of Redditch Local Plan No.4” with “Introduction”	Title irrelevant on adoption
Paragraph 1.1	The Borough of Redditch Local Plan No.4 (<u>BORLP4</u>) is the most important planning document at the local level, as it provides a framework approach for growth of the Borough and it will form part of the Borough of Redditch Development Plan. This Local Plan BORLP4 should be read in conjunction with the draft Sustainability Appraisal (SA) Report and relevant documents which provide evidence for the Plan.	Formatting
Paragraph 1.2	The Local Plan BORLP4 sets out the state of Redditch as it is now within the Local Portrait. There is a Vision and Objectives that set out what Redditch will aim to be like by the end of the Plan period and these have responded to the issues and challenges in the Local Portrait. The Plan period started in 2011 when we first started to collect the evidence and ends in 2030 because the Plan must last for a minimum of 15 years from adoption. The policies within the Local Plan BORLP4 explain how Redditch will get there. The Infrastructure Implications of Local Plan No.4 BORLP4 (Appendix 4) sets out the known infrastructure requirements arising from the Plan, the costs, responsible agencies and delivery mechanisms necessary to allow development to come forward.	Formatting
Paragraph 1.3	Also included in the Plan BORLP4 is a Key Diagram that presents the main elements of the Redditch Development Strategy in diagrammatic and in detailed form. The Policies Map is a detailed map showing all land use based policy designations.	Typo
Paragraph 1.4	Replace “Once adopted, Local Plan No.4 will replace all policies contained within Local Plan No.3.” with “On adoption, the Borough of Redditch Local Plan No.4 replaced all policies contained within the Borough of Redditch Local Plan No.3.”	Clarification
Pages 2 and 3 - Preparation Process	Delete text and diagram	Information irrelevant on adoption

Location	Change needed	Reason
Paragraph 1.6	In order make it easier for readers to follow the progress from the broad-level Vision and Objectives through to the more specific policies, the Plan <u>BORLP4</u> primarily follows seven key themes which run throughout derived from common challenges emerging from Redditch's evidence base, namely:	Formatting
Paragraph 1.6 'Creating safe and attractive places to live and work'	<ul style="list-style-type: none"> • Some areas of Redditch suffers from a poor perception of crime and anti-social behaviour. The implementation of improved design or designing out crime can help reverse this perception. 	Clarification
Paragraph 1.6 'Promoting Redditch's community well-being'	<ul style="list-style-type: none"> • Health of the residents of Redditch <u>residents</u> needs to be improved 	Formatting
Paragraph 1.7	This Local Plan BORLP4 reflects what the community in Redditch needs from its development requirements based upon a robust Strategic Housing Market Assessment Scenario and the Council commends this Strategy and its offer for ensuring economic growth and prosperity. The Council has progressed a scenario for housing growth that aligns as closely as possible to the methodology used for the evidence base for the West Midlands Regional Spatial Strategy (RSS). There are likely to be very few implications from the planned abolition of the RSS; nor were there any major housing migratory issues because it has consistently been recommended that Redditch accommodates its natural growth through the RSS process.	Formatting and clarification
Paragraph 1.8	This Local Plan BORLP4 relates only to the administrative area of Redditch Borough. However the planning decisions made by a Local Authority can impact on neighbouring authorities so it is important that when making decisions there is a joined up approach <u>is</u> taken.	Formatting
Paragraph 1.9	Redditch Borough Council has worked with neighbouring Bromsgrove District Council and Stratford-on-Avon District Council extensively to prepare the Local Plan <u>BORLP4</u> especially on the collection of evidence to inform the progression of the policies.	Formatting
Paragraph 1.10	The policy on Redditch Cross Boundary Growth features in Bromsgrove District Plan (<u>Proposed Submission January 2017</u>) and for reference is included as Appendix 1 in <u>of this Local Plan No.4</u> document for reference.	Formatting and clarification

Location	Change needed	Reason
Paragraph 1.11	In addition, Redditch has worked with other Local Authorities, which although are not directly adjacent to Redditch may have strategic matters that have implications for the preparation of the Local Plan <u>BORLP4</u> .	Formatting
Paragraph 1.12	Redditch Borough Council is part of two LEPs both the Greater Birmingham and Solihull LEP and the Worcestershire LEP. This places Redditch Borough Council in an enviable position to coordinate its strategy and policies across a vast area. The policies and strategies of the Local Authority members of the two LEP's have been checked for consistency with Redditch Borough Council's aims which ensures that this aspect of the Duty to Cooperate has been fulfilled LEP . Therefore it is felt that Redditch <u>Borough Council</u> has and will continue to engage constructively with all neighbouring local planning authorities on all relevant strategic planning matters.	Formatting
Page 6, Policy 1	Relocate Policy 1 to end of chapter, after Objectives and before Key Diagram	Improve running order of Policies
Paragraph 1.13	The most important influence on the Local Plan <u>BORLP4</u> is what local communities, stakeholders and developers have to say on what the strategy is aiming to achieve. The Local Plan <u>BORLP4</u> needs the support of the community, and aims to help local people recognise that new development can benefit their communities by creating wider sustainable communities, and that new housing and economic growth can revitalise areas.	Formatting
Paragraph 1.14 'National Planning Policy'	The Local Plan <u>BORLP4</u> also works within, and takes account of national planning policy set out in the National Planning Policy Framework (NPPF) as well other local strategies and plans. The NPPF came into effect during the preparation of the Local Plan <u>BORLP4</u> and the introduction of a model policy into the Plan clarifies the Local Planning Authority's stance to the NPPF and its policy as a material consideration in the determination of planning applications.	Formatting
Paragraph 1.15 'Waste Core Strategy for Worcestershire and Minerals Local Plan for Worcestershire'	Another influence on Local Plan No.4 <u>BORLP4</u> is the Worcestershire Waste Core Strategy adopted in November 2012, the important related content of which is reflected in this Local Plan <u>BORLP4</u> 's policy.	Formatting

Location	Change needed	Reason
Paragraph 1.16 & 1.17 'Sustainable Community Strategy'	<p>The need for cohesion between the Local Plan and the aims of the Redditch Sustainable Community Strategy (SCS) is very important so that they are both aiming to resolve the same issues. The Local Plan will be a key mechanism towards resolving some of the aims in the vision and priorities of the Redditch SCS. The SCS for Redditch has the following set of overarching 'themes' that guide decision-making:</p> <ul style="list-style-type: none"> Communities that are safe and feel safe; A better environment for today and tomorrow; Economic success that is shared by all; Improving health and well-being; Meeting the needs of children and young people; Stronger communities <p>1.17 The Vision in the Local Plan has provided the necessary expression to the vision of the Redditch SCS. Significant contributions can be made to achieving these themes and the priorities of the SCS through this Local Plan.</p>	Information out of date
Page 4, 'Sustainability Appraisal'	Draft Sustainability Appraisals were produced alongside every stage of the Plan and also with this Local Plan.	Information irrelevant on adoption
Page 4, 'Delivery and Infrastructure'	Local Plan No.4 BORLP4 is underpinned by evidence to demonstrate that there is a realistic prospect of the Plan being delivered.	Formatting
Page 4, 'Consultation'	<p>The preparation of the Local Plan has been progressing for some time BORLP4 was progressed over several years. For details of the stages of consultation please see the Borough of Redditch Statement of Consultation.</p> <p>Consultation on the Proposed Submission Borough of Redditch Local Plan No.4 commences on 30th September 2013 until 11th November 2013, lasting a total of six weeks.</p> <p>Details of the consultation can be found on Redditch Borough Council's website at www.redditchbc.gov.uk/localplan. Your response forms should be received no later than 5pm on Monday 11th November 2013.</p>	Information out of date/ irrelevant on adoption

Location	Change needed	Reason
Page 5, 'More Information'	If you would like any further information on Local Plan No. 4 BORLP4 or any other related matter, please see Redditch Borough Council's website at www.redditchbc.gov.uk/localplan or get in touch at:	Formatting
Paragraph 1.21	To understand Redditch's distinctiveness, the Local Plan BORLP4 paints a 'local portrait' of Redditch setting out its main issues, problems and challenges, so that it becomes clear that the vision and policies of the Local Plan aim to resolve some of these issues.	Formatting
Paragraph 1.26	The graph below shows the Borough's projected population up to 2030 (based on figures from the Worcestershire SHMA – Redditch Updated Household Projections Annex, May 2012).	Formatting
Paragraph 1.29	The Borough has 24 Local Special Wildlife Sites and there is also more than 87 ha <u>hectares</u> of land designated as Local Nature Reserves, comprising five separate sites of semi-natural ancient woodland. There are two areas of designated parkland, including <u>the Regionally significant</u> Arrow Valley Country Park (364 hectares) which follows the course of the River Arrow and Morton Stanley Park (38 hectares) in the southwest of the urban area. Redditch has three parks that currently hold the prestigious Green Flag Award; Arrow Valley Country Park, Morton Stanley Park and Overdale Park in Astwood Bank. The Green Flag Award is the national standard for parks and green spaces in England and Wales as a way of recognising and rewarding the best green spaces in the country.	Formatting/ Information out of date
Paragraph 1.33	Redditch Borough Council will be <u>was</u> the first council in the country to re-use 100% waste heat generated from its crematorium, diverting it to the Abbey Stadium leisure centre, providing around 42% of its annual heating bill and reducing the Council's carbon footprint by 4%.	Formatting
Paragraph 1.34	Growth to the South and Southwest of Redditch is constrained principally because these locations would significantly increase private transport use, having a detrimental impact on existing road congestion within Redditch and neighbouring Stratford-on-Avon District.	Formatting
Paragraph 1.35	The railway station for Redditch is located in the Town Centre and services run every 30 minutes <u>three times per hour</u> to and from Birmingham New Street station and on to Lichfield.	Information out of date

Location	Change needed	Reason
Paragraph 1.36	Network Rail has plans to increase the number of passenger services on the branch line between Birmingham and Redditch from two trains per hour to three trains per hour in either direction, by summer 2014.	Information out of date
Paragraph 1.38	Worcestershire County Council and the Department for Transport are investing <u>have invested</u> significantly in increasing the use of sustainable modes of travel in Redditch through the Choose How You Move Project between 2012 and 2015. This project was developed based on the success of the existing infrastructure and is aiming to encourage a successful modal shift. There are a range of issues that need to be tackled to achieve modal shift including perceptions of safety and security. Choose How You Move research indicates that a significant number of people feel unsafe walking to bus stops, waiting for buses and travelling on buses. Close to 4% of people cite "feeling unsafe walking" as being a main reason stopping them from walking more often. A similar percentage stated that "feeling unsafe cycling" was a main reason stopping them from doing so more often.	Formatting
Paragraph 1.39	Latest Figures show that for the period July 2011 - June 2012 unemployment had fallen again, with 6.3% of Redditch Borough's economically active population being unemployed.	Information out of date
Paragraph 1.60	A full and detailed description of the distinctiveness of Redditch Borough is available in a document entitled 'Local Distinctiveness in Redditch Borough', produced by the Development Plans team and available on the Borough Council's website www.redditch.whub.org.uk.	Information out of date
'Objectives'	To deliver the Vision a set of 13 non-prioritised Objectives have been developed that reflect the aspirations of the vision and provide direction for the Local Plan No.4 BORLP4 policies. These are:	Formatting
Policy 1 Presumption in Favour of Sustainable Development	When considering development proposals the <u>Borough</u> Council will take a positive approach that reflects the presumption in favour of sustainable development contained in the National Planning Policy Framework. It will always work proactively with applicants jointly to find solutions which mean that proposals can be approved wherever possible, and to secure development that improves the economic, social and environmental conditions of the area. Planning applications that accord with the policies in this Local Plan (and, where	Formatting

Location	Change needed	Reason
	<p>relevant, with policies in neighbourhood plans) will be approved without delay, unless material considerations indicate otherwise.</p> <p>Where there are no policies relevant to the application or relevant policies are out of date at the time of making the decision then the <u>Borough Council</u> will grant permission unless material considerations indicate otherwise – taking into account whether:</p>	
Sustainable Places to Live which Meet our Needs		
Title page	<p>The policies in this chapter will deliver the Objectives:</p> <p>"To have sufficient homes meeting demographic needs, including affordable housing, providing for a range, mix, and type in the best locations, including on Strategic Sites"</p> <p><u>"To have demonstrated compliance with the "duty to cooperate" by providing for Redditch's growth across Local Authority boundaries"</u></p>	To clarify that Plan policies meet the Objectives
Policy 2 Settlement Hierarchy, paragraph 2.5	The Local Plan <u>BORLP4</u> aims to deliver sustainable patterns of development which are appropriate and proportionate to their location, and adequately provide for the communities that they serve.	Formatting
Policy 3 Development Strategy	Paragraph 3.1 "The policy sets outs what type" - delete 's'	Typo
Policy 3 Development Strategy, paragraph 3.4	This should be thoroughly demonstrated with particular reference to the <u>Borough Council's</u> most up-to-date Infrastructure Delivery Plan.	Formatting
Policy 3 Development Strategy, paragraph 3.5	The <u>Borough Council</u> will monitor the delivery of all development in line with the National Planning Policy Framework's requirements. Should the required rates of housing or employment delivery not be achieved, the <u>Borough Council</u> will employ proactive planning measures such as Supplementary Planning Documents, Local Plan review, compulsory purchase, active engagement with developers or investigating potential funding sources.	Formatting
Policy 3 Development Strategy, paragraph 3.7	The <u>Borough Council</u> will maintain an Infrastructure Delivery Plan which identifies the infrastructure required to deliver Local Plan No.4 <u>BORLP4</u> .	Formatting

Location	Change needed	Reason
Policy 4 Housing Provision, paragraph 4.4	The <u>Borough</u> Council will encourage the provision of housing for elderly people. When considering proposals for new residential development, consideration will be given to the extent that the proposed scheme reflects these requirements in accordance with the current Strategic Housing Market Area -Assessment and/or the Worcestershire Extra Care Housing Strategy.	Formatting
Policy 4 Housing Provision	Reasoned Justification Paragraph 4.6 – “Districts” - delete ‘s’	Typo
Policy 4 Housing Provision	Reasoned Justification Paragraph 4.8 delete whole paragraph	Remove reference to Lifetime Homes
Policy 5 Effective and Efficient Use of Land, paragraph 5.10	Where sites are suspected of contamination, the <u>Borough</u> Council will require the submission of an appropriate risk assessment and, if necessary, a site investigation and mitigation scheme.	Formatting
Policy 5 Effective and Efficient Use of Land, paragraph 5.13	Development of garden land will only be supported where it fully integrates into the neighbourhood and is in keeping <u>with</u> the character and quality of the local environment, unless it can be demonstrated there are significant overriding mitigating circumstances.	Formatting
Policy 6 Affordable Housing, paragraph 6.6	On-site provision should be made and must incorporate a mix of dwelling types and sizes, which reflect the site’s characteristics, the development as a whole, and meets the needs identified in the Borough Council’s most up to date Strategic Housing Market Assessment or other up to date local housing need surveys, and in consultation with the <u>Borough</u> Council’s Housing Strategy Team.	Formatting
Policy 6 Affordable Housing, paragraph 6.7	The <u>Borough</u> Council will seek to negotiate the mix of affordable housing tenures on individual schemes taking account of local needs, the housing mix in the local area and the impact on viability.	Formatting
Policy 7 Gypsies, Travellers and Travelling Showpeople	Reasoned Justification 7.5 changed ‘criterion’ to ‘criteria’	Typo
Policy 8 Green Belt, paragraph 8.2	The exceptional circumstances required to amend the Green Belt Boundary have been demonstrated through the preparation of <u>the Borough of Redditch</u> Local Plan No.4.	Formatting

Location	Change needed	Reason
Policy 8 Green Belt, paragraph 8.4	The Borough's Green Belt boundary was originally defined by the Borough of Redditch Local Plan No.2 (adopted 1986) and was maintained in <u>the Borough of Redditch</u> Local Plan No.3. The preparation of Local Plan No.4 BORLP4 and associated evidence has justified the removal of certain sites from the previously designated Green Belt. Reference should be made to the Redditch Green Belt Study for the location of land removed from the Green Belt and the Local Plan No.4 BORLP4 Policies Map for the extent of the revised Green Belt boundary.	Formatting
Policy 9 Open Countryside, paragraph 9.4	Proposals for economic development in the open countryside <u>Open Countryside</u> will also be determined in accordance with Policy 27 Rural Economic Development. 'Enterprise' comprises farm diversification businesses or other businesses where a location outside a settlement is essential to their successful operation.	Formatting
Policy 10 Agricultural Workers Dwellings	Changed the following to 'Rural Workers Dwellings': Policy title Criterion C. part C Reasoned Justification Paragraph 10.7	Consistency with Inspectors Modifications
Creating and Sustaining a Green Environment		
Policy 11 Green Infrastructure, paragraph 11.1	In order to realise the Vision and Objectives of this Plan that, by 2030 Redditch Borough will be distinctively 'green', a well planned and managed GI an Network is essential. The multifunctionality of the GI an Network means that it can also contribute to delivering Objectives regarding biodiversity, climate change, historic environment and flood risk.	Formatting
Policy 11 Green Infrastructure, paragraph 11.5	Reference should also be made to the Worcestershire Access and Informal Recreation Strategy (AIRS) and the Worcestershire Rights of Way Improvement Plans (ROWIP) and, where possible, the aims of these can be delivered through the provision or enhancement of the GI an Network.	Formatting
Policy 11 Green Infrastructure, paragraph 11.6	A Green Infrastructure Strategy for the Borough <u>is being</u> will be completed which identifies and assesses the existing Green Infrastructure an Network and makes recommendations on how the an Network can be enhanced, and maintained and managed in the future.	First stage GI baseline audit has been completed/ Formatting
Policy 11 Green Infrastructure, paragraph 11.8	Green Infrastructure Concept Statements will be produced having regarding to the emerging Green Infrastructure Strategy for Redditch Borough and the emerging Sub-Regional Green Infrastructure Strategy being produced by the Worcestershire GI Partnership.	Formatting

Location	Change needed	Reason
Policy 12 Open Space Provision, paragraph 12.2	New development will be required to make provision for new and/or improvements to open space, sports and recreation facilities in accordance with the <u>Borough Council's Adopted Open Space Provision Supplementary Planning Document (SPD)</u> or any other form of planning obligation the <u>Borough Council</u> adopts.	Formatting
Policy 12 Open Space Provision, paragraph 12.4	Local Green Spaces will be designated by the <u>Borough Council</u> through the Allocations Plan, where appropriate, in accordance with the provisions of the National Planning Policy Framework (NPPF).	Formatting
Policy 12 Open Space Provision, paragraph 12.5	The Playing Pitch Strategy identifies the future need for playing pitches in the Borough and recommends that current assets are maximised and current provision is protected. The strategy for specific typologies of open space is currently contained in the Borough Council's Open Space Provision Supplementary Planning Document (SPD).	Formatting
Policy 12 Open Space Provision, paragraph 12.6	The Open Space Provision SPD is the <u>Borough Council's</u> current adopted method of calculating open space contributions.	Formatting
Policy 12 Open Space Provision, paragraph 12.9	Local Green Space will only be designated where it does not conflict with the Objectives of the <u>Local Plan BORLP4</u> and in accordance with the NPPF.	Formatting
Policy 13 Primarily Open Space, paragraph 13.2	ii. the recreational, conservation, wildlife, historical, and visual and community amenity value of the site;	Formatting
Policy 13 Primarily Open Space, paragraph 13.4	Proposals for development on Primarily Open Space land that contribute to both the Green Infrastructure Network in the Borough and the nature and purpose of the open space may be deemed acceptable by the <u>Borough Council</u> .	Formatting
Policy 15 Climate Change, criterion i.	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 <u>maximised</u> to reduce transport emissions;	Typo
Policy 15 Climate Change, criterion ii.	ii. 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, <u>street trees</u> and lighting;	From the Woodland Trust rep – They considered the policy should reflect para 96 of the NPPF in terms of minimising energy consumption, and take account of the role of street trees and woodland in combatting climate change

Location	Change needed	Reason
Policy 15 Climate Change, paragraph 15.7	Include opening bracket at start of web link	Typo
Policy 15 Climate Change, paragraph 15.8	It sets the standard for best practice in sustainable design and is used as a measure to describe a building's environmental performance (http://www.breeam.org/index.jsp).	Typo
Policy 15 Climate Change, paragraph 15.9	In addition, to ensuring waste is minimised across the lifetime of developments, Policy 40 High Quality Design and Safer Communities requires <u>that</u> appropriate space for waste and recycling is made within the development.	Typo
Policy 16 Natural Environment, paragraph 16.2	A high quality natural environment and landscape is integral to delivering the Vision of the Local Plan BORLP4.	Formatting
Policy 16 Natural Environment, paragraph 16.3	In determining applications affecting sites of wildlife importance, the <u>Borough</u> Council will apply the hierarchy of designated sites and appropriate weight will be given to their importance and contribution to wider ecological networks.	Formatting
Policy 16 Natural Environment, paragraph 16.8	The Worcestershire Historic Landscape Characterisation (HLC), Worcestershire GI Framework and Worcestershire Biodiversity Action Plan (<u>BAP</u>) should also be used to inform development proposals.	Formatting
Policy 16 Natural Environment, paragraph 16.10	Trees and woodlands are also often of historic value. Ancient hedgerows are those which support the greatest diversity of plants and animals and should be retained and managed appropriately in all situations. Trees and woodlands (including the provision of new native woodland) can deliver a major contribution to resolving a range of water management issues whilst also delivering other positive factors such as biodiversity, Green Infrastructure and adapting and mitigating climate change.	Typo
Policy 16 Natural Environment, paragraph 16.11	The Worcestershire Biodiversity Action Plan (BAP) includes targets for maintenance, restoration, expansion or creation (as appropriate) for the conservation of habitats and species.	Formatting
Policy 17 Flood Risk Management, RJ, paragraph 2, bullet point 6	consider the vulnerability of those that could occupy and use the development, taking account of the Sequential and Exception Tests and the vulnerability classification as per the National Planning Practice Guidance (§ Tables 2 and 3 flood risk vulnerability),	Formatting
Policy 17 Flood Risk Management, RJ, paragraph 2, bullet point 7	consider and quantify the different types of flooding (whether from natural and <u>or</u> human sources and including joint and cumulative effects)	Typo

Location	Change needed	Reason
Policy 17 Flood Risk Management, RJ, paragraph 2, bullet point 8	<ul style="list-style-type: none"> consider the effects of a range of flooding events including extreme events on people, property, the natural and historic environment and river and coastal processes; 	Amendment made in line with Environment Agency rep
Policy 17 Flood Risk Management, RJ, bullet point 10 and 11	<ul style="list-style-type: none"> consider how the development will modify run-off and promote the use of Sustainable Drainage Systems (SuDS) to mitigate that impact; and be supported by appropriate data and information, including historical information on previous events- ; and 	Amendment needed as a result of other changes to Policy
Policy 17 Flood Risk Management, RJ Paragraph 17.7 final bullet point	Change 'Table' to 'Tables'	Typo
Policy 17 Flood Risk Management, RJ Paragraph 17.10	Change "The strategy is due for publication in 2014" to "The Strategy was adopted in March 2016".	Clarification
Policy 17 Flood Risk Management, Reasoned Justification, Final Paragraph	The LLFA is also required to establish a SuDS Approval Body (SAB) with responsibility for approval of all drainage plans and the adoption and maintenance of SuDS that serve more than one property in new developments. Enactment of the SAB function is currently envisaged to commence in April 2014.	Change in Government Policy
Policy 18 Sustainable Water Management, paragraph 18.4	The development of any site should not lead to deterioration of EU Water Framework Directive (WFD) water body status nor have a negative impact on water quality, either directly through the pollution of surface or ground water or indirectly through overloading of sewage treatment works.	Typo
Policy 18 Sustainable Water Management, paragraph 18.6	Only once it has been demonstrated that it is not feasible to connect to the mains sewer should the developer consider non-mains foul drainage options. (see Planning circular 3/99 for more information).	Circular has been withdrawn
Policy 18 Sustainable Water Management, paragraph 18.14	The Lead Local Flood Authority (LLFA) is required to establish a SuDS Approval Body (SAB) with responsibility for approval of all drainage plans and the adoption and maintenance of SuDS that serve more than one property in new developments. Enactment of the SAB function is currently envisaged to commence in April 2014.	Change in Government Policy

Location	Change needed	Reason
Policy 19 Sustainable Travel and Accessibility, paragraph 19.10	and consists of the A441, A4023 and the A448, and can also be <u>is</u> identified on the Transport Map <u>overleaf</u> . New accesses onto the PRN and SRN will not be encouraged and should not inhibit the strategic function of these routes. Where development proposals impact upon the PRN or the SRN, a transport assessment must be undertaken to ensure that the function of the network is maintained.	Formatting
Policy 19 Sustainable Travel and Accessibility, paragraph 19.11	Continues after Transport Map. Paragraphs 19.11 – 19.14 should continue straight after previous paragraphs	Formatting
Policy 20 Transport Requirements for New Development, paragraph 20.1 (i)	The assessment of traffic impact should be undertaken in line with the policies in the p <u>l</u> an and other relevant transport policy and guidance;	Formatting
Policy 20 Transport Requirements for New Development, paragraph 20.1 (x)	the <u>Borough</u> Council will use mechanisms such as planning conditions and planning obligations, including financial contributions where necessary to secure the timely delivery of any necessary transport mitigation measures; and	Formatting
Policy 20 Transport Requirements for New Development, RJ, paragraph 20.4, 2 nd bullet point	where there are local initiatives for the reduction of road traffic, or the promotion of <u>of</u> public transport, walking or cycling; or	Typo
Policy 20 Transport Requirements for New Development, RJ, paragraph 20.7	Transport evidence prepared in support of a planning application must be prepared to the satisfaction of the Borough Council and Worcestershire County Council (WCC) Highways Department <u>and where appropriate Highways England</u> . Worcestershire County Council owns and maintains a range of transport models and information, which it makes available for use by developers to test the impacts of proposed developments on Worcestershire's transport networks.	Requested by HE as a statutory consultee and key stakeholder in relation to highway impacts to assess whether development impacts are acceptable.
Policy 21 Alexandra Hospital Public Transport Interchange, paragraph 21.3	Further detail on the delivery of the Alexandra Hospital <u>Public</u> Transport Interchange (costs and timescales) can be found in the Infrastructure Delivery Plan (IDP).	Typo
Creating a Borough where Businesses can Thrive		
Title page	The policies in this chapter will deliver the Objectives: “To have a strong, attractive, diverse and enterprising economic base with sufficient employment land, including Strategic Sites and employees with higher skills levels”	To clarify that Plan policies meet the Objectives

Location	Change needed	Reason
	<u>“To have demonstrated compliance with the “Duty to Cooperate” by providing for Redditch’s growth across Local Authority boundaries”</u>	
Policy 24 Development within Primarily Employment Areas	Criterion i - add ‘and’ at the end Criterion ii - change ‘and’ to ‘or’	Clarification
Policy 24 Development within Primarily Employment Areas, paragraph 24.7	The <u>Borough</u> Council will assess whether the loss of an employment site would have a detrimental impact on the supply of employment land.	Formatting
Policy 26 Office Development, paragraph 26.1	The <u>Borough</u> Council aims to create a Borough where businesses have the opportunity to thrive and the Office Development policy offers a strategy towards meeting this aspiration.	Formatting
Policy 26 Office Development, paragraph 26.7	Whilst the NPPF directs office development towards Town Centres in the first instance, the <u>Borough</u> Council is mindful of the land availability issues within Redditch Town Centre to accommodate its development requirements. The <u>Borough</u> Council will strive to promote the Town Centre as the most desirable destination for a range of uses, including its office provision, but considers that its approach to office provision elsewhere in the Borough, within Primarily Employment Areas, needs to be flexible in order to encourage businesses to locate to the Borough to support Redditch’s overall prosperity as a thriving town.	Formatting
Policy 26 Office Development, paragraph 26.8	The <u>Borough</u> Council would not wish to encourage developments which may compound existing issues further, thus compromising the vitality and prosperity of the Town Centre.	Formatting
Policy 26 Office Development, paragraph 26.9	The <u>Borough</u> Council considers that if demand for Town Centre office space is low, then supporting alternative appropriate uses could benefit the Town Centre’s prosperity and contribute towards meeting other development targets identified within the Local Plan.	Formatting
Policy 27 Rural Economic Development, paragraph 27.1	As the rural area accounts for approximately 50% of the area of the Borough, rural economic development plays an important role in the Borough’s economy and assists in achieving the <u>Borough</u> Council’s Vision of Creating a Borough Where Businesses <u>C</u> an Thrive.	Formatting

Location	Change needed	Reason
Policy 29 Broadband and Telecommunications, paragraph 29.2	The <u>Borough</u> Council recognises the benefits of having good quality communications and high speed broadband in the Borough. High quality communications infrastructure can attract business to an area and help firms remain competitive and assist in achieving the <u>Borough</u> Council's key theme of Creating a Borough Where Businesses C an Thrive.	Formatting
Policy 29 Broadband and Telecommunications, paragraph 29.8	Redditch The Borough Council is working with the other Councils in Worcestershire to deliver the Worcestershire Local Broadband Plan: Connecting Worcestershire.	Formatting
Improving the vitality and viability of Redditch Town Centre and District Centres		
Title page	<p>The policies in this chapter will deliver the Objectives:</p> <p>"To enhance the visitor economy and Redditch's cultural and leisure opportunities including Abbey Stadium"</p> <p>"Reduce crime and anti-social behaviour and the fear of crime through high quality design, with regeneration achieved at Matchborough, Winyates and Woodrow District Centres"</p> <p>"To improve the vitality and viability of Town and District Centres in the Borough by day and night <u>by promoting a vibrant mix of uses including residential</u>"</p>	Typo, missing text needs to align with Objective text
Policy 30 Town Centre and Retail Hierarchy, paragraph 30.9	The delivery of 30,000 sq m of comparison retail floorspace is evidenced by a proportionate evidence base in the <u>Borough</u> Council's Retail Needs Assessments. The site specific allocations for retail will need to be evidenced in the future with more specific quantative retail data because retail evidence can only ever provide a snapshot in time before the adoption of this Local Plan <u>BORLP4</u> and can become out of date quickly.	Formatting
Policy 30 Town Centre and Retail Hierarchy, paragraph 30.10	The <u>Borough</u> Council has identified specific roles for each of the centres and will use planning policies to maintain and, where necessary and appropriate having regard to national guidance, improve the shopping function and environment of these centres.	Formatting
Policy 31 Regeneration for the Town Centre, paragraph 31.6	In order to secure the regeneration and future of Redditch Town Centre, regard should be had to both the retail vision within the Local Plan <u>BORLP4</u> and the Redditch Town Centre Strategy.	Formatting

Location	Change needed	Reason
Policy 34 District Centre Redevelopment, Introductory paragraph	The District Centres in Redditch Borough were identified as a significant issue for the Plan to consider, particularly in relation to the District Centres at Church Hill , Matchborough, Winyates and Woodrow, because of their poor image, issues of anti-social behaviour and inappropriate design which is making them suffer.	Church Hill District Centre redevelopment has now been completed
Policy 34 District Centre Redevelopment, paragraph 34.5	The <u>Borough</u> Council will look favourably on development proposals that will help revitalise and improve the shopping and community facilities of District Centres providing they are in keeping with their primarily retailing role and actively support the redevelopment of, Matchborough, Winyates and Woodrow District Centres and their status as Strategic Sites.	Formatting
Policy 34 District Centre Redevelopment, paragraph 34.7	Early consultation between developers and the <u>Borough</u> Council is encouraged to ensure effective consideration of community safety issues during the design of the development.	Formatting
Protecting and Enhancing Redditch's Historic Environment		
Policy 36 Historic Environment, paragraph 36.1	The historic environment plays an important role in the Borough's economy and is central in achieving the <u>Borough</u> Council's Vision of Protecting and Enhancing Redditch's Historic Environment, as well as helping to deliver wider economic, social and environmental objectives for the Plan area.	Formatting
Policy 36 Historic Environment, paragraph 36.2	Non-designated heritage assets, nationally important archaeological remains and locally listed heritage assets, and their settings will also need to be conserved and enhanced in a manner appropriate to their significance and contribution to the historic environment.	Formatting
Policy 36 Historic Environment, paragraph 36.8	The sites contain both statutorily listed and locally listed heritage assets which the <u>Borough</u> Council considers make a valuable contribution to the historic environment.	Formatting
Policy 36 Historic Environment, paragraph 36.10	The level of detail should be proportionate to the importance of the asset and the level of impact presented by the proposal, in accordance with the <u>Borough</u> Council's validation requirements. Where a site does not contain any known heritage assets, but has the potential to do so, then development proposals must include an appropriate assessment of this potential. For larger schemes this should include a field evaluation. A d Design and a Access s Statement may also be required, particularly where the proposal has the potential to substantially change the character or appearance of a heritage asset or its setting.	Formatting

Location	Change needed	Reason
Policy 37 Historic Buildings and Structures, paragraph 37.9	These heritage assets have been formally identified by the <u>Borough</u> Council on a list of local heritage assets.	Formatting
Creating Safe and Attractive Places to Live and Work		
Policy 39 Built Environment, paragraph 39.3, criterion ii	be innovative and resilient to the effects of climate change, whilst also protecting and enhancing locally distinctive and historic features to improve the character and quality of the local environment; <u>and</u>	Typo
Policy 40 High Quality Design and Safer Communities, Criteria iv.	Remove underlined Comma after 'designed'	Formatting
Policy 40 High Quality Design and Safer Communities, Criteria v.	aid movement by ensuring all developments areas benefit from accessibility, connectivity, permeability and legibility, particularly aiding sustainable modes of movement such as walking, cycling and access to public transport;	Changed in response to Community Safety Rep
Policy 40 High Quality Design and Safer Communities, Criteria vii.	provide appropriate space for waste and recycling to minimise any adverse visual impact on the property or the street-scene; <u>and</u>	Typo
Policy 40 High Quality Design and Safer Communities, RJ Paragraph 2	To meet the criteria on design and layout, proposals will <u>should</u> be assessed against the industry standard for well-designed homes and neighbourhoods – Building for Life.	Clarification
Policy 40 High Quality Design and Safer Communities, RJ Paragraph 4	When correctly designed and sited, public art can also make a significant contribution to reducing crime and promoting community safety. <u>Risks of crime to public art can include theft, deliberate damage and arson. Designs will need to take these risks into account and mitigate against them.</u>	Changed in response to Community Safety Rep
Policy 40 High Quality Design and Safer Communities, paragraph 40.10	Early consultation between developers and the <u>Borough</u> Council is encouraged to ensure effective consideration of community safety issues during the design of the development.	Formatting
Policy 41 Shopfronts and Shopfront Security, paragraph 41.1	This policy assists in achieving the <u>Borough</u> Council's Vision of Creating a Borough where Businesses can Thrive.	Formatting
Policy 41 Shopfronts and Shopfront Security, paragraph 41.3	The word 'only' needs to be inserted.	Typo
Policy 42 Advertisements, paragraph 42.1	Well designed and well placed advertisements are essential to commercial activity in a free and diverse economy and can assist in achieving the <u>Borough</u> Council's Vision of Creating a Borough where Businesses can Thrive.	Formatting

Location	Change needed	Reason
Policy 42 Advertisements, paragraph 42.11	In Redditch there have been problems with advertisements being placed on <u>Borough</u> Council and Highway land without permission.	Formatting
Promoting Redditch's Community Well-being		
Policy 43 Leisure, Tourism and Abbey Stadium, paragraph 43.1	The protection and enhancement of this built and natural resource is essential to achieve the Vision and Objectives of this Plan BORLP4 to enhance the visitor economy and cultural and leisure opportunities in the Borough.	Formatting
Policy 45 Cemeteries, paragraph 45.2	The <u>Borough</u> Council will continue to ensure that there is sufficient cemetery land to meet the needs of the Borough. In order to do so, it will be necessary to identify a new cemetery site within the Plan period.	Formatting
Strategic Sites		
Policy 46 Brockhill East, Introductory paragraph	This strategic site is currently greenfield <u>and</u> as has been previously designated as Green Belt in parts; however exceptional circumstances exist to allocate this site to meet development needs.	Typo
Policy 46 Brockhill East, Criteria xiv.	Replace Batchley Brook _z with Batchley Brook;	Typo
Policy 46 Brockhill East, final sentence	All aspects of the Brockhill East Strategic Site delivery must be in accordance with other policies and proposals contained within this Local Plan.	For consistency with other Strategic Site policies
Policy 47 Land to the Rear of the Alexandra Hospital, Criteria xi.	Remove extra comma after "south of the site, _z "	Typo
Policy 47 Land to the Rear of the Alexandra Hospital, Reasoned Justification, Paragraph 47.9	Move paragraph up and adjoin to previous (47.9)	Formatting
Policy 49 Woodrow Strategic Site, Criteria vii.	'Open Space Provision' Supplementary Planning Document SPD	Typo and consistency
Policy 49 Woodrow Strategic Site, Criteria viii.	the Historic Environment Record	Typo
Policy 49 Woodrow Strategic Site, Criteria xiv and xv.	xiv. surface water must be managed sustainably and is not connected to the foul/combined water sewer; <u>and</u> xv. and ensure appropriate waste water treatment infrastructure is in place to support development.	Consistency

Location	Change needed	Reason
Policy 49 Woodrow Strategic Site, Reasoned Justification, paragraph 1	Development Type – This Strategic Site is capable of accommodating around 220 <u>180</u> dwellings at a minimum density of between 30-50 dwellings per hectare.	Typo
Monitoring and Implementation		
Paragraph 1	The delivery of this Plan is considered to be an iterative process and the <u>Borough</u> Council aims to constantly strive for improvement. The <u>Borough</u> Council will monitor and consider best practice advice to see if there are any lessons that can be learnt.	Formatting
Paragraph 3	In order to successfully achieve this, the <u>Borough</u> Council produces a Monitoring Report on an annual basis.	Formatting
Paragraph 4	In addition to the Monitoring Report the <u>Borough</u> Council is also committed to undertake monitoring on the following matters:	Formatting
Paragraph 6	Where it is necessary, some of the policies in this Local Plan have a trigger or threshold for when the <u>Borough</u> Council would need to look at revisions if the actual policy proposals either under provide or overachieves significantly.	Formatting
Appendices		
Appendix 1, Policy RCBD1	Replace with most up to date version of the Policy in the Adopted version of the Bromsgrove Development Plan	Consistency with BDP Main Modifications
Appendix 2 Table 2	Changed table number from i. to ii.	Typo
Appendix 4, Title	Project/ Ssite/ Policy in Local Plan No.4 <u>BORLP4</u>	Typo and consistency
Appendix 4, Policy 4 Housing Provision	<u>Redditch</u> Borough Council	Consistency
Appendix 4, Policy 12, Existing provision	288 <u>300</u> formally designated open spaces within the Borough.	Altered in line with amendments to losses and gains of open space
Appendix 4, Policy 26 Office Development	North Wores EDR <u>North Worcestershire Economic Development and Regeneration</u>	Clarification
Appendix 4, Policy 28 Supporting Education, Training and Skills	NWEDR <u>North Worcestershire Economic Development and Regeneration</u>	Clarification
Appendix 4, Policy 30 Town Centre and Retail Hierarchy	North Wores EDR <u>North Worcestershire Economic Development and Regeneration</u>	Clarification

Location	Change needed	Reason
Appendix 4, Policy 40 (Delivery Partners)	Redditch Borough Council All developers West Midlands Mercia Police	Common Ground between RBC and West Mercia Police and Hereford & Worcester Fire and Rescue Service (OED/3)
Appendix 4, Policy 41 (Delivery Partners)	Redditch Borough Council All developers West Midlands Mercia Police	Common Ground between RBC and West Mercia Police and Hereford & Worcester Fire and Rescue Service (OED/3)
Appendix 5	Delete Appendix	Information irrelevant on adoption
Appendix 6	Re-number following deletion of Appendix 5	Formatting
Appendix 6	Change 'Employment Monitoring SPG' to 'Employment Land Monitoring SPG'	Typo
Appendix 6	Encouraging Good Design SPG not SPD	Typo
Appendix 6	Sustainable Community Strategy (SCS) – Sets out the key themes which Redditch Borough Partnership and its partner organisations will concentrate on to improve the environmental, economic and social well being of Redditch Borough and contribute to sustainable development in the next 10 to 15 years.	Reference removed in Local Plan
Appendix 6	Wildlife Corridors Includes countryside features such as hedgerows and watercourses which act as links or stepping stones from one habitat to another. PPS9 (Nature conservation) refers to the importance of countryside features which act as wildlife corridors between habitats, and to the value of these links in maintaining the range and diversity of flora and fauna.	PPS9 Deleted
Appendix 7	Re-number following deletion of Appendix 5	Formatting
Appendix 7	Insert 'and beyond the Green Belt' after 'Countryside outside Settlements'	Clarification

Redditch Borough Council**ADOPTION STATEMENT****Notice of Adoption of:****Borough of Redditch Local Plan No4****In accordance with:**

The Planning and Compulsory Purchase Act 2004

The Localism Act 2011

The Town and Country Planning (Local Planning) (England) Regulations 2012

The Environmental Assessment of Plans and Programmes Regulations 2004

Adoption Date

Notice is given that at a Council meeting on 30th January 2017, the Council formally adopted the Borough of Redditch Local Plan No4 (BORLP4) and Policies Map.

The BORLP4 was considered by an independent Inspector at an Examination in Public at hearing sessions held between June 2014 and March 2016. The Inspector's report was published on 19th December 2016 which concluded that the BORLP4 is sound and legally compliant, subject to the Inspector's recommended Main Modifications. The adopted BORLP4 incorporates the modifications recommended by the Inspector and minor modifications by the Council.

Subject matter and area covered

Now that it is adopted the BORLP4 forms a key element of the Development Plan for Redditch Borough. It replaces the Borough of Redditch Local Plan No3 which was adopted in 2006.

The BORLP4 outlines the spatial vision for sustainable development in the District up to 2030 and how it will be achieved against a set of objectives. The plan sets the planning policies and identifies site specific allocations for Redditch Borough's needs.

Modifications

The adopted Plan includes the Main Modifications recommended by the Inspector and the minor modifications. The full list of modifications made to the Plan following receipt of the Inspector's report can be found in the Schedule of Main Modifications published as an Appendix to the Inspector's report and the Schedule of Minor Modifications published by the Council alongside the Inspector's report. The Schedules are available on the Council's website at

www.redditchbc.gov.uk/examination or at the Council's offices and public libraries.

Challenge

Any person who is aggrieved by the adoption of the BDP may make an application to the High Court under section 113 of the Planning and Compulsory Purchase Act 2004 on the grounds that:

- the document is not within the appropriate power
- a procedural requirement has not been complied with

Any such application must be made promptly and in any event no later than 6 weeks after the date on which the BORLP4 was adopted i.e. no later than 13th March 2017.

Statement of document availability

The adopted BORLP4 and Policies Map , this Adoption Statement and the Sustainability Appraisal Report and the Inspector's report are available for inspection at www.bromsgrove.gov.uk/examination and the following locations during normal opening hours.

All the material relating to the Examination process can also be viewed on the Council's website, and at the following places during normal opening hours.

Council Offices:

Redditch Town Hall, Walter Stranz Square, Redditch, Worcestershire, B98 8AH

Batchley Customer Service Centre, 183 Batchley Road, Redditch B97 6JB.

Winyates Customer Service Centre, Unit 3 Winyates Centre, Redditch B98 0NR

Woodrow Customer Service Centre, Studley Road, Redditch B98 7RY.

Libraries:

Redditch Library, 15 Market Place, Redditch, B98 8AR

Redditch Mobile Library

Further Information:

Further information or advice may be obtained by telephoning 01527 64252 extn. 3209 extn 3221 or or by emailing:

devplans@redditchbc.gov.uk

Sustainability Appraisal of the
Borough of Redditch Local Plan No.4

Post Adoption Statement

January 2017

	Contents	Page No.
1.	Introduction	3
2.	Legislative background	4
3.	How environmental considerations have been integrated into BORLP4	5
4.	How the environmental report has been taken into account	6
5.	How the SA and Consultation Representations have been taken into account	6
6.	The reasons for choosing the plan or programme as adopted, in the light of the other reasonable alternatives	8
7.	The measures that are to be taken to monitor the significant environmental effects of the implementation of the plan or programme (Regulation 16)	9
	Appendices	
	Appendix A- Key Sustainability Issues and the Sustainability Framework	10
	Appendix B- Key Stages in the BORLP4 SA process	12

1. INTRODUCTION

- 1.1** This document provides the Post-Adoption Statement for the Borough of Redditch Local Plan No.4 2011-2030 (BORLP4), which was adopted on **XXX 2017** by Redditch Borough Council (RBC).
- 1.2 BORLP4 is the main basis for making decisions on planning applications within the administrative area of Redditch Borough. BORLP4 provides a general policy framework and suggests sites for development to meet the housing and employment needs of the Borough.
- 1.3 A Sustainability Appraisal (SA) was undertaken whilst developing BORLP4. The purpose of the SA was to ensure that the environmental, social and economic issues were considered throughout the development of BORLP4 with the aim of improving sustainability through its implementation.
- 1.4 The purpose of the Post-Adoption Statement is to satisfy the legislative requirements of Directive 2001/42/EC and the Environmental Assessment of Plans and Programmes Regulations (2004).
- 1.5 In total RBC has previously produced 24 key SA documents in the process of developing the Local Plan as follows:

	Document	Date
1	Sustainability Appraisal Scoping Report	October 2007
2	Draft Sustainability Appraisal for the Core Strategy Issues and Options Document	May – June 2008
3	Sustainability Appraisal Scoping Report Annual Update	May 2008
4	Sustainability Appraisal Scoping Report Annual Update	October 2008
5	Sustainability Appraisal for the Preferred Draft Core Strategy	Oct 2008 - Jan 2009
6	Sustainability Appraisal Scoping Report Annual Update	April 2009
7	Sustainability Appraisal Refresh and Technical Paper	March 2009
8	Sustainability Appraisal Refresh	Feb - March 2010
9	Sustainability Appraisal Scoping Report Annual Update	April 2010
10	Sustainability Appraisal Scoping Report Annual Update	April 2011
11	Sustainability Appraisal for the Revised Preferred Draft Core Strategy	Jan - March 2011
12	Sustainability Appraisal Scoping Report Annual Update	April 2012
13	Sustainability Appraisal for the Bromsgrove District and Redditch Borough Housing Growth Development Study	January 2013
14	Sustainability Appraisal for the Draft Borough of Redditch Local Plan No.4	January 2013
15	BORLP4 Proposed Submission Sustainability Appraisal	September 2013
16	Sustainability Appraisal Addendum Post Proposed Submission Corrections	March 2014
17	Sustainability Appraisal Scoping Report Annual Update	March 2014
18	BORLP4 Sustainability Appraisal Refresh	November 2014
19	Addendum to the Housing Growth Development Study and the Housing Growth Sustainability Appraisal	November 2014
20	Bromsgrove District Council & Redditch Borough Council Joint Note to clarify the recent SA process in line with a request from the Inspector	May 2015
21	BORLP4 Sustainability Appraisal - Revised Submission for Consultation	March 2015
22	Summary of changes made to the Borough of Redditch Local Plan No.4	March 2015

	Sustainability Appraisal - Revised Submission for Consultation (March 2015) in response to the six week consultation process (Examination Document Number OED/33b)	
23	BORLP4 Sustainability Appraisal	May 2015
24	BORLP4 – Proposed Main Modifications Screening Matrix 2016	December 2016

- 1.6 RBC took the findings and recommendations of the SA at each stage into account in preparing the BORLP4 before its Adoption.
- 1.7 Most of the SA work was carried out by the Development Plan Planning Team at Redditch Borough Council.
- 1.8 SA screening of the Inspector's proposed Main Modifications was carried out but the Council did not consider that the modifications proposed by the Inspector (nor minor ones proposed by the Council) would lead to significant changes and therefore did not require further consultation or SA work.

2. Legislative background

- 2.1 European Directive 2001/42/EC on the assessment of the effects of certain plans and programmes on the environment ('the SEA Directive') states that a Strategic Environmental Assessment is mandatory for plans prepared for town and country planning and land use purposes.
- 2.2 The SEA Directive is transposed into UK law through the Environmental Assessment of Plans and Programmes Regulations (2004), which requires the Sustainability Appraisal of local development plan documents.
- 2.3 The Town and Country Planning (Local Planning) Regulations (2012) states that a Sustainability Appraisal report must be completed for Local Plan documents in accordance with section 19(5) of the Planning and Compulsory Purchase Act (2004).
- 2.4 In accordance with these regulations, a Sustainability Appraisal was prepared completed for the Local Plan under the following requirements:
- Regulation 16 of the Environmental Assessment of Plans & Programmes Regulations 2004 implementing the European SEA Directive.
 - Paragraph 165 of the National Planning Policy Framework (NPPF, 2012).
- 2.5 Article 9 of the SEA Directive requires that when a plan or programme is adopted, the Council makes available a statement summarising:
- "how environmental considerations have been integrated into the plan or programme and how the environmental report prepared pursuant to Article 5, the opinions expressed pursuant to Article 6 and the results of consultations entered into pursuant to Article 7 have been taken into account in accordance with Article 8 and the reasons for choosing the plan or programme as adopted, in the light of the other reasonable alternatives dealt with."*

2.6 This requirement in European law has been transposed into UK law through Regulation 16 of the Environmental Assessment of Plans and Programmes Regulations (2004), which requires the responsible authority to produce a statement containing the following information as soon as reasonably practical after the adoption of a plan or programme:

- 1) How environmental considerations have been integrated into the plan or programme;
- 2) How the environmental report has been taken into account;
- 3) How opinions expressed in response to:
 - i. The invitation referred to in Regulation 13(2)(d);
 - ii. Action taken by the responsible authority in accordance with Regulation 13(4), have been taken into account;
- 4) How the results of any consultations entered into under Regulation 14(4) have been taken into account;
- 5) The reasons for choosing the plan or programme as adopted, in the light of the other reasonable alternatives dealt with; and
- 6) The measures that are to be taken to monitor the significant environmental effects of the implementation of the plan or programme (Regulation 16).

3. How environmental considerations have been integrated into BORLP4

- 3.1 The Sustainability Appraisal process involves assessing the performance of a plan or a programme against a series of sustainability objectives to test whether it is likely to result in significant environmental effects. These sustainability objectives and associated questions guide the evaluation of proposed policies and sites through a sustainability framework.
- 3.2 The sustainability framework for the Plan was developed during the scoping stage for the Sustainability Appraisal by considering the following:
- The environmental objectives of other plans, policies, programmes and objectives on a local, national and international scale;
 - the characteristics of Redditch Borough and
 - the key environmental problems within Redditch Borough.
- 3.3 This ensured that both the wider environmental considerations and the specific environmental problems in Redditch Borough were integrated into the sustainability framework and therefore the Local Plan, since each policy and allocation was tested using the sustainability framework.
- 3.4 The key sustainability issues and how they are reflected in the sustainability objectives is set out in Appendix A below.
- 3.5 The sustainability framework for the Borough Plan considers each of the environmental topics set out in Annex 1 of the SEA Directive and Schedule 2 of the Environmental Assessment of Plans and Programmes Regulations (2004), as shown in Table 2.1 Page 9

of the Borough of Redditch Local Plan No.4 Sustainability Appraisal (May 2015). The full range of environmental considerations were therefore integrated into BORLP4.

- 3.6 The Environment Agency, Natural England and Historic England (formerly known as English Heritage) were consulted as statutory consultees during the development of the sustainability framework and during the SA Scoping stages. This ensured that the sustainability framework addressed the key environmental considerations of other organisations.

4. How the environmental report has been taken into account

- 4.1 The SA must be an integral part of producing the Plan being appraised. The section below describes the process by which the SA influenced the development of BORLP4.
- 4.2 The SA identified relevant sustainability objectives for the Borough and provided an objective assessment of the likely significant effects of the policies and site allocations throughout the preparation of BORLP4.
- 4.3 At each stage the SA recommends a series of mitigation measures to reduce or avoid the potential adverse effects and maximise the potential beneficial effects arising from the implementation of the Plan and these changes have been incorporated into the adopted Local Plan.
- 4.4 The SA has informed the selection of preferred options through an objective appraisal of a range of reasonable options and alternatives against the framework of sustainability objectives for the Borough. The types of options considered fall into the following categories:
- Alternatives to the development strategy
 - Alternative locations for development
 - 'Do nothing' option
- 4.5 Appendix B provides details the key stages of SA consultation during the preparation of the Plan.

5. How the SA and Consultation Representations have been taken into account.

- 5.1 The SEA Directive requires the opinions expressed by consultees to be taken into account during the preparation of the plan before its adoption. Consultation is therefore an important aspect of plan making and SA and this is set out in Appendix B.
- 5.2 Appendix B demonstrates that there was consultation of every key stage of the Plan's preparation and that this included consultation on the associated SA documents. Sustainability Appraisal has accompanied each stage of the plan-making process and been subject to consultation. The outcomes of these consultations have been reported in Consultation Statements (Regulation 19) and Regulation 22(1) Summary of Main Issues Raised at Proposed Submission Stage. A very small number of representations were received on the SA at each stage which included observations on the scores given

and the scope of the SA (in relations to Habitats Regulations Assessment). Where appropriate, these comments have informed subsequent versions of the SA.

- 5.3 In addition, the SA Scoping Report was informed by information gathering beginning in June 2007. Statutory consultation was carried out in November 2007 with the three statutory bodies (Historic England, Environment Agency and Natural England) and other stakeholders. A total of seven responses were received on all aspects of the Scoping Report and appropriate amendments were made to the contents of the report (information taken from Borough of Redditch Local Plan No.4 Sustainability Appraisal May 2015). All representations on the SA were collated and summarised at each stage of plan preparation and Officer Responses were made addressing the comments of consultees. This ensured that the SA and consultation responses were considered in an iterative and ongoing way throughout the plan making process.
- 5.4 Regulation 22 (1) (c) (v) of the Town and Country Planning (Local Development) (England) Regulations 2012 sets out that a summary of the main issues raised to the Local Plan should be completed. This was completed at every stage of the Plan making process. It was not appropriate to complete this after the Publication stage of the process as the Plan had already been submitted and this was the version the Inspector would be basing the Examination in Public on. At this point all representation received were sent directly to the Inspector for assessment.
- 5.5 A document was produced entitled 'Summary of changes made to the Borough of Redditch Local Plan No.4 Sustainability Appraisal - Revised Submission for Consultation (March 2015) in response to the six week consultation process' (Examination Document Number OED/33b) which details the changes made to the SA as a result of the consultation undertaken.
- 5.6 During the Redditch Examination hearing sessions in September 2014 the Inspector requested clarification on the cross boundary site selection process carried out as part of the Housing Growth Development Study and accompanying SA in January 2013. An Addendum to the HGDS and SA (the HGDS Addendum) was produced in November 2014.
- 5.7 On publication of external Hearing Statements for the cross boundary hearing sessions some queries were raised concerning the SA process. A further revision to the Redditch SA was produced by AMEC Foster Wheeler on behalf of RBC in March 2015. This was consulted on and republished in May 2015. The Bromsgrove District Plan (BDP) SA was also updated at this time (in house but verified by AMEC Foster Wheeler) to ensure alignment continued with the Redditch SA. Both the updated BDP SA and the BORLP4 SA May 2015 contained quality assurance checklists that demonstrated how the SA's complied with the SEA Directive (page 57 of the BDP SA)
- 5.8 A table showing all the responses to the SA consultation carried out between March and April 2015 was published on both Councils' websites. This included a summary of the response, officers' comments and proposed action (OED/33A). Corresponding

amendments were also made to both SAs as a result of this consultation (OED/ 33B – Redditch and OED/34 Bromsgrove).

5.9 At the Examination hearing sessions in June 2015 it was confirmed that the BDP SA did not in itself contain a detailed assessment of growth options for Redditch within the BDP area, and that it referred instead to the BORLP4 SA. The Inspector accepted this as a suitably pragmatic approach and saw no benefit in duplicating the exercise and the BDP SA (as updated) provided appropriate cross-references to the relevant documentation.

5.10 During the final cross boundary hearing session's concerns were re-expressed regarding various SA issues and at the final joint examination session on 24 March 2016 the Inspector requested a Legal Opinion commission by the Councils on whether the SAs complied with the SEA Directive. This Opinion confirmed legal compliance and was published on the Councils websites on 20 April 2016 (Reference ED/50-Legal Opinion on behalf of the Councils on SEA, April 2016).

5.11 A screening of the proposed Main Modifications to the BORLP4 following Examination found that no significant environment effects were likely and therefore further SA is not required. This screening is available as a separate document.

6. The reasons for choosing the plan or programme as adopted, in the light of the other reasonable alternatives

6.1 This is explained in detail in the document entitled 'Borough of Redditch Local Plan No.4 Sustainability Appraisal May 2015' under the section titled 'The Borough of Redditch Local Plan No.4 and its Evolution' subsection '3.4 Consideration of Reasonable Alternatives' (page 17). This covers reasonable alternatives to accommodate all of Redditch's housing needs, both within Redditch Borough and in cross boundary locations.

6.2 At each stage of the evolution of the BORLP4, reasonable alternative options have been identified and appraised, with detailed explanation given on the reasons for choosing the proposed option, taking account of consultee representations, planning considerations and sustainability analysis. The Submission BORLP4 and accompanying SA set out detailed consideration of all the policies and potential housing sites and ensures that all reasonable alternatives were explicitly tested against one another. Particular attention was paid to the need to provide for development in Bromsgrove District to meet the needs of Redditch, and detailed evaluation of options relating to such strategic provision was undertaken and appraised.

6.3 The SA report identifies a number of likely effects associated with strategic sites and policy options and the likelihood and scale of these effects. Mitigation or remedial measures have also been proposed that maximise any predicted beneficial effects of the proposed options or approaches and that minimise any predicted adverse effects.

7. The measures that are to be taken to monitor the significant environmental effects of the implementation of the plan or programme (Regulation 16)

- 7.1 The significant environmental effects (and proposed mitigation measures) of the plan are summarised on page 40 of the Borough of Redditch Local Plan No.4 Sustainability Appraisal May 2015, under the section entitled '4.7 Overall Effects of the BORLP4 and Proposals for Mitigation'. These will be monitored as set out in this document (page 45) which states:

"4.8.2 Once the Local Plan is adopted, its significant effects will be assessed based on the monitoring of the sustainability indicators. This will help to measure how well the Local Plan contributes to sustainable development and informs any future review of plans and policies. Through this process, the significant effects predicted in this SA will be monitored via the Monitoring Report. The SEA Directive requires that the significant environmental effects of implementing the Local Plan should be monitored in order to identify unforeseen adverse effects, and to be able to undertake appropriate remedial action.

4.8.3 Data for the indicators will be collected at least annually in the Monitoring Report to monitor whether the Local Plan has made a positive contribution to sustainable development. Monitoring of the Local Plan will eventually be linked to monitoring the remainder of the documents in the Development Plan."

- 7.2 Potential indicators and targets have been developed and are detailed in Appendix A of the Borough of Redditch Local Plan No. 4 Sustainability Appraisal May 2015, furthermore, details relating to Monitoring are set out in the BORLP4 Proposed Submission document under the heading 'Monitoring and Implementation'.

Appendix A: Key Sustainability Issues and the Sustainability Framework

Topic	SA Objective	Issues and Trend
Managing waste in accordance with the waste hierarchy	(1) To manage waste in accordance with the waste hierarchy: reduce, reuse, recycle, compost, recovery, disposal	The level of household waste which is recycled in the Borough is amongst the lowest in the country.
Climate Change	(2) Reduce causes of and adapt to the impacts of climate change	The Borough has lower domestic, road transport and total CO2 emission than all other Districts in Worcestershire.
Reducing the need to travel	(3) To reduce the need to travel and move towards more sustainable travel patterns	A low percentage of the population cycle and walk to work in Redditch Borough compared to Worcestershire and England despite the average travel to work distance being shorter.
Redditch's Economy	4) Develop a knowledge driven economy, with the appropriate employment land, infrastructure and skills base whilst ensuring all share the benefits urban and rural	There is a high percentage of self-employed workers in the Borough compared to elsewhere and a high number of business registrations which is increasing at a higher rate than elsewhere. The demand for larger offices is not met by the current supply.
Community Involvement	(5) To provide opportunities for communities to participate in and contribute to decisions that affect their neighbourhood and quality of life, encouraging pride and social responsibility in the local community	Election turnout varies by ward across the Borough but is relatively low like much of the country.
Economic Diversity	(6) Promote and support the development of new technologies, of high value and low impact, especially resource efficient technologies and environmental technology initiatives	A high proportion of the Borough's population work in the manufacturing industry.
Natural resources	(7) Protect and improve the quality of water, soil and air and water resources	The percentage of river length in Redditch Borough assessed as having good biological quality is low. There are no air quality management areas in the Borough.
Flood risk	(8) Ensure development does not occur in high-risk flood prone areas and does not adversely contribute to fluvial flood risks or contribute to surface water flooding in all other areas	Defined flood zones cover a relatively small proportion of the Borough. There is evidence of flooding from both watercourses and sewers.
Vitality and Viability of Centres	(9) To improve the vitality and viability of Town and District Centres and the quality of and equitable access to, local services and facilities, regardless of age, gender, ethnicity, disability, socio-economic status or educational attainment	There have been no residential dwellings completed in Redditch Town Centre since 1996. There are a very low number of vacant units in Redditch town centre and in all district centres.
Landscape and	(10) Safeguard and strengthen landscape	There are three identified landscape

Topic	SA Objective	Issues and Trend
townscape	and townscape character and quality	character areas in the rural area of the Borough which can influence the location and form of new development. The issues related to townscape are not currently understood.
Biodiversity	(11) To conserve and enhance biodiversity and geodiversity	There is room for improvement in biodiversity provision and the standard of maintenance of nationally important resources.
Health and well being	(12) To improve the health and well-being of the population and reduce inequalities in health	There is a higher percentage of Redditch's population claiming disability benefits compared to averages. The percentage of the population living in the most deprived Super Output Areas in Redditch is falling.
	(13) Provide decent affordable housing for all, of all the right quality and tenure for local needs, in clean, safe and pleasant local environments	The supply of affordable housing does not meet demand in the Borough. The average house price in the Borough is below the regional average.
Qualifications and skills base	(14) To raise the skills levels and qualifications of the workforce	GCSE and A Level performance is relatively poor in Redditch and there is a high percentage of people with no qualifications/level unknown.
Crime and fear of crime	(15) Reduce crime, fear of crime and anti-social behaviour	The perceptions of crime and fear of crime are not relative to the actual low levels of crime in the Borough.
Historic Environment	(16) Conserve and enhance the architectural, cultural and archaeological heritage and seek well-designed, resource efficient, high quality built environment in new development proposals	There is a rich and varied stock of cultural and landscape assets which contribute to defining the Borough's character including both designated and non-designated assets.
Making the most efficient use of land	(17) Ensure efficient use of land through safeguarding of mineral reserves, the best and most versatile agricultural lands, land of Green Belt value, maximising use of previously developed land and reuse of vacant buildings, where this is not detrimental to open space and biodiversity interest	As a former new town, there is a limited amount of brownfield land and high levels of open space in Redditch compared to other districts.
Resource efficiency and renewable energy	(18) Promote resource efficiency and energy generated from renewable energy and low carbon sources	No Borough level data available

Taken from Borough of Redditch Local Plan No. 4 Sustainability Appraisal May 2015

Appendix B- Key Stages in the BORLP4 SA process

Document	Summary
Draft Sustainability Appraisal for the Core Strategy Issues and Options Document (May – June 2008)	<p>The purpose of this SA was to ensure that sustainability principles were incorporated into the plan at an early stage of production. The SA Framework was a sound basis for appraising the different Options set out in the Issues and Options Document. The Issues and Options Document contains issues which were determined after reviewing the plans, policies and programmes and baseline information in the Scoping Report, through ongoing informal consultation and through evidence gathering. Each Issue in the Issues and Options Document raised questions which needed to be answered and suggested a set of alternative Options which are intended as possible solutions to these questions. Each of these Options were assessed in this SA Report to give an indication of the sustainability of the different Options.</p> <p>The conclusions were there would be significantly harmful effects on sustainability if the ‘Business as usual/ Do nothing’ approach was taken. The SA demonstrated that, in most cases, a proactive approach to dealing with Issues was required. Mitigation measures were proposed in the SA to ensure the benefits of implementing some Options were maximised and that the harmful effects of implementing other Options were minimised.</p> <p>The SA tested the Plan’s Strategic Objectives against the Sustainability Appraisal Framework, developed the Plan Options, predicted the effects of the Plan, evaluated the effects of the Plan, considered ways to mitigating adverse effects and maximise beneficial effects and proposed measures to monitor the significant effects of implementing the Plan.</p>
Sustainability Appraisal for the Preferred Draft Core Strategy (Oct 2008 - Jan 2009)	<p>This SA demonstrated which options were the most appropriate to take forward. All new options raised since the Issues and Options SA were appraised in this SA which helps to justify the most appropriate approach taken in the Preferred Draft Core Strategy. There were open ended questions in the Issues and Options document, where no alternative options are presented. Following consultation, new issues have been identified for Redditch, and the Preferred Draft Core Strategy details the additional areas covered.</p> <p>In order to better understand the implications of including Strategic Sites in the Core Strategy, an appraisal of the sites was undertaken in this SA. The SA Objectives and decision making criteria have been used in the assessment of each site. Each site has then been scored against assessment criteria.</p> <p>This SA also includes an Appropriate Assessment, also known as a Habitats Regulations Assessment and has demonstrated that the Core Strategy would have no effects on the nearest Natura 2000 designated site at Bredon Hill, Wychavon.</p>
Sustainability Appraisal for the Revised Preferred Draft Core Strategy (Jan - March 2011)	<p>During the Core Strategy production lots of changes have impacted on how Redditch prepares the Core Strategy and when the policy approaches need to change the Borough Council needs to assess what effects these changes will bring. This is the focus of this SA. Following the change of Government in May 2010, the Government announced the abolition of Regional Spatial Strategies and the development requirements embedded in them, in favour of locally derived development targets.</p> <p>The impacts of locally generated housing targets and other development targets (where appropriate) have been assessed in this SA.</p>
Sustainability Appraisal for the Draft Borough of Redditch Local Plan No.4 (January 2013)	<p>The Draft Core Strategy was refocussed and presented as a Local Plan following amendments to the Planning and Compulsory Purchase Act 2004, the publication of the Town and Country Planning (Local Development) (England) Regulations 2012 and the introduction of the National Planning Policy Framework (NPPF) (March 2012).</p> <p>Guidance in the NPPF was clear that locally generated development targets needed to be evidence based taking account of, amongst other things, the Borough’s objectively assessed housing need.</p> <p>Under the remit of the Duty to Co-operate, Redditch Borough Council addressed the issue of cross boundary growth to meet its development needs with Bromsgrove District Council. The Housing Growth Development Study (HGDS), which informed the Draft BORLP4, was undertaken jointly by the two Local Authorities and was subject to a specific Sustainability Appraisal, which is referenced in the BDC Post Adoption Statement.</p>
BORLP4 Proposed Submission Sustainability Appraisal (September 2013)	This version of the Sustainability Appraisal was prepared to reflect the proposals in the Proposed Submission version of the Local Plan. This was the version submitted to the Inspector to be Examined.
BORLP4 Sustainability Appraisal Refresh (November 2014)	This version of the SA was updated to reflect the changes made to Proposed Submission version of the SA and the Proposed Submission version of the Local Plan.
BORLP4 Sustainability Appraisal (March and May 2015)	A final SA report was produced in May 2015 as part of the iterative process of SA, incorporating some changes made during consultation in March 2015. This document informed the cross boundary site selection process.
BORLP4 – Proposed Main Modifications Screening Matrix 2016 (Appendix B)	SA screening of the Inspector’s proposed Main Modifications was carried out but the Council did not consider that the modifications proposed by the Inspector (nor minor ones proposed by the Council) would lead to significant changes and therefore did not require further consultation or SA work

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY
COMMITTEE**

6th December 2016

BUDGET SCRUTINY WORKING GROUP - PROPOSALS

Chair of Scrutiny Group	Councillor Jane Potter
Relevant Head of Service	Jayne Pickering, Executive Director of Finance and Corporate Resources and Judith Willis, Head of Community Services
Ward(s) Affected	No specific ward relevance.
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 Budget scrutiny has formed a key part of the work of the Committee in recent years but Members felt that this process could be improved. The Budget Scrutiny Working Group was therefore established by the Overview and Scrutiny Committee at the start of the 2016/17 municipal year to scrutinise the Council's budget in more detail.
- 1.2 The Budget Scrutiny Working Group will review a range of matters which may vary between meetings. Where recommendations are made at a meeting about a particular subject these will be recorded in a report and presented for Members' consideration at the earliest opportunity.
- 1.3 This report details the background to a recommendation proposed at the latest meeting of the Budget Scrutiny Working Group concerning arrangements for internal recharges between Council departments.

2. RECOMMENDATIONS

The Committee is asked to RECOMMEND that a review of the recharge process be undertaken to ensure that these are accurately recorded in future;

and to RESOLVE that the report be noted.

3. KEY ISSUES**Background**

- 3.1 During meetings of the Budget Scrutiny Working Group Members have discussed arrangements for landscaping Council open spaces, such as the parks and golf course. This is currently undertaken by the Council's Environmental Services Team which recharges the Leisure Services team for the works.
- 3.2 The group recognises there are benefits to Council departments working together. However, Members were concerned to learn that over time the methodology for recharging of works had not been regularly reviewed and therefore may not capture all work undertaken. The group had concerns about the financial costs involved as well as the administrative implications.

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY
COMMITTEE****6th December 2016**

- 3.3 Officers have advised the group that there is an Officer working group which had been tasked with reviewing the recharge framework including landscaping recharges from Environmental Services to other Council services. The group welcomes this work as a positive first step.
- 3.4 However, the group has been advised by Officers that there are other recharging arrangements which remain complex. In particular, the Council's external auditors have raised concerns about the complexity of the recharging process between Redditch Borough Council and Bromsgrove District Council for shared service arrangements.
- 3.5 In this context the group is proposing that a review of the Council's recharging process should be undertaken with a view to ensuring that all recharges in future are accurately recorded in a simplified manner. The group discussed the use of timesheets to provide a robust method of capturing time spent on a task or project and would propose that this option is explored as part of the review.

Financial Implications

- 3.6 The group believes that a simplified recharging process which has been thoroughly reviewed will operate more efficiently for the Council. There is also the possibility that if the process is simplified savings may be made in terms of administration of the recharging process.

Legal Implications

- 3.7 No specific legal implications have been identified.

Service / Operational Implications

- 3.8 The group is not anticipating that a review of the recharging process would impact on service delivery at an operational level.

Customer / Equalities and Diversity Implications

- 3.9 No specific customer, equalities or diversity implications have been identified.

4. RISK MANAGEMENT

No specific risks have been identified.

AUTHOR OF REPORT

Name: Jess Bayley, Democratic Services Officer
Email: jess.bayley@bromsgroveandredditch.gov.uk
Tel.: (01527) 64252 Ext: 3268

REDDITCH BOROUGH COUNCIL**Executive****17th January 2017****COUNCIL PLAN**

Relevant Portfolio Holder	Cllr John Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Deb Poole, Head of Business Transformation
Ward(s) Affected	All
Ward Councillor(s) Consulted	
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 To agree the structure, content and design of the draft Council Plan, including actions relating to the Council's strategic purposes

2. RECOMMENDATIONS

- 2.1 **Executive is asked to RECOMMEND to the Council**

that the Council Plan attached at Appendix 1 be approved.

3. KEY ISSUES**Financial Implications**

- 3.1 The transformation programme that the Council has embarked upon led to the development of the strategic purposes documented in the Council Plan. As the programme continues, finances will start to become aligned with these purposes and the priority actions contained within the Council Plan, allowing the Council to be more responsive to our customers' needs.

Legal Implications

- 3.2 There are no legal implications arising directly from this report.

Service / Operational Implications

- 3.3 The Council Plan and the strategic purposes contained within it will help to set the direction for the Council and how it works with its partners. Service areas will be working towards these purposes and the priority actions, supported by operational purposes and measures to ensure that everything we do relates to the demands and needs of our customers. The Council Plan will be supported by an implementation plan, including measures, barriers and ownership, to ensure that the actions within the Council Plan are delivered.

Customer / Equalities and Diversity Implications

- 3.4 The strategic purposes set out in the Council Plan are all designed to be from our customers perspective, in order for their needs to be the driver for all that we do. The corporate principles also highlight the importance of understanding and listening to our customers, whilst providing excellent customer care at all times. When approved, the Council Plan will be published on the Council's website and the ORB.
- 3.5 There are no equality and diversity implications arising directly from this report; however, the customer focus referred to above is designed to understand the individual needs of our customers and as such empower officers to meet those needs, which would include specific issues relating to equality and diversity.

4. RISK MANAGEMENT

- 4.1 By publishing a Council Plan the strategic direction of the Council will be clear to employees and Members and as such will support the management of risks identified around the delivery of the strategic purposes, robust decision making and the accuracy/effectiveness of performance data.

5. APPENDICES

Appendix 1 - Council Plan

AUTHOR OF REPORT

Name: Rebecca Dunne, Policy Manager
email: r.dunne@bromsgroveandredditch.gov.uk
Tel.: 01527 881616



Redditch Council Plan 2017-2020



Welcome from the Leader and the Chief Executive

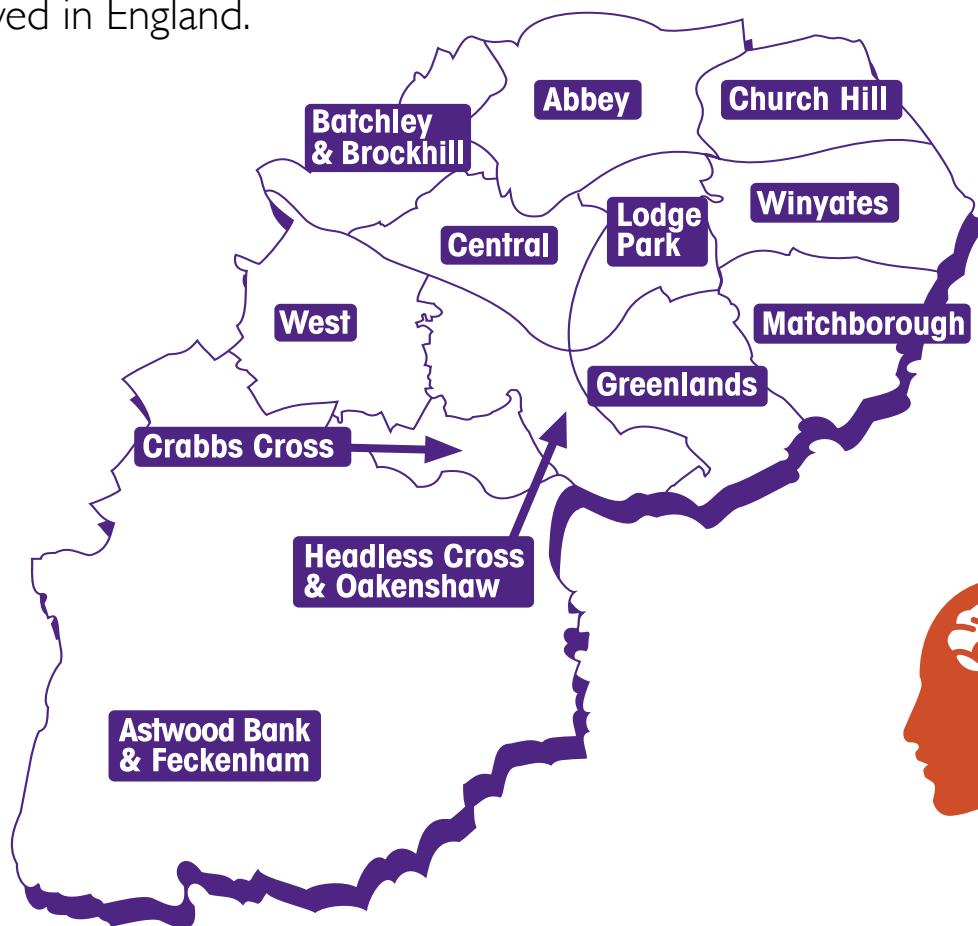




Redditch Borough - about us

The Borough of Redditch is in Worcestershire, approximately 15 miles south of Birmingham. The Borough has a population of 84,500 with a higher percentage of young people (age 0-15 years) compared with the rest of the County.

There is a very diverse population within the Borough and there are four areas that are within in the top 10% most deprived in England.



There are a number of **international companies** established in the Borough and the **Kingfisher Shopping Centre** boasts many big name department stores.



Redditch Borough has many open spaces; there are

6 Sites of Special Scientific Interest



24 Special Wildlife Sites and numerous Local Nature Reserves.



Health priorities in Redditch include improving **mental health** and **wellbeing**, reducing harm from **alcohol** and **drugs** and increasing **physical activity**.





Redditch Borough - looking back

The **increased take up** of our bulky waste service has seen a **reduction in fly tipping.**



During 2015/2016



55 affordable homes were completed



Redditch Borough Council supported the launch of the **Safe Place Scheme** in Redditch.

The Redditch and Bromsgrove Community Safety schools programme



has provided one to one mentoring sessions for **81 young people** across both districts since september 2015.



During 2015/2016 there were **homeless preventions.**

250

During 2015/2016 there were over **22,000** free swims provided by the Borough Council

There were over **36,000**



attendances at Redditch Borough Council events during 2015/2016.

North Worcestershire



Through **North Worcestershire Economic**

Development and Regeneration and the Local Enterprise Partnerships we will

continue to **support new and established businesses** within the Borough to grow.



Worcestershire Local Enterprise Partnership

Through the partnership project, **Connecting Families**, we have been able to **support many more families** across the Borough.

Connecting Families

Prevent | Protect | Recover | Thrive

Working together to improve the lives of families



Fusion.

Our **Financial Inclusion Team (FIT)**

is working with residents to help them manage their finances and debt

and the Fusion job coaching project has been working to **help people move into employment.**

Redditch Council Plan 2017-2020



Finances

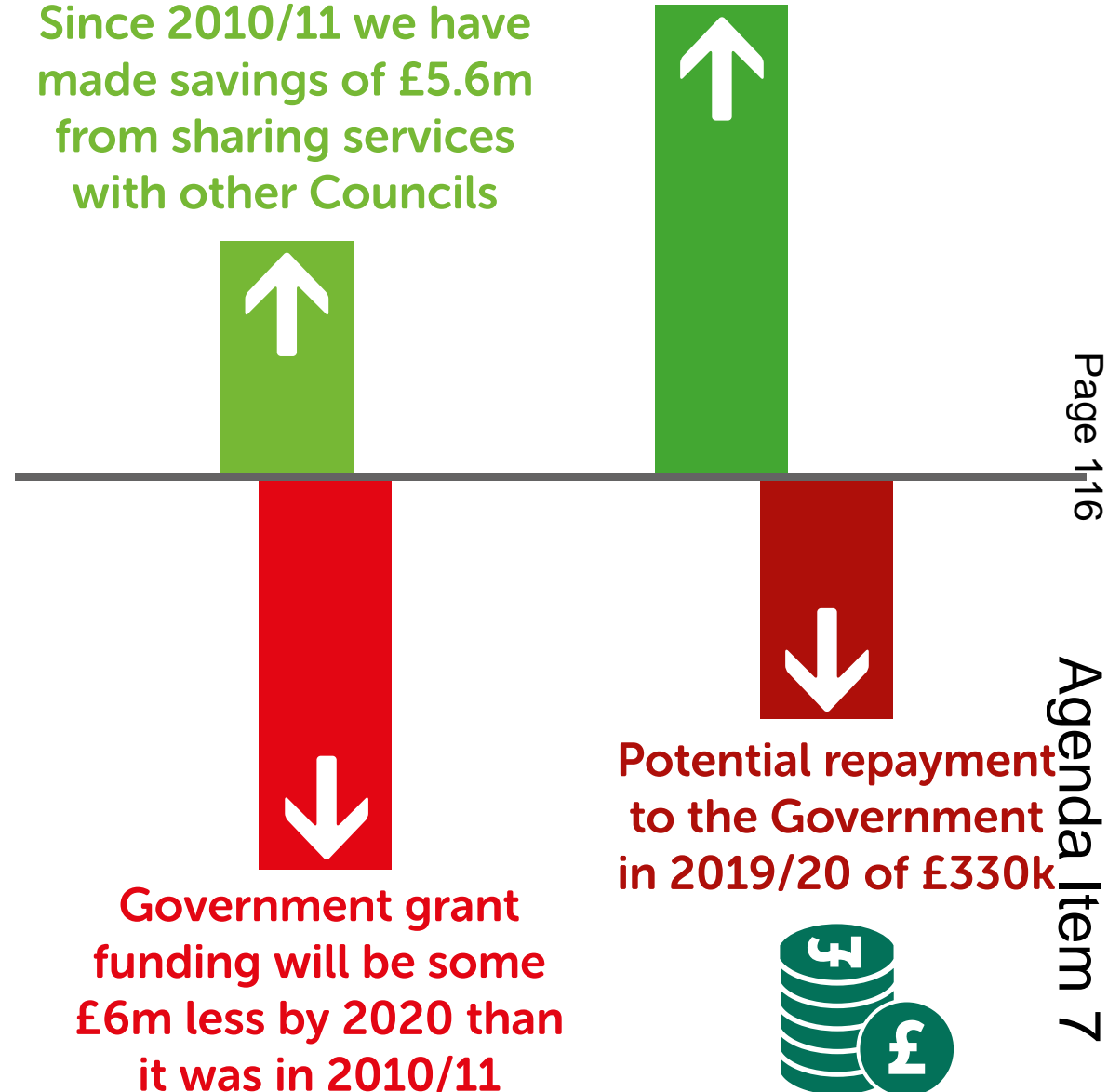
The December 2015 Government Spending Review announced an indicative four year funding settlement for local authorities. Government grant funding will be some **£6m** per year less in real terms by the end of this plan than it was in 2010/11. This equates to losing funding for just under half of the Council's net budget and the whole of the Revenue Support Grant with an unexpected repayment to Government in 2019/20 of **£330k**.

The Council has a proven track record in delivering cost and efficiency savings. Since 2010/11 the Council has made savings from sharing services with other Councils of **£5.6m** and generated other savings of approximately **£4m** from additional income and increasing efficiencies. With the continued cuts to our funding we will have to find more innovative ways to meet the on-going financial pressures that the Council faces and we are working with partners to achieve savings across the public purse that will ensure that valuable front line services continue to be delivered to our communities. The financial funding available will be aligned to our purposes as detailed in this document to ensure we meet customer and community need. We are working with partners to achieve savings across the public purse which will ensure that valuable front line services continue to be delivered to our communities.

The financial funding available will be aligned to our priorities as detailed in this document to ensure we meet customer and community need. In order to address the financial challenges, over the financial planning period the Council will look at generating growth in our services to increase income, redesigning services to make them as flexible and efficient as possible and to work with others to maximise the value of Council services with the limited funding we have available.

Since 2010/11 we have generated savings of **£4m** from additional income & increasing efficiencies

Since 2010/11 we have made savings of **£5.6m** from sharing services with other Councils



Our Strategic Purposes

Redditch Borough Council is committed to providing residents with effective and efficient services that not only meet their needs but understand them too. We have listened to demand from our customers in order to understand what goes on in our communities and considered how we work with partners to support the issues within those communities.

Through considering what really matters to our residents we produced a set of seven strategic purposes to guide us; they are based on customer demands and data and evidence about the needs of and issues affecting the people of Redditch Borough.



Help me run a successful business

How we achieve this:

Nurture existing businesses and encourage a future generation of entrepreneurs

- Keep employment land provision under review to ensure that we have an adequate supply to meet business growth requirements
- Work with partners, including the Local Enterprise Partnerships, to provide a comprehensive business support package for small and growing businesses and aspiring entrepreneurs
- Help people to find business property in the Borough
- Understand employers' needs and aspirations
- Support local businesses to obtain contracts when large developments take place
- Develop and continually update an Economic Development Strategy
- Review the availability of flexible business workspace within Redditch including Council owned property



Enhancing the retail, leisure and residential offer

- Produce a regeneration prospectus setting out key investment, development and improvement opportunities in the Town Centre
- Aim to bring forward development in the Town Centre on opportunity sites at Edward Street and Church Road
- Develop the Town Centre, including proactive engagement with the owners of the Kingfisher shopping centre
- Identify options to improve access into the Town Centre
- Improve the vibrancy and variety of the outdoor market
- Work with Worcestershire County Council to improve signage and waymarking in Redditch
- Work with land owners to identify / progress development opportunities in the district centres



Positively promote Redditch as a place to live, work, invest and visit and encourage new inward investment

- Work with partners and the local business community to promote Redditch to external investors
- Work pro-actively with existing land owners and developers to promote available employment sites and premises
- Work with the Kingfisher Centre to promote Redditch Town Centre
- Bring forward the appropriate development of the Redditch Gateway site



Work with partners to improve the aspirations of our younger population and develop skills to meet the future demands of employers

- In conjunction with partners, commission skills research to identify the future skills needs of our businesses and develop an action plan to pro-actively work with businesses and partners agencies
- Work with schools to promote businesses and employment opportunities

Redditch Gateway:

- Work in partnership to develop a 'strategic skills plan'
- Identify the potential to work with the University of Birmingham





Help me to be financially independent (including education & skills)

How we achieve this:

Develop education and skills to sustain financial independence

- Work with young people and schools to deliver life skills in money and debt management
- Work with businesses to identify the skills that are required to enable local people to secure employment in their community
- Support people into sustainable work, education or training



Support communities during changes to welfare and benefits

- Provide advice and guidance to help residents understand their benefit entitlement and maximise their income and reduce debt



Support residents to reduce levels of individual debt

- Support residents to understand and manage their finances and reduce their debts
- Work with voluntary sector and other partners to provide debt advice and support using the grant scheme
- Promote schemes that encourage savings & financial independence
- Raise awareness of support available through locality teams
- Work with the Police to address the issue of loan sharks and unregulated payday lenders



Support reduction in fuel poverty

- Work with partners to improve energy efficiency in homes across the Borough
- Work with ACT on Energy to support people to manage their energy effectively
- Provide funding to improve homes to reduce fuel poverty



Help me to live my life independently (including health & activity)

How we achieve this:

Understand and support the additional needs of our residents

- Work with health and other partners to reduce hospital admissions and hospital stays
- Work with partners to support victims of domestic abuse
- Work with partners to support people with mental health needs
- Support people to access to appropriate housing
- Work with partners including the voluntary sector to raise awareness of available services
- Engage people in the design and delivery of the services we provide
- Continue to promote Redditch as a Dementia Friendly Community



Promote independence and reduce social isolation

- Enable people to be able to stay in their homes and communities
- Work with partners to support and promote access to clubs and services
- Enable residents to access appropriate and sustainable transport and mobility schemes



Help people to have active bodies and active minds

- Work with partners to promote and deliver appropriate mental wellbeing support
- Support and promote the delivery to the Five Ways to Wellbeing
- Support residents to be physically active



Strengthening and supporting families and individuals

- Work with partners within localities to deliver preventative services/family support
- Support people into sustainable work, education and training



Help me to find somewhere to live in my locality

How we achieve this:



Support the development and delivery of appropriate housing in the borough

- Understand community housing needs
- Use the Local Plan to drive development



Raise housing standards and the quality of the local environment across the Borough

- Use the capital programme to raise housing standards
- Provide support and advice to landlords and the private sector and take appropriate action where needed
- Work in partnership with other housing providers to increase and improve the quantity and quality of housing stock



Greater involvement and empowerment of tenants and residents in service delivery and reform

- Develop and implement a strategic plan for tenant involvement
- Create opportunities for tenants and residents to be involved in decision making around their homes and communities





Identify and support vulnerable people to prevent homelessness

- Work with partners to support and prevent the causes of homelessness
- Together with partners, provide access to suitable accommodation



Build sustainable communities and neighbourhoods

- Work together with partners including the voluntary sector to empower individuals and communities to take an active role in their localities
- Provide support to residents and neighbourhoods to build sustainable communities



Keep my place safe and looking good

How we achieve this:



Participate in the creation of safe and well maintained places

- Establish the agreed standards for each Place area and its communities and allocate sufficient and flexible resources
- A targeted and proportionate education and enforcement approach based on community priority and risk
- Establish community safety principles in the planning process through safe by design standards
- Use the capital programme to improve localities and respond to issues



Demonstrate concern and care for the environment

- Working with partners to ensure the Worcestershire Joint Municipal Waste Strategy (JMWS) reflects the needs of Redditch
- Explore opportunities to enhance recycling
- Endeavour to limit the effect of climate change and reduce our emissions



Create a sense of belonging and pride in our neighbourhoods

- Develop a programme of community and public involvement around education and prevention awareness to understand what is important in local areas
- Encourage communities to help and support each other
- Support people to build cohesive communities



Provide good things for me to see, do and visit

How we achieve this:



Help create flourishing town and district centres

- Review the best use of buildings in the town centre area
- Progress the redevelopment of Matchborough and Winyates
- Work with Town Centre Partnership to promote and enhance the Town Centre
- Improve the vibrancy and variety of the outdoor market
- Develop and manage a targeted town centre arts and events offer



Support the provision of leisure opportunities for the whole Borough

- Develop a Sports and Physical Activity Strategy
- Ensure leisure facilities are fit for purpose and engage with residents to understand their needs
- Review concessions to best support the vulnerable and those on lower incomes
- Deliver the best option for the provision of leisure services
- Promote healthy lifestyle by utilising our parks and green spaces and our leisure facilities



Provide well maintained community parks and green spaces

- Review allotment provision to ensure it is sustainable and meets customer need
- Develop a Parks Strategy to ensure parks and green spaces meet resident and visitor needs
- Ensure play areas and parks meet the needs of all ages of the community
- Provide appropriate and well maintained facilities in parks



Page 129



Provide and support high quality, culturally diverse events and arts activities

- Engage with communities to review the events programme
- Work with communities and partners to develop a diverse range of arts and cultural activities and promote Redditch as a location of choice for arts professionals and organisations
- Develop an Arts and Events Strategy to reflect community need
- Work with partners to develop a programme to address social isolation through the arts and social activities



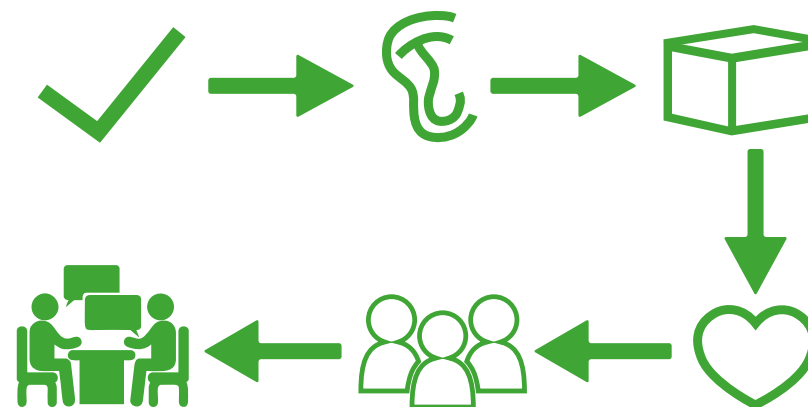
Agenda Item 7

19



How we work

- Provide excellent customer care at all times
- Listen to our residents to understand their needs
- Deliver our core services efficiently and effectively
- Make the best use of our resources, with residents at the heart of all we do
- As a community leader, work with partners in the public, voluntary and private sectors to ensure residents of Redditch Borough get the services and support they need
- As a good employer, support our employees to provide services that meet the needs of our residents



Our Principles

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





“We will lead the way

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

We will meet our challenging goals




by designing all of our services from a customer perspective
accepting that they differ from area to area,
community to community.

This approach will enable us to **work with partners
and towards organisational change.**

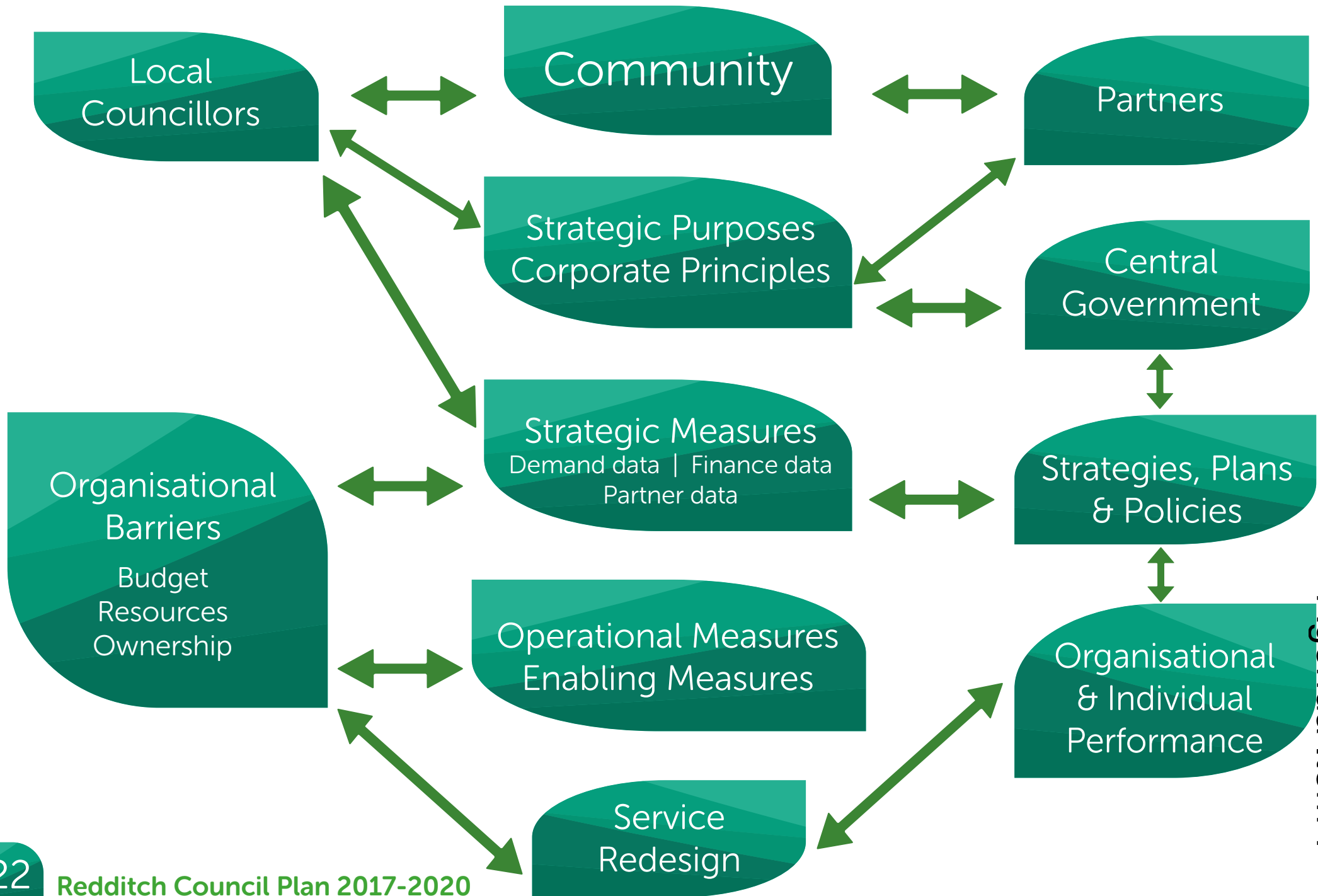
This includes posing questions around whether we are the
right people to do what we determine is necessary.

We will treat our workforce fairly,

with respect and honesty, engaging their passion
and talent and growing leaders”.



How we work





Partnership Working

In order to deliver our Strategic Purposes we are working differently with our partners. We are continuing to work in a more locality and place driven way, which helps the Council to understand the differing needs of communities within our Borough and how public services can support them. Redditch Partnership, the local strategic partnership for Redditch Borough, brings together representatives from public, private, community and voluntary agencies to work together effectively to deliver a range of local projects, services and initiatives.

The Redditch Sustainable Community Strategy, developed by the partnership, sets out the four key partnership priorities for the Borough.

These are:

- Health inequalities - with particular focus on smoking, obesity alcohol/drugs, and mental health;
- Education attainment and raising aspirations of young people;
- Developing the economy of Redditch; and leading on transformational change of services for citizens in Redditch

This Council Plan contributes to the delivery of these partnership priorities and the Redditch Partnership is a key stakeholder in developing and supporting new ways of working.



If you need this information in another language or format,
please contact us to discuss how we can best meet your needs.

Phone: 01527 548284

Email: equalities@bromsgroveandredditch.gov.uk



www.redditchbc.gov.uk

Executive

17th January 2017

CORPORATE PERFORMANCE STRATEGY

Relevant Portfolio Holder	Councillor John Fisher
Portfolio Holder Consulted	No
Relevant Head of Service	Deb Poole, Head of Business Transformation
Ward(s) Affected	All
Ward Councillor(s) Consulted	

1. SUMMARY OF PROPOSALS

- 1.1 To agree the content of the Corporate Performance Strategy, including how performance is reported across the Council.

2. RECOMMENDATIONS

- 2.1 **Executive is asked to RECOMMEND to the Council**

that the Corporate Performance Strategy attached at Appendix 1 be approved.

3. KEY ISSUES

Financial Implications

- 3.1 Effective performance management will enable the Council to use limited resources in a more targeted manner, maximising the value of Council services and allowing the Council to be even more responsive to our customers' needs.

Legal Implications

- 3.2 There are no legal implications arising directly from this report.

Service / Operational Implications

- 3.3 Using data enables the Council to understand if it is working towards our strategic purposes and delivering the priority actions set out in the Council Plan. Service areas, working towards the strategic purposes, will be informed by measures data, ensuring that everything we do relates to the demands and needs of our customers. Operational data will also allow teams to understand their day to day performance and react to this. The strategy will support the Council and officers to understand the role data plays within the service areas and corporately as a whole.

Executive17th January 2017

Customer / Equalities and Diversity Implications

- 3.4 The strategic purposes are all designed to be from our customers' perspective, so relevant and robust performance data will enable us to understand if we are delivering what matters to our customers. When approved, performance data will be published on the Council's website.
- 3.5 There are no equality and diversity implications arising directly from this report; however, the importance of understanding how we perform for all of our residents is important.

4. RISK MANAGEMENT

- 4.1 By using data to ensure we meet the strategic purposes and deliver on the priority actions in the Council Plan, we will support the management of risks identified around the delivery of those strategic purposes. The strategy will also contribute to the management of risks around robust decision making and the accuracy/effectiveness of performance data.

5. APPENDICES

Appendix 1 - Corporate Performance Strategy

AUTHOR OF REPORT

Name: Rebecca Dunne, Policy Manager
email: r.dunne@bromsgroveandredditch.gov.uk
Tel.: 01527 881616

DRAFT

**Redditch Borough Council
Corporate Performance Strategy**

2017

1. Introduction

This document sets out Redditch Borough Council's (RBC) strategy for managing systems performance across the organisation and outlines key building blocks to achieving its seven strategic purposes.

2. Purposes

Strategic Purposes

A set of strategic purposes were developed for RBC by the Senior Management Team and Redditch Executive Members. Data gathered from interaction with the Council's services, customer demand data, evidence provided by Redditch Executive and future demographic profiles were used to inform these strategic purposes.

All of this data was used to establish what matters to the customer and to develop a set of strategic purposes that reflect the needs of our community. The purposes below outline the Council's areas of focus and will be used to allocate resources and plan services:

- Help me to find somewhere to live in my locality
- Help me run a successful business
- Help me to financially independent (including education & skills)
- Help me to live my life independently (including health & activity)
- Provide good things for me to do, see and visit
- Keep my place safe and looking good
- *Enable others to work/do what they need to do (to meet their purpose)*

The strategic purposes are owned by the Leader of the Council and the Portfolio Holders, supported by the Chief Executive and the Directors, who will drive activity within the Council in order to deliver against these purposes.

Operational Purposes

Operational Purposes have also been developed for locality, service areas and teams, and reflect how they contribute to what matters to the customer or how they enable others to deliver their purposes.

3. The Strategy

Redditch Borough Council is using the systems thinking method to change the way services are delivered to the customer. What do we mean by system? This is about looking at what we do from the outside-in or from the customers point of view; it means understanding the points of transaction with our customers and the end to end processes that are in place to deliver services. It is the design of the system, and what the people in the system are focused on, that results in its performance.

- A culture of customer service- where there is a real desire to deliver what matters to the customer
- A system management culture- where there is a focus on managing the system to improve performance and using measures as the basis for taking action on the system to do things better

The system thinking review cycle or 'check-plan-do' is used to provide data about current system performance so new designs for working can be based on knowledge rather than assumption. The 'check-plan-do' cycle provides:

- Data about the current systems so everyone knows how the system performs from the customers perspective
- Measures that let Members and Senior Managers see how the system is performing and how it might be changed
- Knowledge about partner organisations and how we work together to provide improved outcomes for the community



The 'Check-Plan-Do' Cycle

- | | |
|--------------|---|
| Check | What are we doing now? What do our customers want from us (our service /organisation)? What does demand data tell us? What measures do we have? |
| Plan | 'Trial' new system designs based on data gathered during check. Use measures to establish if the new designs are working. |
| Do | Implement the successful trial and make normal by rolling in to the new system. Finalise measures |

This is a continuous cycle. Once a successful trial is implemented it is important for a service to continually review performance through data and measures.

4. Organisational Culture

The right organisational culture is critical to improving the effectiveness of the system, although it can be difficult to change the culture of an organisation. There needs to be an 'outside in' perspective, where the culture is led by the customer. To achieve this, services should be designed against demand and what matters to the customer, rather than historical practices which could be perpetuating waste in the system. This needs to happen alongside a continuous learning environment which understands what is truly happening in the system and uses fact and data to react accordingly. To enable the organisation to work to purpose the principles developed through learning need to be followed.

Managerial Leadership

Managers must make sure that they base system management decisions on performance measures and data. Through their own behaviour and actions, managers must:

- Model the behaviours associated with a systems thinking organisation
- Use performance measures to improve the system
- Ensure their teams are working to deliver purpose
- Allow staff the space and time for learning and development

Individuals and the System

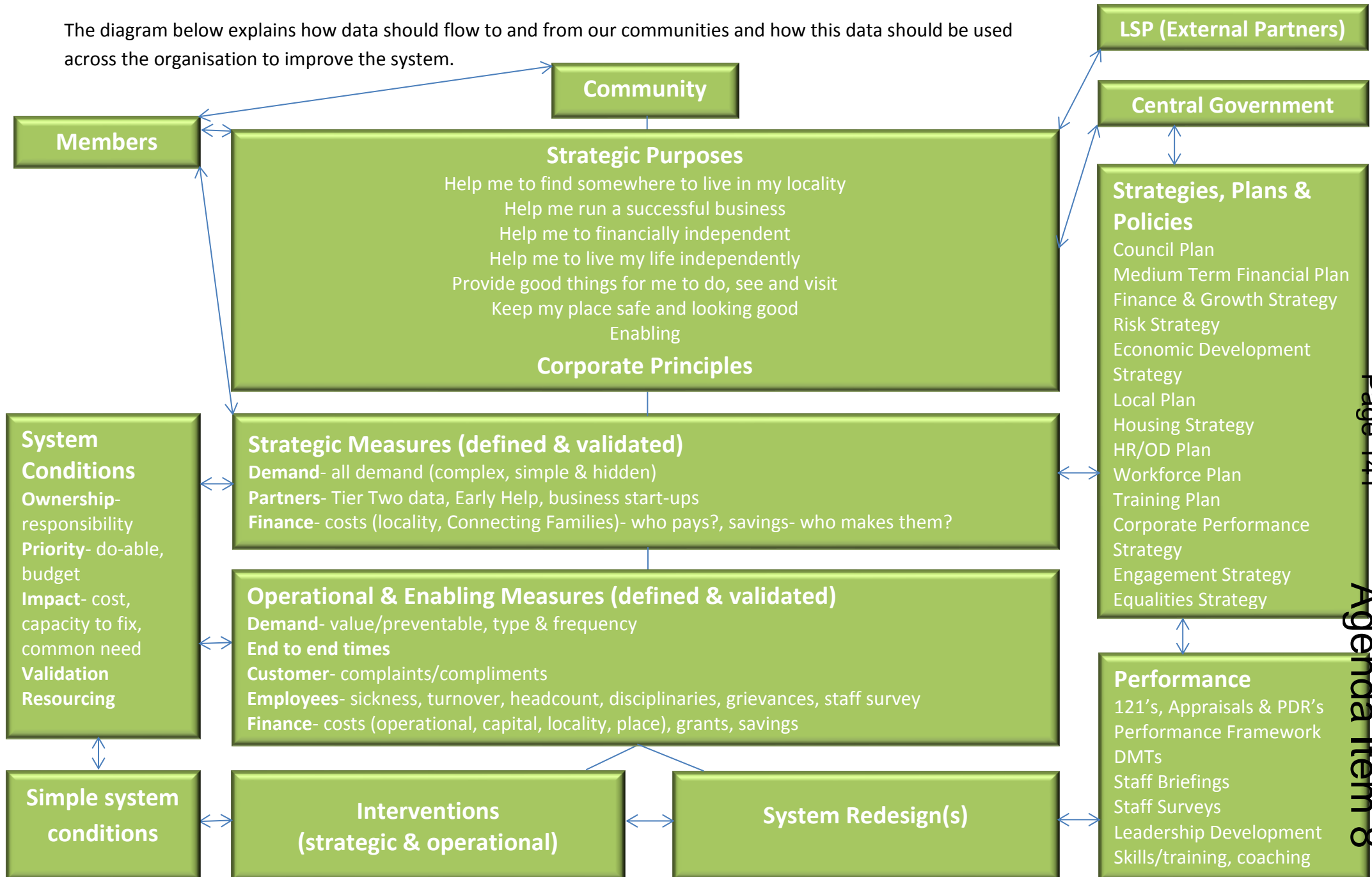
The aim of one to one support and mentoring is to work together to constructively challenge, solve problems and improve the system. There needs to be a focus on managing the system as well as managing people, with decisions based on fact and data. This does not mean losing the focus on the individual's wellbeing or on the individual; if the system is improved the person will naturally do so as well.

Political Leadership

The role of all Councillors, especially those with Executive, Portfolio or Scrutiny responsibilities, is vital if systems are to be well managed. Members' strategic role is vital in ensuring the organisation focuses on the right things. To do this effectively, Members must be aware of measures and what they tell us about performance to ensure that strategic purposes are being met. Portfolio Holders in particular need to work with officers, using performance measures to understand and improve the system. Members more generally should bring local knowledge into the organisation to help to formulate a wider view of what matters to our communities.

5. The Data Flow

The diagram below explains how data should flow to and from our communities and how this data should be used across the organisation to improve the system.



6. Measures and Data Quality

If data is not accurate and of good quality it can undermine attempts to use performance measures to improve the system. Both data and measures should be:

- **Relevant:** to purpose
- **Well defined:** clear and unambiguous, so data will be collected consistently and the measure is easy to use and understand
- **Timely:** producing information regularly enough to track progress and quickly enough for the data still to be useful
- **Reliable:** accurate enough for its intended use and responsive enough to change
- **Verifiable:** data collection can be validated and others can test that this is an accurate measure of performance
- **Accurate:** data should be sufficiently accurate for their intended purpose

7. Dashboard



The Redditch Dashboard is how we will record, review and report our measures. It has been designed to allow both the easy input of data and clear and customisable access to that data.

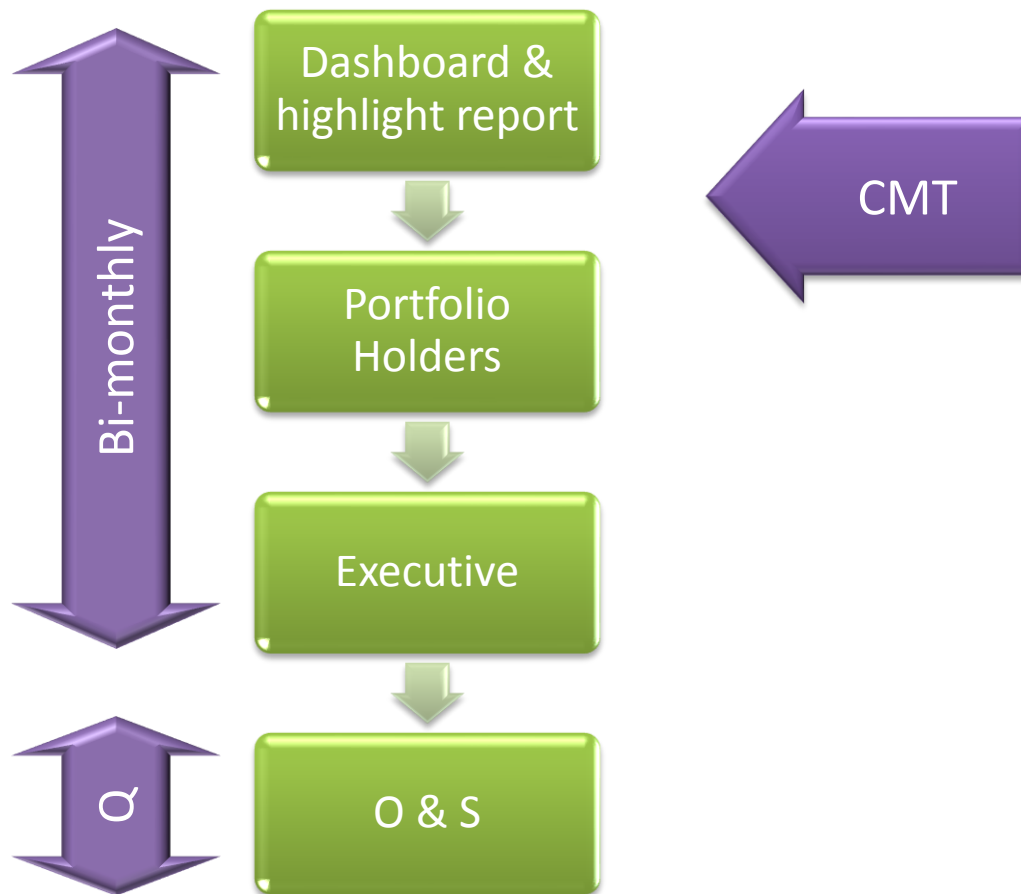
It supports:

- Strategic Measures- structured by Council and Strategic Purpose (including Enabling)
- Operational Measures- structured by team, service area or locality but used across the whole system
- Wider demographic data & useful reports- structured by council, Strategic Purpose and general demographics

Roles, Responsibilities & Ownership

The measures on the Dashboard will be updated by officers who use the data and comment will need to be added by officers or managers who own and understand that data. Managers and Heads of Service need to understand the measures to confirm that the data and commentary is accurate and appropriate. They will also need to review the Dashboard regularly to ensure that it is up-to-date. Directors, as owners of the strategic purposes, will need to have a clear understanding of the measures that contribute to each purpose.

8. Reporting to Members



The Dashboard is the main tool for understanding and reporting our measures.

Corporate Management Team (CMT) monitor measures on the Dashboard and will decide on a focus for bi-monthly reporting to Executive, based on the data. Portfolio Holders will then be briefed on the measures relevant to their responsibilities prior to Executive.

A bi-monthly report for Executive will be produced by the Policy Team highlighting the key areas identified by CMT. This report also contains key organisational measures as standard. This report will compliment the use of the Dashboard.

The Policy Team will produce a quarterly report for Overview & Scrutiny (O & S), which will also be used in conjunction with the dashboard.

9. Sharing our Data

The Council, through projects such as Connecting Families, will need to share data with partners. Partner data is also key for understanding whether we are meeting our strategic purposes.

The Council will make financial and performance information available to the public through a web based version of the Dashboard. It is important that information be made available through different channels and in different formats. The key is that it needs to be accessible, relevant and meaningful.

10. Financial Efficiency

There is a close link between system performance and financial efficiency. By ensuring the system is as waste free as possible costs will be reduced. It is important for the Council and its partners to understand what the true cost of service is and to ensure the Council is focusing its resources on delivering against strategic purpose.

11. IT Systems

IT Systems are well placed to provide support for the delivery of strategic purposes and should be designed to support what is identified in the 'check-plan-do' cycle. Good IT systems should be designed against the new ways of working and should:

- Provide automation if that is needed in the new design
- Enable easier sharing across services and with partners
- Support new ways of doing things by enabling better analysis of data and data capture

12. Role of Policy Team

The Policy Team will:

- Maintain the Dashboard and support its future development
- Support officers, teams and managers to develop measures and, if appropriate, support the development of data capture
- Produce bi-monthly reports to Executive
- Produce quarterly reports to O & S
- Provide analysis of measures, data and demographics, as required
- Coordinate the development and ultimately collation and analysis of address level data
- Update the demographic & other useful data section
- Act as a 'critical friend' for the measures

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**17th January 2017**[HOUSING REVENUE ACCOUNT BUDGET 2017/18 to 2019/20]**

Relevant Portfolio Holder	Councillor Mark Shurmer, Portfolio Holder for Housing
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering, Director Finance & Resources Liz Tompkin, Head of Housing
Wards Affected	All Wards
Ward Councillor Consulted	N/A
Key Decision	

1. SUMMARY OF PROPOSALS

To present Members with the Initial Budget for the Housing Revenue Account and the proposed dwelling rents for 2017/2018.

2. RECOMMENDATIONS

The Committee is asked to RECOMMEND that

- 1) the draft 2017/2018 Budget for the Housing Revenue Account attached to the report at Appendix A, be approved;
- 2) the three year budget projections 2017/18 to 2019/20, incorporating the 1% rent reduction be approved;
- 3) the actual average rent decrease for 2017/2018 be 1%
- 4) that £780,614 be transferred to the capital reserve in 2017/18 to fund the future Capital Programme and/or repay borrowing.

3. KEY ISSUES**Financial Implications**

- 3.1 This report only considers those items included in the Housing Revenue Account (HRA). General Fund items will be considered separately when setting the Council Tax.
- 3.2 The rent increase that would have applied in 2017/18, if it were not for the Welfare Reform and Work Bill, would have been 2 %, the September CPI being 1%. In 2017/18 there is a loss of rent income of

**EXECUTIVE
COMMITTEE**17th January 2017

£1.26 million compared with the HRA Business Plan model (rents going down by 1% rather than increased by 2%). Over a 30 year period the loss of rent income is estimated at £120.873 million. This will have a significant negative impact on the HRA Business Plan. The rent income lost is almost the same as the £122.158 million debt.

- 3.3 The system of housing revenue account subsidy ceased on the 31st March 2012 and was replaced with a devolved system of council housing finance called self-financing. The proposal in the form of a financial settlement meant a redistribution of the 'national' housing debt. This resulted in the Council borrowing £98.929 million from the PWLB.
- 3.4 Self-financing has placed a limit (Debt Cap) on borrowing for housing purposes at the closing position for 2011/12. This is set at £122.158 million. The figures at Appendix A allow for the payment of interest on this sum.
- 3.5 In May 2014 the Government produced a paper on Guidance on Rents for Social Housing and from 2015/16 rents in the social sector were to increase annually by CPI plus 1% for 10 years.
- 3.6 Government policy has subsequently changed and from 1st April 2016, as per the Welfare Reform and Work Bill, rents within the social housing sector are to be decreased by 1% each year for the next 4 years. This decrease is to take place on the 1st April for 2016, 2017, 2018 and 2019. This will be the second year of a 1% rent reduction.
- 3.7 There has also been an increased number of right to buys reducing rent income to the HRA. The overall impact is that the over the next 4 years the contribution to the capital reserve for capital investment/debt repayment will reduce from £3.000 million in 2015/16 to £2.35 million (2016/17), £0.78m (2017/18). Then zero in (2018/19). By 2018/19 the HRA will need to find savings or additional income of £0.240m to balance the account. It is unlikely that the Council will be in a position to repay the debt within the 30 year plan but it will have the base budget to pay for the interest.

2017/18

- 3.9 This section of the report outlines the major issues which have an impact upon the Housing Revenue Account budget setting process for 2017/18.
- 3.10 Based on the proposed legislative changes the actual average rent decrease for 2017/18 will be 1%. The average rent on a 52 week basis will be £78.63 for 52 weeks or £85.18 on a 48 week basis. This

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**17th January 2017

compares to the actual average for 2015/16 on a 52 week basis of £79.42 and £86.04 on a 48 week basis. See Appendix B for examples of rent by property type.

- 3.11 The impact of the 1% rent reduction over four years has a significant negative impact on the HRA. For this reason the HRA projected budget for the four years 2016/17 to 2019/20 has been included in Appendix A. This identifies that by 2018/19 savings or additional income of £0.240m will be required to balance the account.
- 3.12 New housing stock through the right to buy one for one replacement scheme will help balance the account and work is currently being undertaken to explore the extent that this can be maximised.
- 3.13 The introduction/extension of services charges may also provide an opportunity to increase income to the HRA. If this is an existing service current tenants would be protected until there is a change in tenancy.

Capital Resources

- 3.14 In April 2013 the Government gave local authorities the option to retain these receipts in agreement that they would be used to replace the sales with either new build, buy back of properties or purchase on the open market (new stock). In the case where these receipts are not used then the Council will have to pay a back the capital receipts to the Government together with interest at 4% above base rate. Redditch has opted to retain the receipts.
- 3.17 The introduction of the Major Repairs Allowance from April 2001 provided the Council with additional capital resources. Following the introduction of self-financing the Council is able to continue to use this amount for a transitional period of 5 years. The figure has been adjusted for the reduction in stock and uplifted by CPI in line with the rents. The figure for 2016/17 is £5.854 million.
- 3.18 The transitional period for the Major Repairs Allowance expires at the end of 2016/17 and it will be replaced from 2017/18 by component depreciation. Component depreciation is similar to a sinking fund where money is set aside annually so that there is enough to replace key components when required. The key components being bathroom, kitchen, roof, wiring, boiler, central heating system, windows and structure. An exercise has been undertaken to calculate the potential impact of component depreciation and it is estimated that it will increase the cost, compared with major repairs allowance, by £0.258 million. However, this should ensure that sufficient resources

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**17th January 2017

are then set aside to meet future investment requirements. The cost is built into the four year projection attached as Appendix A.

Housing Repairs Account

- 3.19 The budgeted contribution to the Housing Repairs Account as shown at Appendix A is £5.037 million for 2017/18, including inflationary increases where appropriate.

Right to Buy Scheme – Rent Income

- 3.20 In 2014/15 41 council homes were sold, from 1st April 2015 to 1st December 2016 53 council homes have been sold. The budget and four year forecast assumes 70 right to buys per annum and this equates to a rent loss of £0.315 million per annum. Over four years the rent loss totals nearly £1.260 million.

Housing Revenue Account Balances

- 3.21 The Section 151 Officer has previously advised Members on the minimum level of revenue balances to be maintained in lieu of unforeseen events affecting the Housing Revenue Account and the Council's housing stock. Members have previously approved the retention of a minimum balance of £0.600 million.
- 3.22 The figures shown in Appendix A indicate that the estimated balances will be £1.476m throughout the four year plan.

Legal Implications

- 3.23 Section 76 of the Local Government and Housing Act 1989 requires that the Council sets its budget relating to the Housing Revenue Account such that the account does not plan to be in a deficit position.
- 3.24 Section 21 of the Welfare and Reform Bill part 1 requires 'In relation to each relevant year, registered providers of social housing must secure that the amount of rent payable in respect of that relevant year by a tenant of their social housing in England is at least 1% less than the amount of rent that was payable by the tenant in respect of the preceding 12 months.'

Service/Operational Implications

- 3.25 The Council needs to approve the rents in a timely manner in order to allow officer time to notify the tenants of the annual rent.

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**17th January 2017

Tenants must have 28 calendar days' notice of any change to their rent charge.

Customer/Equalities and Diversity Implications

- 3.26 The rent decrease will be applied by the same percentage regardless of property size. The 2016/17 Budget provides for continuity of existing services but the four year forecast estimates that base budget savings/additional income of £0.610m will be required by 2019/20. The equality and diversity implications of the changes will be evaluated and considered as part of the decision making process.

4. RISK MANAGEMENT

- 4.1 There is a risk to the HRA Capital Programme if sufficient resources do not exist within the Housing Revenue Account to provide funding now that the Council is unable to borrow to fund the housing capital programme. This risk reduces with the introduction of component depreciation and changes to the estimated life of components prove inaccurate
- 4.2 The risk continues to be recorded in the Risk Register for the Council.

5. APPENDICES

Appendix A – Housing Revenue Account Budget 2017/18
Appendix B – Examples of rent by property type

6. BACKGROUND PAPERS

None.

AUTHOR OF REPORT

Name: Emma Cartwright
Email: emma.cartwright@bromsgroveandredditch.gov.uk
Tel: 01527 64252

Name: Sam Morgan
E Mail: sam.morgan@bromsgroveandredditch.gov.uk
Tel: 01527 587088

HOUSING REVENUE ACCOUNT (HRA) DRAFT**Appendix A**

	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget
<u>INCOME</u>				
Dwelling Rents	24,056,000	23,387,280	22,685,660	22,005,090
Non-Dwelling Rents	485,000	499,000	499,000	499,000
Tenants' Charges for Services & Facilities	631,590	591,330	598,885	606,645
Contributions towards Expenditure	53,580	53,580	53,580	53,580
Total Income	25,226,170	24,531,190	23,837,125	23,164,315
<u>EXPENDITURE</u>				
Repairs & Maintenance	4,779,000	5,036,730	5,101,140	5,160,640
Supervision & Management	6,866,660	7,352,730	7,435,300	7,523,790
Rent, Rates, Taxes & Other Charges	188,650	188,650	188,650	188,650
Provision for Bad Debts	400,000	400,000	400,000	400,000
Depreciation & Impairment of Fixed Assets	5,854,240	5,596,536	5,634,661	5,669,936
Interest Payable & Debt Management Costs	4,178,930	4,178,930	4,178,930	4,178,930
Total Expenditure	22,267,480	22,753,576	22,938,681	23,121,946
Net cost of Services	-2,958,690	-1,777,614	-898,444	-42,369
Provision for Job Evaluation	300,000	0	0	0
Net Operating Expenditure	-2,658,690	-1,777,614	-898,444	-42,369
Interest Receivable	-58,000	-53,000	-54,000	-53,000
Revenue Contribution to Capital Outlay	369,370	1,050,000	1,071,000	1,092,420
Levy re high value stock	0	0	117,320	117,320
Transfer to Earmarked Reserves	2,347,320	780,614		
(Surplus)/Deficit on Services	0	0	235,876	1,114,371
<u>HOUSING REVENUE ACCOUNT BALANCE</u>				
Surplus as at 1st April 2016	1,476,100	1,476,100		
Surplus/(deficit) for year 2016/17	0			
Surplus as at 31st March 2017	1,476,100			

Property Address	Current Rent	48 weeks	52 weeks	This Year's Weekly Decrease
Bedsit				
Salters Lane Batchley	£65.01	£64.36	£59.41	£0.65
Winslow Close Winyates East	£62.00	£61.38	£56.66	£0.62
Malvern House Headless Cross	£67.40	£66.73	£61.59	£0.67
1 Bedroom Bungalow				
Ilmington Close Matchborough	£81.79	£80.98	£74.75	£0.82
Sandhurst Close Church Hill	£86.27	£85.41	£78.84	£0.86
1 Bedroom Flat				
Fownhope Close Winyates Wes	£72.25	£71.53	£66.03	£0.72
Neville Close Abbeydale	£72.51	£71.78	£66.26	£0.73
High Trees Close Oakenshaw	£76.10	£75.34	£69.54	£0.76
Bushley Close Woodrow	£75.25	£74.50	£68.77	£0.75
2 Bedroom House				
Arley Close Church Hill	£89.27	£88.38	£81.58	£0.89
Netherfield Greenlands	£90.01	£89.11	£82.26	£0.90
2 Bedroom Flat				
Fownhope Close Winyates Wes	£78.53	£77.74	£71.76	£0.79
Poplar Road Batchley	£84.51	£83.66	£77.23	£0.85
Lygon Close Abbeydale	£80.51	£79.70	£73.57	£0.81
Woodrow Centre Woodrow	£80.00	£79.20	£73.11	£0.80
3 Bedroom				
Loxley Close Church Hill	£95.52	£94.56	£87.29	£0.96
Eathorpe Close Matchborough	£111.29	£110.17	£101.70	£1.11
Salters Lane Batchley	£98.78	£97.79	£90.27	£0.99
4 Bedroom				
Langley Close Matchborough	£104.51	£103.47	£95.51	£1.05
Willow Way Batchley	£100.51	£99.51	£91.85	£1.01
Bushley Close Woodrow	£98.01	£97.03	£89.57	£0.98
Upperfield Close Church Hill	£101.76	£100.74	£92.99	£1.02
5 Bedroom				
Rushock Close Woodrow	£104.51	£103.47	£95.51	£1.05
Heronfield Close Church Hill	£108.02	£106.94	£98.71	£1.08
Farnborough Close Matchborough	£107.27	£106.19	£98.03	£1.07
6 Bedroom				
Barnwood Close Church Hill	£135.96	£134.60	£124.24	£1.36
Longdon Close Woodrow	£128.74	£127.45	£117.65	£1.29
7 Bedroom				
Beoley Rd Lakeside	£137.72	£136.34	£125.85	£1.38

Property Address	Current Rent	48 weeks	52 weeks	This Years Weekly Decrease	Previous Years Weekly Decrease	Cumulative Decrease 2015-2017
Bedsit						
Salters Lane Batchley	£65.01	£64.36	£59.41	£0.65	£0.66	£1.31
Winslow Close Winyates East	£62.00	£61.38	£56.66	£0.62	£0.63	£1.25
Malvern House Headless Cross	£67.40	£66.73	£61.59	£0.67	£0.68	£1.35
1 Bedroom Bungalow						
Ilmington Close Matchborough	£81.79	£80.98	£74.75	£0.82	£0.83	£1.64
Sandhurst Close Church Hill	£86.27	£85.41	£78.84	£0.86	£0.87	£1.73
1 Bedroom Flat						
Fownhope Close Winyates Wes	£72.25	£71.53	£66.03	£0.72	£0.73	£1.45
Neville Close Abbeydale	£72.51	£71.78	£66.26	£0.73	£0.73	£1.46
High Trees Close Oakenshaw	£76.10	£75.34	£69.54	£0.76	£0.77	£1.53
Bushley Close Woodrow	£75.25	£74.50	£68.77	£0.75	£0.76	£1.51
2 Bedroom House						
Arley Close Church Hill	£89.27	£88.38	£81.58	£0.89	£0.90	£1.79
Netherfield Greenlands	£90.01	£89.11	£82.26	£0.90	£0.91	£1.81
2 Bedroom Flat						
Fownhope Close Winyates Wes	£78.53	£77.74	£71.76	£0.79	£0.79	£1.58
Poplar Road Batchley	£84.51	£83.66	£77.23	£0.85	£0.85	£1.70
Lygon Close Abbeydale	£80.51	£79.70	£73.57	£0.81	£0.81	£1.62
Woodrow Centre Woodrow	£80.00	£79.20	£73.11	£0.80	£0.81	£1.61
3 Bedroom						
Loxley Close Church Hill	£95.52	£94.56	£87.29	£0.96	£0.96	£1.92
Eathorpe Close Matchborough	£111.29	£110.17	£101.70	£1.11	£1.12	£2.24
Salters Lane Batchley	£98.78	£97.79	£90.27	£0.99	£1.00	£1.99
4 Bedroom						
Langley Close Matchborough	£104.51	£103.47	£95.51	£1.05	£1.06	£2.10
Willow Way Batchley	£100.51	£99.51	£91.85	£1.01	£1.02	£2.02
Bushley Close Woodrow	£98.01	£97.03	£89.57	£0.98	£0.99	£1.97
Upperfield Close Church Hill	£101.76	£100.74	£92.99	£1.02	£1.03	£2.05
5 Bedroom						
Rushock Close Woodrow	£104.51	£103.47	£95.51	£1.05	£1.06	£2.10
Heronfield Close Church Hill	£108.02	£106.94	£98.71	£1.08	£1.09	£2.17
Farnborough Close Matchborough	£107.27	£106.19	£98.03	£1.07	£1.08	£2.16
6 Bedroom						
Barnwood Close Church Hill	£135.96	£134.60	£124.24	£1.36	£1.37	£2.73
Longdon Close Woodrow	£128.74	£127.45	£117.65	£1.29	£1.30	£2.59
7 Bedroom						
Beoley Rd Lakeside	£137.72	£136.34	£125.85	£1.38	£1.39	£2.77

EXECUTIVE COMMITTEE**17th January 2017****COUNCIL HOUSING GROWTH PROGRAMME**

Relevant Portfolio Holder	Councillor Mark Shurmer
Portfolio Holder Consulted	Yes
Relevant Head of Service	Liz Tompkin / Judith Willis
Wards Affected	All
Ward Councillor Consulted	No

1. SUMMARY OF PROPOSALS

- 1.1 The Executive Committee resolved on the 12 January 2016 that officers bring back to the Executive Committee a report setting out the available options in light of the implications on the Housing Revenue Account (HRA), such options to include, amongst others, further details in relation to the Council's previously successful Mortgage Rescue and Buy Back Schemes.
- 1.2 This report identifies a number of options for the Council to take in increasing the housing stock of the Council and to mitigate against the impacts of changes to the HRA and meet affordable housing need in the Borough.
- 1.3 Currently the Council increases its stock through the 'buy back' scheme and the Mortgage Rescue scheme. These schemes only deliver a limited numbers of properties to the HRA.
- 1.4 The Council currently has significant resources in its HRA capital reserve and these resources provide an opportunity for the Council to add to its housing stock generating rental income, increase the Council Tax base and new homes bonus.
- 1.5 The options to increase housing stock identified by Officers are set out in the report.
- 1.6 The Councils HRA business plan identifies an initial programme of 109 units required by the end of 2018/19 and then a programme of 13 units per year from 2019/20.
- 1.7 The Council has a small number of sites in Auxerre Avenue, Clifton Close, Loxley Close and Fladbury Close that have been declared surplus that could be used for new HRA stock but more land will be required to meet the identified programme and an evaluation of Council owned land will be required.

EXECUTIVE COMMITTEE**17th January 2017**

- 1.8 This report seeks the approval from members to develop a Council Housing Growth programme through the delivery of commissioning new build housing and other measures outlined in Appendix 1.

2. RECOMMENDATIONS

The Committee is asked to RECOMMEND that

- 2.1 The capital budget agreed for 'Buy back' and Mortgage Rescue Scheme be named the Council Housing Growth Programme and increased to £12.5m for a 3 year period and used for the following options
- To purchase properties;
 - Commission the construction of new HRA stock
 - Purchase units from developers through S106 bidding;
 - Purchase properties "off plan" on developments
 - regenerate existing housing stock
 - purchase stock from other Registered Providers
 - buy backs and mortgage rescue schemes

Subject to the Council agreeing the recommendation at 2.1 above, the Committee is asked to RESOLVE that;

- 2.2 The strategic approach (Appendix 1) be approved and the Council undertakes a Council Housing Growth Programme implementing all the following options :
- Purchasing properties;
 - commissioning the construction of housing stock
 - purchasing units from developers through S106 bidding;
 - purchasing properties "off plan" on developments;
 - regenerating existing housing stock;
 - purchasing stock from other Registered Providers;
 - buy backs and mortgage rescue schemes
- 2.3 All financial and development appraisals proposed for the construction of new stock be taken through the Executive Committee for approval;
- 2.4 Authority be delegated to the Head of Housing, following consultation with the Portfolio Holder for Housing, to appoint the necessary delivery agents for commissioning the construction of new HRA stock from the Council Housing Growth Programme budget.

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE****17th January 2017**

- 2.5 Officers to explore the merits of developing a housing company/development body as part of our housing growth approach

3. **KEY ISSUES**

Financial Implications

- 3.1 The HRA Business Plan has been reviewed and presented to members on the 12 January 16 and approved by Council on 25 January 2016. The Table below shows the funding approved by Council for the 'buy back' and mortgage rescue scheme.

£m	Capital Receipts	Capital reserve	Total
2016/17	0.316	0.736	1.052
2017/18	0.319	0.745	1.064
TOTAL	0.635	1.481	2.116

- 3.3 The table below shows the current maintained receipts and the date these must be used by or returned to central government to include interest payments. These receipts must be used to replace the sales with either new build, buy back of properties or purchase on the open market (new stock).

RTB retained receipt	Capital Reserve	Total	Date by	Cumulative Spend
£245,300	£572,367	£817,667	31/03/2017	
£137,202	£320,137	£457,339	30/06/2017	£1,275,006
£162,406	£378,948	£541,354	30/09/2017	£1,816,360
£23,022	£53,719	£76,741	31/03/2018	£1,893,101
£64,083	£149,526	£213,609	30/09/2018	£2,106,710
£267,418	£623,974	£891,392	31/12/2018	£2,998,102
£374,761	£874,442	£1,249,203	31/03/2019	£4,247,304
£390,270	£910,631	£1,300,901	30/06/2019	£5,548,205
£425,628	£993,132	£1,418,760	30/09/2019	£6,966,965

- 3.4 Officers have estimated the number of properties each year that are required to meet the revised HRA Business Plan. The costing in the

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE****17th January 2017**

table below relates the estimated cost of building new houses to meet this number.

£m	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
New Stock Numbers	15	47	47	13	13	13	13	13	13
Funding (£m)									
Capital Reserve	1.2	3.7	3.8	1.0	1.1	1.1	1.1	1.1	1.2
Capital Receipts	0.5	1.6	1.6	0.5	0.5	0.5	0.5	0.5	0.5
Total	1.7	5.3	5.4	1.5	1.6	1.6	1.6	1.6	1.7

- 3.5 There are currently sufficient uncommitted HRA capital resources available without impacting upon other housing investment priorities to fund this programme and without the need for prudential borrowing at this time for a Council Housing Growth Programme.
- 3.6 Approval is therefore sought to create a 3 year Council Housing Growth Programme to include the 'Buy Back' and MRS scheme and £12.5m should be set aside from the HRA capital reserve and capital receipts.
- 3.7 Any money spent on obtaining stock for the HRA will be protected by the cost floor rule if a tenant submits a Right to Buy application for the property. This rule will be in force for a 15 year period from the date the Council obtains the property.

Legal Implications

- 3.7 The Housing Act 1985 Part II section 9 permits a local authority to build/acquire new housing.
- 3.8 Sites may be required to be appropriated under s.122 of the Local Government Act 1972 or s.232 of the Town and Country Planning Act 1990.
- 3.9 If the report is approved, there will be some additions to the delegations to the Head of Housing to implement the programme. Most of the functions involved are already covered in the existing

EXECUTIVE COMMITTEE**17th January 2017**

scheme of delegation as part of managing the housing service and the exceptions are set out in the recommendations to the Committee.

Service / Operational Implications

- 3.9 The Councils HRA business plan identifies an initial programme of 109 units required by the end of 2018/19 and then a programme of 13 units per year from 2019/20.
- 3.10 Currently the Council only has the 'Buy Back' and Mortgage Rescue scheme to acquire new units of accommodation and this does not provide the numbers that have been identified.
- 3.11 In order to achieve the increase in stock officers have completed a strategic response (Appendix 1) and have identified a number of options that members may consider appropriate for the Council to undertake. These are as follows:
- Purchase properties
 - Commissioning the construction of new HRA stock
 - Purchase units from developers through s.106 bidding
 - Purchase properties 'off plan' on developments
 - Regeneration of existing stock
 - Purchase stock from other Registered Providers
 - Buy backs and Mortgage Rescue scheme
- 3.12 Officer proposed that all options should be undertaken in increasing HRA stock to ensure proposed numbers are achieved.
- 3.13 The delivery of a Council Housing Growth programme will provide a key delivery mechanism in meeting a number of the Council's strategic priorities, primarily:-
- Help me find somewhere to live in my locality
 - Help me live my life independently (incl health and activity)
 - Help me to be financially independent (including education & skills)
- 3.14 There is significant housing need in the Borough with the Strategic Housing Market Assessment identifying a net annual need of over 250 units per year. Officers will also look at the opportunity to deliver specialised housing to enable people to remain independent. The table below shows that there is need for all sizes of properties and officers will consider these demands when considering proposals.

EXECUTIVE COMMITTEE**17th January 2017**

Total households on the housing waiting list at 1st April 2016	1402
Households requiring 1 bedroom	869
Households requiring 2 bedrooms	292
Households requiring 3 bedrooms	157
Households requiring more than 3 bedrooms	84

Customer / Equalities and Diversity Implications

- 3.15 Increasing the Council's housing stock will assist in the provision of affordable housing in the Borough to meet housing need.
- 3.16 In commissioning the construction of new HRA stock the Council will be able to provide housing that can meet specific needs for adapted properties.

4. RISK MANAGEMENT

- 4.1 There are a number of risks to implementing the Council Housing Growth Programme which are in the table below:

Risks	Mitigation
Tenants request Right to Buy properties obtained under this programme	<ul style="list-style-type: none"> Currently the properties would come under the cost floor rule. Under the cost floor rule, the discount must not reduce the price below what has been spent on building, buying, repairing or maintaining it. The cost floor period is 15 years as the properties will be built or acquired by the Council after 2 April 2012.
Failure to spend capital receipts	<ul style="list-style-type: none"> Undertake regular monitoring and reporting to Housing Advisory Panel Implements all options of the Council housing Growth Programme
Impact on housing market of buying properties	<ul style="list-style-type: none"> Ensure only used when required and when properties are naturally on the open market. Do not promote as an option for sellers

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE****17th January 2017**

Planning approval not achieved on sites	<ul style="list-style-type: none"> • Appointment of experienced development agents working with the Asset Management Group to recommend solutions • Ensure robust consideration of development appraisals in the first instance
Risks associated with using consultants	<ul style="list-style-type: none"> • Ensure that the appointment of both the Development Agent (and its consultants) and, subsequently, contractors are robust, and include an appropriate element of assessment of the parties' ability to undertake the roles and their quality. • Ensure that the Council's risks are minimised through the legal agreements. • Ensure Evaluation Criteria at PQQ and Tender Stage are comprehensive, with key factors weighted appropriately • Ensure that the Development Agent and consultants have sufficient Professional Indemnity Insurance.
Overspend for House Building Programme	<ul style="list-style-type: none"> • Include sufficient provision for contingencies • Ensure effective project management arrangements, to include identification of potential overspends early • Report to Housing Advisory Panel quarterly on progress (works and costs)

5. APPENDICES

Appendix 1 – Strategic approach to the Housing Revenue Account and future Council Housing Growth

6. BACKGROUND PAPERS

Executive Committee Report 12 January 2016 - Housing Revenue Account, rent and capital 2016-17

7. KEY

HRA – Housing Revenue Account

MRS – Mortgage Rescue Scheme

AUTHOR OF REPORT

EXECUTIVE COMMITTEE

17th January 2017

Name: Matthew Bough

E Mail: matthew.bough@bromsgroveandredditch.gov.uk

Tel: 01527 64252 ext: 3120

Strategic approach to the Housing Revenue Account and future Council Housing Growth

Council housing became self-financing in 2012, and since then, a number of changes have been introduced that have had a significant impact upon the Council's Housing Revenue Account (HRA). This document sets out the changes, and the Council's strategic response to them and projects that will be undertaken to alleviate the impact.

The key changes since 2012 and their impact on the HRA

- Investment and borrowing caps – the Council's ability to invest in housing through borrowing is capped
- Right to buy/other sales and receipts – higher discounts lead to increased stock loss without matching levels of stock replacement
- Sale of Higher Value properties – reducing the stock at a higher rate than previously envisaged and requiring the payment of a levy to the Government to reimburse Registered Providers for their right to buy.
- Rent formula change – move from RPI to CPI leads to lower projected rental incomes
- End of rent convergence – CPI +1% and end of convergence with housing association rents
- Rent reduction – 2016-17 onwards 1% reduction per year over next four years. From 2020/21 it is assumed that the rent policy will revert to CPI plus 1% but there is a risk that this is changed.
- Welfare reform – potential for higher rent arrears across stock over time

In summary, as the table overleaf demonstrates, the changes combine to create a downward financial pressure on the HRA that was neither predicted nor evident when the Council first became self-financing in 2012. As a result, the Council needs to respond to the changes and minimise downward financial pressure by growing its housing stock in order to maintain financial stability inside the HRA.

2016 to 2026 – Updated HRA Business Plan following changes

£m	Base Budget	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26
Base Surplus	3.00	2.85	3.05	3.25	3.45	3.67	3.88	4.11	4.34	4.57	4.81
National Insurance	0.00	-0.13	-0.13	-0.14	-0.14	-0.14	-0.15	-0.15	-0.16	-0.16	-0.16
Increased RTB	0.00	-0.24	-0.51	-0.77	-1.02	-1.27	-1.50	-1.72	-1.93	-2.12	-2.29
Component Deprec	0.00	0.00	-0.64	-0.58	-0.53	-0.47	-0.42	-0.38	-0.33	-0.29	-0.25
1% Rent Reduction	0.00	-0.45	-1.26	-2.07	-2.87	-2.92	-2.97	-3.03	-3.09	-3.15	-3.22
Levy – High Value Stock	0.00	0.00	0.00	-0.12	-0.12	-0.12	-0.13	-0.13	-0.13	-0.14	-0.14
Budget Savings (mainly JE prov)	0.00	0.32	0.27	0.19	0.12	0.12	0.12	0.12	0.12	0.12	0.12
Revised HRA Position	3.00	2.35	0.78	-0.24	-1.11	-1.13	-1.17	-1.18	-1.18	-1.17	-1.13

Taking a strategic response to these changes

One of the council's key strategic purposes is 'help me to find somewhere to live in my locality' and it aims to protect local housing stock through good financial management, and to support people through times of change. The Council also aims to put tenants first, involve them, and protect their interests, raising housing standards across the borough, and maximising the delivery of affordable housing to build mixed, sustainable communities.

The revised HRA Business Plan identifies the need to increase the Council's housing stock by 109 properties in the next three years and thereafter 13 units per year to mitigate against the financial effects of these changes..

Currently the Council only has the 'Buy Back' and Mortgage Rescue scheme to acquire new units of accommodation and this does not provide the numbers that have been identified.

The Council has identified a number of opportunities that can be utilised in order to increase the HRA stock and minimise the risks posed by the HRA-related changes.

- Commissioning the construction of new HRA stock
- Purchasing from developers through s.106 bidding
- Purchase properties 'off plan' on developments
- Purchasing properties from the open market
- Purchasing stock from other Registered Provider
- Buy backs and Mortgage Rescue Scheme
- Regenerating existing stock

Importantly, there is no 'one-size fits all' answer to the pressures on the HRA. For example, there are fluctuations in terms of the supply of new housing becoming available for purchase in the local market, and timescales can also change with developers.

As a result, strategically, the Council will take a blended approach to housing growth, which makes the most of all the different opportunities available to it, rather than concentrating solely on one model. This includes utilising the Council's housing capital programme to make the most of opportunities to enhance existing stock.

The revised HRA Business Plan identifies the need to increase the Council's housing stock by a minimum of 109 properties over the next three years and thereafter 13 units per year. The costing in the table below relates the estimated cost of building new houses to meet this number.

£m	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
New Stock Numbers	15	47	47	13	13	13	13	13	13
Funding (£m)									
Capital Reserve	1.2	3.7	3.8	1.0	1.1	1.1	1.1	1.1	1.2
Capital Receipts	0.5	1.6	1.6	0.5	0.5	0.5	0.5	0.5	0.5
Total	1.7	5.3	5.4	1.5	1.6	1.6	1.6	1.6	1.7

The table below shows the current maintained RTB receipts and the date these must be used by or returned to central government to include interest payments. These receipts must be used to replace the sales with either new build, buy back of properties or purchase on the open market (new stock).

RTB retained receipt	Capital Reserve	Total	Date by	Cumulative Spend
£245,300	£572,367	£817,667	31/03/2017	
£137,202	£320,137	£457,339	30/06/2017	£1,275,006
£162,406	£378,948	£541,354	30/09/2017	£1,816,360
£23,022	£53,719	£76,741	31/03/2018	£1,893,101
£64,083	£149,526	£213,609	30/09/2018	£2,106,710
£267,418	£623,974	£891,392	31/12/2018	£2,998,102
£374,761	£874,442	£1,249,203	31/03/2019	£4,247,304
£390,270	£910,631	£1,300,901	30/06/2019	£5,548,205
£425,628	£993,132	£1,418,760	30/09/2019	£6,966,965

Strategic Summary

- Changes made since 2012 have impacted on the Council's Housing Revenue Account
- Strategically, the council aims to minimise the financial risks created by these changes, for which there is no 'one-size fits all' solution.
- As a result the Council will promote housing growth, adopting a blended acquisition approach to growing its own stock
- This approach should allow the council to address the current and future financial pressures within the HRA

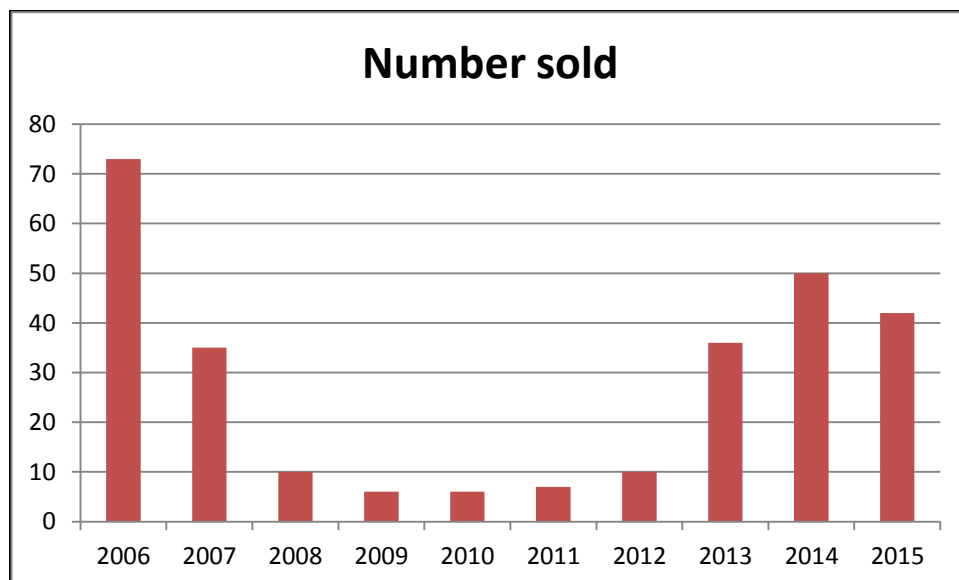
DELIVERING HRA STOCK GROWTH

To deliver the necessary growth in the HRA stock the Council will undertake the following programmes. These programmes range in complexity and deliverable timeframes and they will run concurrently.

To deliver the programmes the capital budget agreed for 'Buy back' and Mortgage Rescue Scheme will be named the Council Housing Growth Programme and increased to £12.5m for a 3 year period and used for all costs associated with the programmes below.

Purchase Properties off the open market

The Council currently has an approved scheme known as the 'Buy Back' scheme which is properties that were sold through the Right to Buy scheme by the Council within the last ten years which have a legal requirement that the Council have first refusal on buying the property. Over the last ten years the Council has sold 275 properties.



During the last two years the Council has bought 11 properties through the 'Buy Back' and Mortgage Rescue Scheme. Given the limited number of properties sold during the five years from 2007 to 2012 this is likely to limit the number of properties being offered to the Council as first refusal.

The Council will seek suitable properties available on the open market. The properties will be ex-Council stock and a mix of all types of properties will be sought with regular monitoring of the immediate pressures on the Council's waiting list for those types of property in most need.

To ensure that this does not have a negative impact on the availability of the lower quartile housing market for first time buyers this programme will be used limitedly and for only properties naturally coming to the market.

Commission the Construction of New Properties

Previously councils have been discouraged from building new social housing themselves, and encouraged to act as "enablers". Previously established financial rules that penalised Councils that built new homes have now been removed

The Council will commission a house building programme for the following reasons:

- HRA land developed increasing affordable housing.
- The land and buildings would be retained as a Council asset.
- The Council will receive increased New Homes Bonus.
- The Council will benefit from the rental income having a positive financial impact on the Council's HRA Business Plan.
- The Council will have greater control over the design and layout of properties.
- It will enable the Council to increase its housing stock and reduce unit costs of management and maintenance.
- Utilise the capital receipt from RTB sales to replace lost stock.
- The Council will have greater control over the future use of homes.
- The cost of construction could be cheaper as the Council can recover the cost of VAT for fees.
- Possible for the Council to receive the benefit of capital grant funding from the Homes and Communities Agency.
- Meeting waiting list applicants wishes for Council housing rather than RSL housing.
- Positive increase in the Council's reputation.
- Lower rent levels compared to RSL's.
- Local housing management and maintenance.

The Council has not delivered new build homes for a number of years but it does have land which would be suitable for the delivery of social housing. The Council currently does not have the skills, capacity and experience in house to deliver a house building programme.

In order to implement this programme the Council will appoint through a procurement process a Development Agent, similar to that other local authorities and smaller Registered Providers use. The Development Agent will provide all the required development and project management services. The Development Agent role will include the provision of all professional building services including: architectural, quantity surveying, cost consulting, planning supervision, engineering and surveying. The Development Agent will also undertake the planning and tendering of the works contract. Officers propose that part of the Development Agents role will be to upskill Council officers to take on elements for future developments.

In order to have the expertise in completing the below requirements for the selection of a Development Agent the Council may also need to appoint a suitably experienced Housing Development Consultant to undertake the appointment process

- The formulation of the technical housing elements of the PQQ and the associated evaluation criteria for shortlisting;
- Responding to enquiries from applicants about the technical housing criteria during the PQQ process;
- Evaluation of the submitted PQQs (in liaison with others);
- Fundamentally, the drafting of the detailed Specification, Invitation to Tender (ITT) and Evaluation Criteria;
- Management of the ITT process, and dealing with queries raised during the tender period;
- Evaluation of tenders in accordance with the Evaluation Criteria; and
- Arrangement of the interviews/presentations.

The Council has sites at Auxerre Avenue, Clifton Close, Loxley Close and Fladbury that have been declared surplus.

The Development Agent will undertake detailed Development Appraisals for each of the identified sites, which would assess whether or not an identified site has development potential, the expected costs and the anticipated income. For each site (or package of sites) with development potential a report would be presented to the Executive Committee to approve whether or not it wishes to proceed and approve financial and development appraisals.

The undertaking of a design & build approach to the development of these sites would be the appropriate delivery method and ensure the Council achieves value for money and a suitable product.

As funding is available from the HRA, officers do not consider that a separate housing company needs be formed at this stage but officers should explore the merits of a housing company and be report back to Committee.

The aforementioned sites are small and likely to achieve only approx. 25 units and to ensure a suitable Housing Growth programme officers will need to assess all Council owned land (brownfield/greenfield) including small infill/garage sites for suitability to develop housing to provide a longer term programme. This will include HRA and General Fund land and where required appropriation of land from General Fund to HRA will be undertaken.

A shortlist of suitable sites will be reported to the Executive Committee to approve, to create further phases of house building.

Purchasing from developers through s.106 bidding

Qualifying developments are required to provide affordable housing on site in accordance with the Council's local plan. This housing is secured through section 106 of the Town and Country Planning Act 1990.

The Strategic Housing Team negotiates with developers for the numbers, house type and tenure on these sites to meet need. Usually the tenures are split between social rented and shared ownership as the intermediate product.

A developer will then undertake a competitive tender process with Registered Providers for these affordable housing units. The Council has not previously competed against Registered Providers for this stock. As this is a competitive tendering process there is no guarantee that the Council will be successful in this process.

Affordable housing obtained through this process may include shared ownership properties which are sold leasehold on the open market to qualifying purchasers who pay rent on a proportion of the outstanding percentage which would be owned by the Council. The Council will consider prior to bidding if a partnership bid with another provider would be beneficial that would take the shared ownership units.

Purchase 'Off Plan' on developments

On suitable developments the Council will consider the purchase of properties 'off plan' thereby obtaining properties at a discount to the open market value.

On developments that are required to provide affordable housing through a s.106 agreements these properties would be in addition to the affordable housing already being provided.

Officers will need to ensure that buying 'off plan' provides value for money but it will give the Council the opportunity to make alterations to meet our own building requirements.

Regeneration of existing stock

The Council currently owns approx. 5900 properties. The stock mainly falls into two elements of pre-New Town or New Town development.

The Council in conjunction with the Development Agent will complete a study of the Council's existing stock to explore the possibility of any areas which would provide an opportunity to undertake a regeneration of the area to improve and increase the housing stock. As part of this an asset management review should be undertaken to ascertain the financial viability of properties over the business plan period and consider the future use of assets that are unviable.

Purchase stock from other Registered Providers

The Council is the largest social housing provider in the Borough with approx. 70%. The remaining stock is owned by Registered Providers with some Registered Providers only holding a small amount in Redditch.

The Council will contact Registered Providers with stock in Redditch to ascertain if any would consider undertaking a stock rationalisation programme with the Council purchasing their Redditch stock.

Buy backs and Mortgage Rescue Scheme

The Council will continue with this existing scheme in its current format.

Redditch Borough Council

Grants Panel Meetings

Monday, 19TH December 2016 and Tuesday 20TH December 2016

Notes

Meeting: Monday 19th December 2016

Councillors: Roger Bennett (Chair), Greg Chance (Vice-Chair), Mike Chalk, Mark Shurmer and Yvonne Smith

Officers: Judith Willis and Helen Broughton

Democratic Services Officer : Pauline Ross

Duration: 6.35pm to pm 8:48pm

Meeting: Tuesday 20th December 2016

Councillors: Roger Bennett (Chair), Greg Chance (Vice-Chair), Mike Chalk, Mark Shurmer and Yvonne Smith

Officers: Judith Willis and Helen Broughton

Democratic Services Officer: Jan Smyth

Duration: 6.35pm to 8.25pm

1. Apologies for absence

No apologies for absence were received.

2. Declarations of Interest

Councillor Mike Chalk declared an interest in the 1st Matchborough Scout Group Application, under the strategic theme "Help me run a successful voluntary sector business" in that, whilst he was a member of the National Scout Association, he had no direct connection to the Scout Group, the subject of the application.

3. Major Grant Applications

The Panel considered forty three grant applications and one Concessionary Rent application that had been received from a variety of Voluntary Sector Organisations in line with the Council's five themed Strategic Purposes, under which the following budgets had been allocated:

- Help me to be Financially Independent - £10 k
- Help me to Live My Life Independently - £35 k
- Help me to Live My Life Independently - £30 k
- Provide Good Things for me to do, see and visit - £6 k

- Keep My Place Safe and Looking Good - £15 k
- Help Me Run A Successful Voluntary Sector Business - £50 k

The applications for the first three strategic themes and the one Concessionary Rent application were considered and scored on Monday 19th December 2016, with the applications for the remaining two strategic themes being considered on Tuesday 20th December 2016. Each Application was scored in accordance with the Council's Grants Programme requirements with recommendations made to approve or reject each of the applications.

Prior to the consideration and scoring of the applications for the remaining two strategic themes on Tuesday 20th December 2016, Councillor Greg Chance briefly withdrew from the meeting and was not present for the scoring process on the Sandycroft, What's Your Point? And REACH CIC applications. Councillor Chance was present for consideration of the remaining applications.

Further to the scoring process undertaken across both meetings, the Panel agreed that recommendations be made to the Executive Committee in accordance with the results of the scoring table as attached.

The Panel also considered the budgets that had not been fully spent, as detailed below.

Theme	Budget	Not Spent
Help me to be financially independent	£10k	£6,070.00
Help me to live my life independently	£35k	£16,159.00
Help me to live my life independently	£30k	£1,172.38
Provide me with good things to do, see and visit	£6k	£390.00
Keep my place safe and looking good	£15k	£1,013.79
Help me run a successful voluntary sector business	£50k	£5,404.08
TOTAL		£ 30,209.25

Following discussions it was suggested that the unallocated budgets be re-advertised alongside the Stronger Communities Grant applications in January 2017 and that officers liaise with those applicants who had submitted bids, but were unsuccessful, to look to submit a further application, where relevant.

Members further agreed to recommend that any unallocated sums of money under a £1000 relating to the themes be included in the Stronger Communities Grants funding theme for 2017/2018.

The Panel also requested that officers provided feedback to those applicants who were unsuccessful in securing a grant; due to not enough information / relevant detail being included on their application forms.

Recommendations that

- 1) the Grants for 2017/18 be awarded to successful Applicants in the amounts set out in Appendix 1 to these notes; and
- 2) the unallocated sums of £6,000, £16,000, £1,000, £1,000 and £5,000 relating to the

Themes detailed in the table at 3. above, be retained and their availability be re-advertised in parallel with the Stronger Communities Grants applications in January 2017.

- 3) any unallocated sums of money under a £1,000 relating to the Themes detailed in the table at 3. above, be included in the Stronger Communities Grants funding theme for 2017/2018.
- 4) the Concessionary Rent application from the Oasis Christian Centre in respect of their charity shop in Winyates be awarded 70% discount of the market rental value with a three year tenancy agreement.

Grants Panel
Monday 19th December 2016 and Tuesday 20th December 2016
Major Grants Applications

Organisation	Project Name	Amount requested	Score	Recommended for approval Yes / No	Comments
<u>Help Me to be Financially Independent - £10K</u>					
Compass Community and Education Group Limited	'Money Matters'	£3,930	41	Yes	
<u>Help Me to Live My Life Independently - £35K</u>					
Redditch Play Council	Redditch Play Council	£35,000	20	No	
REACH CIC	Building Families	£18,841	57	Yes	
Redditch Youth and Community Enterprise Limited	The Children's Programme	£30,498	49	No	
<u>Help Me to Live My Life Independently - £30K</u>					
Acorns Children's Hospice	Face to Face Service	£5,000	47	Yes	
Mental Health Support Group	Mental Health Support Group	£2,850	38	No	
Revitalise Respite Holidays	Essential Breaks for Disabled People and Carers	£1,062	Not scored	No	This application was rejected due to the amount held in Reserves.
Relate Worcestershire	Counselling Services	£5,964	55	Yes	
Sandycroft	My Resilience	£6,000	41	No	
Onside Independent Advocacy	Redditch Community Advocacy Project	£6,000	53	Yes	
Redditch Mental Health Action Group	Mental well-being coaching	£6,000	49	Yes	Subject to satisfactory information on Reserves held being provided.
Global Harmony	Living fearless lives	£6,000	43	No	

Organisation	Project Name	Amount requested	Score	Recommended for approval Yes / No	Comments
NewStarts	Digital inclusion	£8,550	Not Scored	No	Amount requested is over the amount allowed under this theme
Bromsgrove and Redditch Network	Volunteering for Employability	£5,863.62	49	Yes	
Disability Resource Centre (known as DRC)	Journey to Work	£6,000	Not scored	No	Application rejected due to the amount held in Reserves been above the required threshold.

Provide Me with Good Things to Do, See and Visit - £6K

Gateway Club	Gateway	£750	11	No	
Compass Community and Education Group Limited	'Go Offline'	£2,830	43	No	
Jestaminute Community Theatre CIC	'Shared Voices'	£2,610	45	Yes	
Your Ideas	Growing The Games Club	£3,000	51	Yes	
The Ditch Youth Project	The Ditch Youth Project	£3,000	31	No	

Keep My Place Safe and Looking Good - £15K

Sandycroft	Sandycroft Domestic Abuse Peer Support Scheme	£5,000	49	No	
What's Your Point	Thrive Pilot	£2,210	41	No	
REACH CIC	Domestic Abuse Awareness Sessions	£4,057.75	57	Yes	Subject to outcome of Safer Redditch funding bid. If bid successful reduction of grant to £2,057.75
Batchley Support Group Redditch Communities	Growing Batchley	£5,000	47	No	
NewStarts	Re-Use, Re-Cycle, Re-Store	£5,000	41	No	
Jestaminute Community Theatre CIC	'In Someone Else's Shoes'	£4,950	53	Yes	
Bromsgrove and Redditch Network	BROS: Green Redditch	£4,978.46	53	Yes	

Organisation	Project Name	Amount requested	Score	Recommended for approval Yes / No	Comments
<u>Help Me Run a Successful Voluntary Sector Business - £50K</u>					
Signs of Hope Community Interest Company	Supported Drop In	£9,948	Not scored	No	Rejected as it does not meet strategic theme criteria
Where Next	Where Next	£10,000	Not scored	No	Rejected due to amount of reserves.
Carers Careline	Carers Telephone Support Service	£9,675.92	61	Yes	
Inspire Community Training CIC	Inspire Projects	£10,000	51	No	
Your Ideas Limited	Community Apprentice	£7,554	47	No	
1 st Matchborough Scout Group	1 st Matchborough Scout Group Development Appeal	£5,725.96	43	No	
Jestaminute Community Theatre CIC (JCT)	'Taking Jestaminute Community Theatre forward'	£8,978	45	No	
Touchstones Child Bereavement Support	Supporting Bereaved Children	£10,000	61	Yes	
REACH CIC	REACH CIC	£10,000	51	No	
NewStarts	Skills for a NewStart	£5,900	55	No	
Community Action Wyre Forest	HOUSE	£10,000	Not scored	No	Rejected as it does not meet strategic theme criteria
Acts of Kindness	Christmas Project	£8,000	Not scored	No	Rejected as it does not meet strategic theme criteria
Bromsgrove and Redditch Network	Volunteer Centre	£5,000	61	Yes	
Home-Start North East Worcestershire	Supporting parents who are struggling to cope	£10,000	61	Yes	
IDC Sewing Café CIC	Old Needle Works Community Hub	£9,920	59	Yes	
Compass Community and Education Group Ltd	'Compass Support Services'	£9,950	51	No	

REDDITCH BOROUGH COUNCIL**Executive Committee****17th January 2017****STAFF SURVEY RESULTS**

Relevant Portfolio Holder	Cllr. John Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Deborah Poole, Head of Business Transformation
Wards Affected	None
Ward Councillor Consulted	No
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 This report is to update to Members in respect of the Staff Survey.
- 1.2 The survey has highlighted areas where further work will be needed and also areas of good practice that the organisation will wish to build on. The report (attached at Appendix 1) also outlines the approach that has been adopted to address the top three issues at both a service and corporate level.
- 1.3 The survey has provided an opportunity to gauge employee morale, culture, workplace relationships and communication. The survey has been completed by 246 employees which equates to a response rate of 25%. Whilst this is lower than the last response rate of 33%, it is still sufficient to provide meaningful results as it included a good mix of staff across the organisation. A breakdown of the percentage response rate by service area is attached at Appendix 2.
- 1.4 The 2016 survey used the same questions as in the previous survey so a comparison could be made. A copy of the full results for the 2016 Staff Survey have been made available to the relevant Heads of Service to enable them to address issues at a departmental level.

2. RECOMMENDATIONS

The Committee is asked to NOTE the report and its attachments.

3. KEY ISSUES**Financial Implications**

- 3.1 There are no direct financial implications as a result of the staff survey. However, there may be some issues that require financial resource to fix them e.g. training needs. It is anticipated that costs such as these will be covered from within existing budgets.

Executive Committee17th January 2017

Service / Operational Implications

There are no direct operational issues arising from the staff survey. However, there may be some issues relating to certain service areas that will need to be addressed. It is anticipated that, if this is the case, the outcome of addressing any issues would be a positive one

Customer / Equalities and Diversity Implications

None

4. RISK MANAGEMENT

- 4.1 There are no risks to the organisation as a consequence of this survey.

5. APPENDICES

Appendix 1 – Staff Survey Approach

Appendix 2 – Percentage of staff who responded

Appendix 3 - Full results

6. BACKGROUND PAPERS

None

AUTHOR OF REPORT

Name: Deb Poole – Head of Transformation & Organisational Development
E Mail: d.poole@bromsgroveandredditch.gov.uk
Tel: 01527 641256

Staff Survey Report

January 2017

We undertook a staff survey in April 2016. The staff survey was an opportunity to gauge employee morale, the culture of the organisation, workplace relationships and communication. It was completed by 246 employees which equates to a response rate of 25%, which whilst lower than the last response rate of 33%, it was sufficient to provide enough detail for the results to be meaningful. A breakdown of the response rate by service area is attached at Appendix 1.

The same questions were used in the survey as the previous one so a comparison could be made. A copy of the full results for the 2016 Staff Survey along with comparator results for 2013, where available, are attached at Appendix 2.

Summary of overall improvement

We have seen a number of improvements across the board including communicating with more staff receiving feedback from their line manager. We can also confirm that staff are more aware of the:

- Six Strategic Purposes and operational measures
- Support available
- Changes happening within the Councils and their impact
- Process for raising concerns and confidence in doing this

What we are doing well

The three areas below have been identified as the areas that have seen the greatest improvements since the last staff survey:-

I have the support that I need to be able to deal with change effectively	+12.20%
I feel that I am coping well with the changes that are taking place	+7.30%
These changes have been beneficial	+13.70%

It is encouraging that we have seen improvements in staff feeling able to deal with changes and reporting the benefits of change. This along with the positive results regarding communication is reassuring that all the hard work that has been undertaken in these areas is making a difference.

Where we need to improve

Specific areas which have seen the highest reduction since the previous survey:-

I have all the skills I need to be able to do my job well.	-14.00%
I am able to meet the needs of my customers on a daily basis.	-9.40%
I have a good working relationship with my colleagues	-5.60%

Work is being undertaken to help identify what has brought about these changes and what needs to be done to ensure improvements are made as outlined below.

How we take forward the results from the Staff Survey

A programme board was established, chaired by the Chief Executive and supported by Head of Business Transformation, representatives from Human Resources, Organisational Development and the Trade Unions (Unison, GMB and UCATT). Following analysis and discussion of the Survey results the Board agreed that data will be considered at both a Corporate and Service level.

Three corporate work streams have been established and are headed up by key officers as detailed below:-

- People Management – Deb Poole, Head of Business Transformation Manager
- Meeting Our Customers' Needs – Amanda Singleton, Customer Access & Financial Support
- Organisational Culture – Sue Hanley, Deputy Chief Executive

Each of the work streams will bring together work that is already ongoing in addition to work identified through the analysis of data that is available corporately.

At a Service level Heads of Service (HOS) were provided with data for their own area and have analysed this data and developed action plans with clear timescales to specifically address the three areas of greatest improvement / decline compared to the previous survey, whilst also focusing on an areas that they feel the need to address within their services.

The actions plans from both the Corporate Work Streams and the Heads of Services have been presented to the Programme Board

Key Themes**People Management**

The Head of Business Transformation is leading on the People Management work stream which includes Performance Management, Workforce Planning, Leadership Development, Learning and Development, Skills Development

Meeting the needs of our Customers

The Head of Customer Services, in conjunction with the Policy Manager are identifying how they can collect more information about what prevents employees from being able to meet the needs of their customers.

Organisational Culture

The Deputy Chief Executive, in conjunction with a sub working group including the Trade Unions, is undertaking work to identify the current culture of the organisation and to assess if the current culture is in accordance with our strategic objectives. Once corporately the desired culture has been defined, a detailed action plan will be developed to embed this desired culture into all aspects of our business.

Corporate Actions

Below are some of the corporate actions that are currently in progress;

1 Improved communication:

Regular Staff Briefing to be held at on a quarterly basis at the all of the main council sites

These will be followed by mandatory Team Meetings in all areas to:

- allow managers to put information from the Briefings into context for their staff
- allow staff to ask questions and raise issues
- give staff an opportunity to provide feedback about the content etc of the Briefings to SMT
- give staff and manager a chance to discuss any service or team issues

Plus bullet point posters which will be put up at all locations to reach more staff and updates on the Orb for office based staff.

2 Staff Involvement in Staff Survey Action Plans

Heads of Service to involve their teams in developing their service action plans, this enables HOS to gather more information from employee and to ensure that the areas identified are the key areas to focus on.

4 Bullying and Harassment

The Chief Executive, on behalf of the Corporate Management Team, has reiterated that the Council has a zero tolerance of bullying and harassment, and has reminded employees what they can do if they feel they are the victim of, or witness to such behaviour.

Mandatory Dignity at Work workshops are being arranged to give staff and managers the tools they need to prevent bullying and harassment becoming an issue in the workplace.

5 Training Budgets

Training budgets have been reviewed to ensure they are appropriately allocated to enable employees to access the necessary training to development their skills to undertake their role.

Conclusion

Whilst Key Themes and Individual Service Plans are been development by the relevant Officers, it is important that all of the findings and subsequent actions are not considered in isolation.

The Programme Board will be regularly reviewing the work being undertaken to ensure that a holistic approach is adopted to the work being undertaken following the Staff Survey in conjunction with any other work that is being undertaken.

Service Area	Total	Staff No	% Responding
Business Transformation and OD	19	44	43%
Chief Executive	7	25	28%
Customer Access & Financial Services	39	138	28%
Housing Services	22	160	14%
Legal, Equalities & Democratic Services	5	24	21%
Planning and Regeneration	18	60	30%
Community Services	34	121	14%
Environmental Services	31	228	14%
Leisure and Cultural Services	26	102	20%

Service Area	% Staff Responding
Business Transformation and OD	43%
Chief Executive	28%
Customer Access & Financial Services	28%
Housing Services	14%
Legal, Equalities & Democratic Services	21%
Planning and Regeneration	30%
Community Services	14%
Environmental Services	14%
Leisure and Cultural Services	20%

2016 responses: 1=not at all > 6=completely / 2013 responses: 0=not at all > 5=completely

Q	# valid responses	Total # responses 2016 = 246 (26.23%) Total # responses 2013 = 307 (31.65%)	2016	2013	2016	2013
1	246	I am clear about my role and responsibilities when I am at work	1	0	2.0%	2.3%
			2	1	4.5%	6.2%
			3	2	10.6%	7.8%
			4	3	13.4%	20.2%
			5	4	29.7%	20.8%
			6	5	39.8%	42.7%
2	246	I understand how my role contributes to the purpose of my team and I feel that what I do is important	1	0	2.4%	2.6%
			2	1	6.1%	3.6%
			3	2	6.9%	8.2%
			4	3	13.4%	14.4%
			5	4	28.9%	27.1%
			6	5	42.3%	44.1%
3	246	I have all the skills I need to be able to do my job well. (Please give details below if you have any training needs)	1	0	2.4%	0.3%
			2	1	5.7%	4.0%
			3	2	8.5%	5.0%
			4	3	22.0%	15.3%
			5	4	39.4%	38.7%
			6	5	22.0%	36.7%
4	245	I have the opportunity to do what I do best on a daily basis	1	0	9.4%	4.2%
			2	1	8.6%	9.1%
			3	2	10.2%	10.7%
			4	3	22.9%	25.0%
			5	4	26.1%	29.9%
			6	5	22.9%	21.1%
5	245	I have opportunities to develop my skills and knowledge for the future	1	0	11.4%	10.1%
			2	1	10.2%	10.1%
			3	2	13.9%	16.2%
			4	3	26.5%	25.3%
			5	4	21.2%	22.4%
			6	5	16.7%	15.9%
6	243	I am able to meet the needs of my customers (internal or external) on a daily basis.	1	0	3.3%	3.6%
			2	1	9.9%	6.2%
			3	2	12.8%	13.1%
			4	3	25.9%	19.6%
			5	4	32.1%	38.2%
			6	5	16.0%	19.3%
7	244	I have the materials and equipment that I need to do my job well.	1	0	4.5%	3.9%
			2	1	11.1%	8.5%
			3	2	16.4%	16.4%
			4	3	23.8%	24.9%
			5	4	28.3%	29.5%
			6	5	16.0%	16.7%
9	240	Systems, processes, people, cross-site working / travel between sites etc get in the way of me being able to do a good job	1	0	17.5%	13.6%
			2	1	13.8%	13.6%
			3	2	21.3%	20.1%
			4	3	18.8%	22.1%
			5	4	17.1%	22.4%
			6	5	11.7%	8.2%
11	245	I know that the Councils have 6 Strategic Purposes.	Y		80.0%	61.5%
			N		20.0%	38.5%
12	241	I am able to state what the 6 Strategic Purposes are.	Y		46.5%	26.2%
			N		53.5%	73.8%
13	206	I am aware that my service area has operational measures or that they are currently being developed.	Y		76.2%	67.5%
			N		23.8%	32.5%

2016 responses: 1=not at all > 6=completely / 2013 responses: 0=not at all > 5=completely

Q	# valid responses	Total # responses 2016 = 246 (26.23%) Total # responses 2013 = 307 (31.65%)	2016	2013	2016	2013
15	243	I feel that I have a suitable balance between work and the rest of my life	1	0	4.1%	3.3%
			2	1	8.6%	3.3%
			3	2	13.2%	12.4%
			4	3	20.2%	24.8%
			5	4	29.6%	29.1%
			6	5	24.3%	27.1%
16	243	I am able to take a lunch break every day	1	0	7.0%	4.0%
			2	1	8.6%	12.3%
			3	2	15.2%	12.0%
			4	3	12.3%	12.6%
			5	4	21.0%	20.9%
			6	5	35.8%	38.2%
17	242	I am able to take other breaks if I need them	1	0	7.0%	8.9%
			2	1	13.2%	13.9%
			3	2	14.9%	10.9%
			4	3	21.1%	17.8%
			5	4	23.1%	24.1%
			6	5	20.7%	24.4%
18	245	I am generally able to take advantage of flexible working arrangements	1	0	11.0%	17.2%
			2	1	6.5%	5.0%
			3	2	11.0%	5.6%
			4	3	8.6%	14.2%
			5	4	31.8%	26.7%
			6	5	31.0%	31.4%
19	244	I would be interested in taking part in health and wellbeing programmes at work (in addition to the smoking cessation and health checks that are already on offer). Please give details in the comments section below.	Y		56.6%	47.1%
			N		43.4%	52.9%
21	243	Does your working environment hinder your ability to work effectively? (If yes, please give details below)	Y		26.7%	N/A
			N		73.3%	N/A
23	245	Have you suffered from any illness, disability or other physical or mental problem within the last 12 months that was caused or made worse by your job or by work you have done in the past?	Y		19.2%	24.7%
			N		80.8%	75.3%
26	246	My team works well together	1	0	2.4%	3.7%
			2	1	6.9%	2.4%
			3	2	11.8%	7.4%
			4	3	13.0%	16.5%
			5	4	30.5%	37.4%
			6	5	35.4%	32.7%
27	245	I have a good working relationship with my colleagues	1	0	0.4%	1.7%
			2	1	1.6%	1.7%
			3	2	9.0%	2.7%
			4	3	11.4%	10.8%
			5	4	33.1%	37.0%
			6	5	44.5%	46.1%
28	244	I understand what my colleagues do and how this contributes to the overall purpose of the team	1	0	1.6%	1.3%
			2	1	1.6%	3.4%
			3	2	7.0%	6.1%
			4	3	13.1%	12.8%
			5	4	34.8%	35.7%
			6	5	41.8%	40.7%

2016 responses: 1=not at all > 6=completely / 2013 responses: 0=not at all > 5=completely

Q	# valid responses	Total # responses 2016 = 246 (26.23%) Total # responses 2013 = 307 (31.65%)	2016	2013	2016	2013
29	245	I feel that I have the opportunity to contribute to decision making or changes within the team	1	0	9.0%	9.8%
			2	1	9.8%	6.7%
			3	2	6.9%	11.8%
			4	3	16.3%	17.2%
			5	4	25.3%	23.6%
			6	5	32.7%	31.0%
30	244	Do you feel that you are affected by any conflict within the team?	Y		31.1%	34.5%
			N		68.9%	65.5%
31	241	Have you been subjected to any bullying or harassment while at work?	Y		17.0%	14.7%
			N		83.0%	85.3%
32	20	If you have answered "Yes" to the above question, what were the grounds for the bullying or harassment?	Age		10.0%	10.0%
			Disability		10.0%	2.5%
		Other available options for which there was a nil response in either survey:	Gender reassignment		5.0%	0.0%
		- Marriage & civil partnership	Sexual orientation		5.0%	0.0%
		- Pregnancy and maternity	Race		0.0%	7.5%
			Religion or belief		0.0%	7.5%
			Sex		0.0%	7.5%
			Caring		0.0%	2.5%
			Other		70.0%	62.5%
34	227	I think that my team meetings are useful	1	0	14.5%	15.1%
			2	1	13.2%	9.3%
			3	2	13.7%	10.0%
			4	3	14.5%	21.6%
			5	4	26.9%	25.1%
			6	5	17.2%	18.9%
35	244	We have regular team meetings so I feel that I am well informed about what is happening	Y		60.7%	54.5%
			N		39.3%	45.5%
36	244	I have regular one-to-one meetings / status updates with my line manager / supervisor	Y		57.0%	54.3%
			N		43.0%	45.7%
37	242	I am encouraged to contribute my thoughts and ideas at team meetings and one-to-one sessions	Y		73.6%	69.8%
			N		26.4%	30.2%
38	241	The way the organisation communicates with staff eg using the Oracle newsletter and Orb notifications etc meets my needs	Y		73.9%	71.0%
			N		26.1%	29.0%
40	242	I get the support I need from my line manager	Y		76.4%	74.9%
			N		23.6%	25.1%
41	243	I get the support I need from my colleagues	Y		91.8%	86.2%
			N		8.2%	13.8%
42	243	I feel that my contribution is recognised and I receive praise when I do a good job	Y		67.9%	63.9%
			N		32.1%	36.1%
43	244	I get regular feedback from my line manager about how I am doing	Y		59.4%	50.2%
			N		40.6%	49.8%
44	244	I am aware of the support on offer through the Employee Assistance Programme, Occupational Health and Union Representatives	Y		80.3%	70.4%
			N		19.7%	29.6%

2016 responses: 1=not at all > 6=completely / 2013 responses: 0=not at all > 5=completely

Q	# valid responses	Total # responses 2016 = 246 (26.23%) Total # responses 2013 = 307 (31.65%)	2016	2013	2016	2013
46	242	I am aware of the changes that are happening within the Council	Y		81.8%	88.0%
			N		18.2%	12.0%
47	242	I understand why these changes are happening	Y		80.6%	83.8%
			N		19.4%	16.2%
48	242	I understand what impact these changes will have on my role and the way that I carry it out	Y		66.1%	58.3%
			N		33.9%	41.7%
49	239	I have the support that I need to be able to deal with change effectively	Y		69.9%	57.7%
			N		30.1%	42.3%
50	238	I feel that I have the skills I need to be able to deal with the changes that are taking place	Y		84.0%	81.9%
			N		16.0%	18.1%
51	239	I feel that I am able to influence the changes taking place around me	Y		40.2%	34.5%
			N		59.8%	65.5%
52	239	I feel that I am coping well with the changes that are taking place	Y		80.3%	73.0%
			N		19.7%	27.0%
53	240	The changes in my service area have had an impact on how I do my job	Y		75.8%	69.0%
			N		24.2%	31.0%
54	232	These changes have been beneficial	Y		52.2%	38.5%
			N		47.8%	61.5%
56	239	I understand that I have a responsibility to raise any concerns I may have over possible fraud, crime, danger or other serious risk that could threaten customers, colleagues, the public or the organisation's reputation	Y		99.2%	97.2%
			N		0.8%	2.8%
57	239	I know how to raise such a concern	Y		92.1%	83.2%
			N		7.9%	16.8%
58	238	I feel confident about raising any such concerns	Y		88.2%	78.9%
			N		11.8%	21.1%
60	224	Which of the following best describes the main focus of your role?				
		4th Tier/Strategic Management			8.0%	10.6%
		Office based-Customer facing role			23.2%	15.8%
		Office based-Support role			20.5%	28.2%
		Operational/Frontline role			33.5%	29.6%
		Supervisory/Teamleader			14.7%	15.8%
61	215	(2016) Which Service Area do you work within?				
		Business Transformation			8.8%	7.3%
		Chief Executives			3.3%	4.0%
		Community Services			16.3%	11.2%
		Customer Access & Financial Services			18.1%	24.4%
		Environmental Services			17.7%	11.7%
		Housing Services			12.6%	15.6%
		Legal, Equality & Democratic Services			2.3%	5.9%
		Leisure & Cultural Services			12.6%	9.8%
		Planning & Regeneration			8.4%	10.2%
	229	Which Directorate do you work within?				
		Chief Executive			-	7.4%
		Finance and Corporate Resources			-	33.2%
		Planning and Regeneration, Regulatory, Housing			-	24.9%
		Leisure, Environment and Community Services			-	34.5%

STAFF SURVEY PROGRAMME BOARD
CULTURE WORK STREAM
REVISED ACTION PLAN – 2ND DECEMBER 2016

Proposed Action(s)	Lead Officer(s)	Sponsor(s)	Participants	Timescale
1. Seek staff views on current culture	S Hanley/B Talbot/ D Poole/L Walsh/ L Wood/ P Smith/KL Mitchell	CX Programme Board	All staff	15 th December 2016
• Prep & communications arrangements	S Hanley/KL Mitchell/ P Smith/ T Hurst/K Vass	CX Programme Board		w/c 28 th Nov 2016
• Updates: Members ITUL CMT	S Hanley	CX Programme Board	Members T Unions CMT	w/c 5 th Dec 2016
2. (i) Assessment/Analysis of current culture (a) What's it like to work here (b) How would staff like it to be	D Poole/B Talbot (Policy Team if required)	S Hanley/ Programme Board	See above	By end of January 2017
(ii) Analysis to Programme Board	S Hanley/D Poole/HR/Policy	Programme Board	Programme Board	1 st February 2017
3. Assessment/further work streams required:-	S Hanley/L Walsh/D Poole/B Talbot/P Smith/A Singleton/L Wood B Dunne	CX Programme Board	Programme Board	February 2017
• Proposal by sub group to Programme Board				↓
• Link with Time to Talk day(s)	L Walsh/S Hanley			April 2017
• Cultural Focus Group				
• Customer experience data	A Singleton/B Dunne			
• Interviews staff "understand me"	P Team/Volunteers			
• Recorded observations in business	As above			

<ul style="list-style-type: none"> World Café Conference Managers Forum CMT 	S Hanley/D Poole/HR S Hanley/D Poole S Hanley/D Poole	CX Programme Board	All 4 th Tier Managers CMT	April 2017
All the proposals/work streams in action item (3) to be discussed following the outcomes – Items 1 & 2				
4. Review of Council Plan Principles (Links to Good Working Relationships)	S Hanley/CMT	CX Programme Board	CMT	April 2017
5. Overview/Review of Corporate/ Strategic Measures (relating to culture)	S Hanley/D Poole	CX / Programme Board	Sub group of Programme Board	} } } April 2017 } }
<ul style="list-style-type: none"> Review of current data and identify additional measures Incorporate within Corporate Dashboard 	S Hanley/D Poole/CMT & Data Holders B Dunne/T Beech Data Holders	CX/ Programme Board CX/ Programme Board	Programme Board/ CMT Programme Board Members O&S	} } } May/June 2017 } }

Note: Not all the work streams in item (3) may be progressed.
Review – February/March 2017 post survey/ballot.

STAFF SURVEY - ACTION PLAN

Corporate

1. People Management

Both Bromsgrove and Redditch Councils undertook a staff survey in April 2016. The survey provided an opportunity to gauge employee morale, the culture of the organisation, workplace relationships and communication. The survey was completed by 246 employees which equates to a response rate of 25%.

The results of the survey have indicated some specific areas that require some additional attention. These areas are:

I have all the skills I need to be able to do my job well.	-14.00%
I am able to meet the needs of my customers on a daily basis.	-9.40%
I have a good working relationship with my colleagues	-5.60%

The three issues above have been divided into corporate work streams each headed up by a key officer:-

- People Management – Deb Poole, Head of Business Transformation Manager
- Meeting Our Customers' Needs – Amanda Singleton, Customer Access & Financial Support
- Organisational Culture – Sue Hanley, Deputy Chief Executive

Each of the three work streams will bring together work that is already ongoing in addition to work identified through the analysis of other corporate data.

This plan focuses on the People Management aspects of the results and details the corporate actions to be carried out to support developments in this area.

People management, also known as human resource management (HRM), encompasses the tasks of leadership, management and the provision of ongoing support and direction to employees. These tasks can include the following: leadership development, performance management, skills development, planning, coaching, communication etc.

Actions to be taken				
	What	Owner/Sponsor	Leads	Completed
1	Develop a HR/OD Strategy Engage with managers and staff to establish what is needed from the strategy. Ensure the strategy is aligned with the organisation's direction and includes organisational structure, strategic purposes etc Draft strategy Discuss with SMT,CMT fourth Tier Managers prior to approval	SMT CMT Programme Board	D Poole, Becky Talbot, L Wood	February 2017
2	System Performance Framework (SPF) Develop a more consistent approach to 1:2:1 discussions and Annual Appraisals <ul style="list-style-type: none"> Design annual appraisal forms to incorporate elements of systems thinking e.g. use of measures in discussions, removal of barriers Roll out SPF approach across the organisation by service area 	SMT CMT Programme Board	D Poole, H Mole, B Talbot, P Smith, 4 th Tier Managers	November 2016 This is now being rolled out across the organisation.
3	Skills matrix – gap analysis <ul style="list-style-type: none"> Meet with staff at various levels to establish common requirements Develop a skills matrix Support Managers to carryout a gap analysis using the skills matrix Explore options and develop approaches for closing the gaps 	SMT CMT D Poole	B Talbot, P Smith	April 2017
4	Workforce Plan Gather data relating to our workforce e.g. <ul style="list-style-type: none"> Age profile Gender and ethnicity Starters, leavers and vacancy levels Absence levels Speak to managers to establish what our workforce skills will be e.g. <ul style="list-style-type: none"> Transformation Leadership and management 	SMT CMT	D Poole, B Talbot, L Wood, P Smith	May 2017

	<ul style="list-style-type: none"> ○ Skills (specialist and non-specialist), competence, behaviours ○ Coaching skills ○ Commercialisation and innovation ● Recruitment & retention <p>Develop the plan</p>			
5	<p>Workforce Learning and Development Plan</p> <p>Use findings from the skills matrix analysis to develop a more targeted training/development plan</p> <p>Look at a variety of options for learning – not just a training course e.g.</p> <ul style="list-style-type: none"> ● Coaching ● Mentoring ● Cross over projects 	SMT CMT Programme Board	D Poole, B Talbot, L Wood, P Smith	June 2017
6	<p>Develop Leadership Strategy & Action Plan – linked to Culture work stream</p> <p>Engage with senior leaders and managers to:</p> <ul style="list-style-type: none"> ● Identify issues that may prevent the practice and delivery of leadership ● Develop actions that support individual capability of leaders ● Clarify the organisation's leadership needs ● Improve the leadership culture ● Creating the environment where good leadership happens <p>Draft strategy ahead of approval</p>	SMT CMT	S. Hanley, D Poole, B Talbot, L Wood, P Smith	July 2017
7	<p>Bullying & Harassment/Dignity at Work - review of policy documents</p> <ul style="list-style-type: none"> ● Draft a single policy ● Deliver Dignity at Work Training 	CMT	D. Poole, B.Talbot	March 2017

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**17TH January 2017**REDDITCH ECONOMIC THEMES, PRIORITIES AND ACTION PLAN- ANNUAL REPORT AND FUTURE PLANS**

Relevant Portfolio Holder	Cllr Greg Chance - Portfolio Holder for Planning, Regeneration, Economy and Transport
Portfolio Holder Consulted	√
Relevant Head of Service	Dean Piper, Head of Economic Development & Regeneration – North Worcestershire
Ward(s) Affected	All
Ward Councillor(s) Consulted	N/A
Key Decision / Non-Key Decision	Non key decision

1. SUMMARY OF REPORT

- 1.1 A new set of economic priorities and aspirations were agreed for Redditch by the Council in September 2015 which articulated the ambitions of the Council and its key partners. The economic priorities were developed in close consultation with members of the Redditch Economic Development Theme Group, which includes a number of business representatives and partner organisations.
- 1.2 It is intended that the economic themes and priorities will help to provide a roadmap for the Council's economic development and regeneration activities and to the operational activities of the North Worcestershire Economic Development and Regeneration (NWEDR) shared service, to which the Council contributes financial resources.
- 1.3 The setting of the new economic priorities and associated action plan is intended to drive the delivery of the Council's strategic purpose to 'Help me run a successful business'.
- 1.4 Since the priorities were adopted by the Executive in September 2015, the Council has made significant progress in delivering against the priorities and action plan, working with the NWEDR shared service but other key partners such as Worcestershire County Council and Local Enterprise Partnerships.

2. RECOMMENDATION

The Executive Committee is requested to RESOLVE that

- 1) The annual report setting out progress against the delivery of the economic themes, priorities and Action Plan be endorsed;
- 2) A second annual report is brought back to this committee in 12 months time.

EXECUTIVE COMMITTEE17TH January 2017**3. KEY ISSUES****Financial Implications**

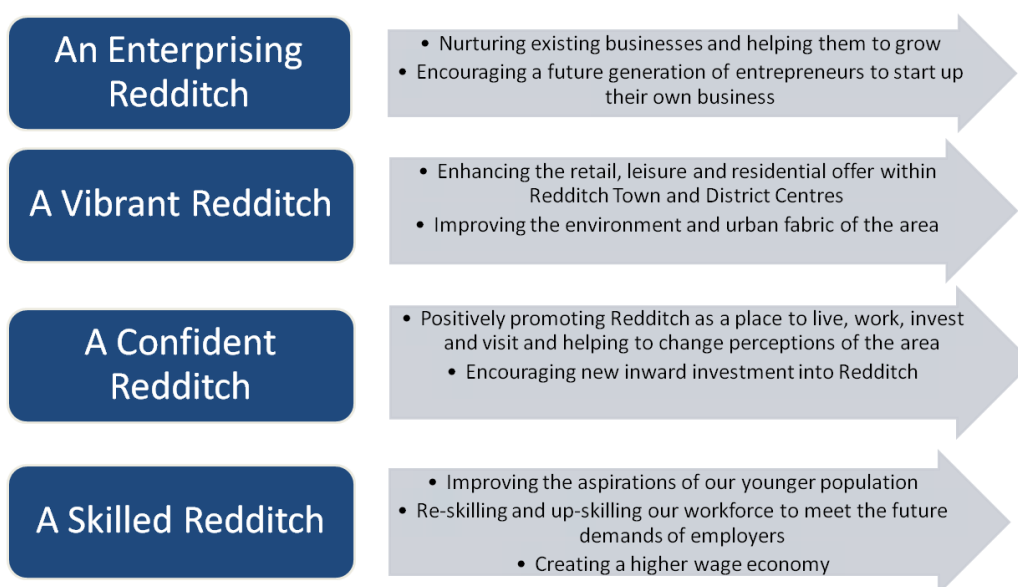
- 3.1 There are no direct financial implications arising from this report. Should additional resources be required in the future, any requests will be subject to the Council's normal budget approval process.

Legal Implications

- 3.2 There are no direct legal implications arising from this report.

Service / Operational Implications**Background**

- 3.3 In September 2015, the Council adopted a new set of economic themes and priorities to drive the Council's economic agenda going forward. The economic themes and priorities were developed in close consultation with the Redditch Economic Development Theme Group (EDTG) which is comprised of Council and business representatives. The economic themes and priorities that were agreed by the Council were as follows:



- 3.4 A copy of the Action Plan to support the delivery of these themes and priorities is attached at Appendix 1.
- 3.5 It was agreed by the Executive committee that the overall management and monitoring of the Action Plan would be delegated to the Head of Economic

EXECUTIVE COMMITTEE**17TH January 2017**

Development & Regeneration – North Worcestershire and that an annual report would be produced setting out progress against delivery of the themes and priorities.

- 3.6 This report summarises the key achievements of the Council in delivering its economic plan since it was agreed in September 2015. It also provides a high level summary of the current economic climate in Redditch and some of the key challenges and opportunities.

Progress report**(i) General context**

- 3.7 Since the Council adopted its new set of Economic Priorities last year, the UK has undergone a period of significant change, with the UK's decision to leave the EU resulting in a change of Government and subsequent revisions to UK Government economic policy and a downgrading of the UK's economic growth forecasts.
- 3.8 In his Autumn Statement (on 23rd November), the Chancellor re-affirmed the Government's position that it had revised its plans to no longer eliminate the budget deficit by 2020 and that it would aim to return to budget to surplus during the life of the next parliament. Furthermore, the Office for Budget Responsibility (OBR) revised down its UK economic growth projections for 2017.
- 3.9 The effect of 'Brexit' ultimately has created a number of risks and uncertainties for the UK economy with the lack of clarity on the UK's future relationship with the EU and global trade relationships presenting the most obvious risk. Underlying factors such as the effect of inflation, interest rates and the value of sterling are also driving economic uncertainty in the short to medium term.
- 3.10 The Chancellor did announce a package of measures to act as a stimulus for the UK economy, including £1.8bn to be distributed to the Local Enterprise Partnerships (LEPs) through the Local Growth Fund; an Investment Fund for the Northern Powerhouse and Midlands Engine, a new £23bn National Productivity Fund and further funding to accelerate the rate of house building. Further devolution of Government funding to Combined Authorities is also expected in due course, with the West Midlands Combined Authority (of which the Council is a non-constituent member) well positioned to negotiate for further funding and powers to be devolved from Whitehall to local decision makers.
- 3.11 The continued challenging financial position for local authorities is also driving the need for the Council to adopt a positive economic development agenda. The phasing out of Revenue Support Grant, reform of Business Rates with the move towards Councils keeping 100% of business rates that it generates from 2020, means that it will be even more important that the Council focuses on investing in activities to support economic growth. One of the Council's strategic purposes is

EXECUTIVE COMMITTEE17TH January 2017

to 'help me to run a successful business' and delivery of the Council's agreed economic priorities are central in achieving this.

- 3.12 Against the backdrop of Brexit and considerable uncertainty for the UK economy, the Redditch economy has proved to be relatively robust. The latest data released by the Office for National Statistics (ONS) shows that between 2010 and 2015, 3,400 new jobs were created in the private sector in Redditch – an increase of 11.4% from 2014. Unemployment also remains low in Redditch, with the area having an unemployment rate in October 2016 of just 1.6%, which is well below the rate for the Greater Birmingham and Solihull LEP area of 3.3%. The manufacturing industry continues to be strong in Redditch, supporting over 8,000 jobs and a cluster of high-value manufacturing companies with expertise in automotive, aerospace and engineering are located in Redditch.
- 3.13 The data does suggest though that Redditch continues to suffer from lower than average skills attainment levels and that its resident workforce continues to lag behind in wages. In terms of skills, data from the ONS shows that 25.3% of the resident working age population are qualified to NVQ4 level; compared to a national rate of 37.1% and that 10.9% of the working age population do not have a qualification; which is above the national rate of 8.6%. Earnings by residence in 2016 for Redditch stood at £436.40 per week (for a full time worker) which is £71 lower than the West Midlands figure. Furthermore, earnings by workplace in Redditch continue to lag behind the regional rate; with on average a full time Redditch worker earning £42 per week less than the regional rate.
- 3.14 There is also increasing evidence from local businesses and commercial property agents, that existing businesses within Redditch and prospective inward investors are struggling to identify appropriate sites and premises to support their growth plans. The arrival of the Redditch Eastern Gateway will no doubt satisfy a lot of latent demand for employment land, however in the short term there is a need to review the availability of good quality employment land in Redditch for B1/B2/B8 purposes.

(ii) Progress against Economic Themes**3.15 An Enterprising Redditch**

The focus continues to be on supporting and nurturing existing businesses within Redditch and helping them to grow and invest further locally. The Council also retains its aspiration to support budding entrepreneurs and to help them realise their ambitions to run a successful business.

The latest data from ONS shows that in 2015 405 new businesses were set up in Redditch. Pleasingly, new businesses that have been set up in Redditch are doing well; the 12 month survival rate for those businesses that were formed in 2014 stands at 92.4%.

EXECUTIVE COMMITTEE**17TH January 2017**

Figures from NWEDR show that since September 2015; the service (via the business start-up programmes it is involved in or directly funds) has helped to advise 58 new businesses and 7 of those new businesses have benefitted from grant assistance.

Some notable examples of companies from within Redditch that are leading the way in terms of achieving their growth include Gymshark, a fitness apparel manufacturer and online retailer that were set up in 2012 and have grown into one of the fastest growing brands in fitness; recently coming top of the Sunday Times 'Fast Track 100' which recognises the top 100 companies in the UK with the fastest growing sales.

Furthermore, Avon Logistics recently announced that they would be expanding their operation in Redditch by moving into the new 50,000 sqft 'Acanthus' industrial unit; investing £3.5m and creating 10 new jobs, whilst retaining their existing 80,000 sqft head office unit on Heming Road.

The Council is also continuing to support new and existing businesses through the provision of flexible workspace at its Greenlands Business Centre, Heming Road Enterprise Centre and Rubicon Centre. Presently, 61 businesses are operating from the centres and occupancy levels at the 3 centres have grown steadily over the last 12 months to the current rate of 86%.

Over the last 12 months, the Council working with its LEP and Growth Hub partners has launched a number of European funded business support schemes aimed at helping new businesses and growing existing companies. The NWEDR team works with the Growth Hubs to promote these schemes to eligible Redditch based businesses and reports progress against delivery of the schemes to the EDTG on a quarterly basis.

3.16 A Vibrant Redditch

The Council continues to focus on the delivery of the Redditch Town Centre Strategy which is aimed at securing the future of the town centre by creating new opportunities for retail, residential, leisure and commercial development and by improving the environment and public realm. In April 2016, the Council approved an investment package designed to significantly enhance the public realm of the town centre, starting in January 2017 with Alcester Street. The initial investment will total £850k, with the Council contributing £350k and Worcestershire County Council contributing £500k. Further enhancements will be planned for other areas of the town centre including the area to the south of St Stephens Church,

EXECUTIVE COMMITTEE**17TH January 2017**

Church Green East & West, Unicorn Hill, Bates Hill and a section of Prospect Hill.

These improvements will complement the extensive refurbishment work already carried out inside the Kingfisher Centre and act as a 'draw' between the Kingfisher and the rest of the Town Centre and also as a draw between the town centre and the surrounding areas and districts.

The Council is also working with other public sector partners such as the NHS, Police, Fire and Homes & Communities Agency to look at opportunities to regenerate and transform the town centre, by initiating a 'Place Review' led by the Place Partnership. It is envisaged that the Place Review will help the public sector deliver more integrated and customer focused services and to create economic growth by enabling released land and property to stimulate regeneration opportunities. The Place Partnership is currently in the process of completing the Place Review with a view to bringing forward outline feasibility work and recommendations in early 2017.

The Council continues to monitor the situation in relation to prominent vacant sites in Redditch Town Centre such as the Edward Street gateway site and Church Road area (including land owned by the HCA and NHS) and continues to work pro-actively with relevant land owners to progress development proposals. Both sites are also being considered as part of the above Place Review.

Redditch continues to benefit from an active Town Centre Partnership (RTCP) and has a Board of Directors comprised of local business owners and stakeholders who meet monthly to drive the various projects forward. For the first time since its inception in 2010, all positions on the Board were filled at the 2016 AGM.

Over the past 12 months, the Partnership has been working on plans for an incubator unit to support entrepreneurs looking to start up a new retail venture. The Board has also been exploring the potential for a Business Improvement District in Redditch and are in the process of having some initial feasibility work carried out.

In July, following an application submitted by RTCP, Redditch was selected for the Business in the Community's Healthy High Streets programme. The scheme aims to increase footfall by ten per cent, reduce the number of vacant properties by 20 per cent and stimulate the creation of new jobs in 100 towns over three years. RTCP are working alongside some of the biggest high street retailers and helping to deliver the programme locally.

EXECUTIVE COMMITTEE**17TH January 2017**

The RTCP have also been involved in a number of town centre events over the past year, including the town's biggest Christmas Lights Switch On, which was organised in partnership with the Council and the Kingfisher Shopping Centre and deemed to be a great success.

In February 2016, responsibility for managing Redditch market was formally transferred from NWEDR to an external operator EG Skett & Co. Since then, new market stalls have been paid for and installed by Sketts and new traders have been brought onto the market to meet the Council's aspiration to achieve a more quality offer. Sketts remain committed to maintaining and improving the current 5 day market and are looking into opportunities to run more speciality and themed markets during 2017.

District Centres Place Review - Feasibility studies for the redevelopment of the District Centres at Matchborough and Winyates have been commissioned as part of the Place Review. An internal workshop was held with Council officers and members to consider some of the key issues and opportunities identified from an initial site analysis. This has been followed by a series of consultation events at both centres to gauge public perception of the current state of the District Centres. Using feedback from these events, Urban Design consultants have been instructed to prepare some initial concept designs as a basis for further feasibility work and with a view to identifying potential development options for consideration by early spring.

3.17 A Confident Redditch

The Council is committed to continuing to work with NWEDR and its partners to effectively promote and market Redditch as a place to do business and invest. The EDTG is playing a key role in driving this work forward having raised on numerous occasions the issue that Redditch suffers from a negative perception and more needs to be done to effectively re-position Redditch. Despite this, Redditch has at its disposal a number of enviable assets and is home to some blue chip companies such as GKN, Lear Automotive and Mettis Aerospace (to name but a few) that are driving the economic growth of the area.

The Council has worked with the EDTG and students from Heart of Worcestershire College to initiate some marketing materials that showcase the best of what the area has to offer and to encourage people to 'take another look at Redditch'. Furthermore, the Council is working with the Place Partnership (via the Place Review) and the owners of Kingfisher Shopping Centre to further intensify our efforts to market Redditch positively and change external perceptions. The Council is also continuing to push Redditch through partnerships such as the LEPs and West Midlands Combined Authority; the latter in particular has already borne some fruits with the Redditch Eastern Gateway

EXECUTIVE COMMITTEE17TH January 2017

site promoted via the 'Midlands Pitchbook' investment prospectus which will be showcased at the MIPIM event in Cannes early next year.

NWEDR has also launched a 'Business Ambassadors' initiative aimed at encouraging local businesses to work with the team to help promote North Worcestershire and to provide mentoring support to new businesses. The initiative has already proved to be of interest to the local business community, with 24 business leaders agreeing to become an Ambassador.

In relation to the Redditch Eastern Gateway site, the Council and the NWEDR team continue to work pro-actively with the site developer (Stoford Developments) to promote the site. A high level Project Board comprised of Council / NWEDR representatives, Worcestershire County Council, Warwickshire County Council, HCA and Stratford-upon-Avon District Council meet on a monthly basis to drive the project forward, with a planning application expected to be submitted by Stoford's in early 2017. Worcestershire LEP has already agreed to provide £1.8m of funds from its Growing Places Fund to fund the required highways infrastructure.

3.18 A Skilled Redditch

As stated earlier in the report, addressing the skills agenda remains one of the top priorities for the Council. A significant milestone was achieved in 2016 with the announcement that a new £1.5m Engineering Centre of Excellence was to open in Redditch run by private training provider Midland Group. The development has been made possible due to the award of funding from both the GBSLEP and Worcestershire LEP and the effort of the Council in identifying this project as a major priority for the area and finding an appropriate solution. The Centre is expected to be fully operational by April 2017 and will train up to 200 Engineering Apprentices over the next four years, directly addressing concerns from some of our local companies that there is a shortage of skilled engineers in the area. The Council is also continuing to work with the University of Birmingham to promote post graduate placement opportunities to local companies and plans to expand this offer during 2017.

Furthermore, the Redditch area is also benefitting from support provided by Heartbeat UK, a local design and manufacturing company that have launched their own training academy providing experience in manufacturing, engineering, carpentry and joinery trades to young people aged 16 to 24; Heartbeat UK have recently secured a match funded grant from Worcestershire LEP to expand their current provision.

EXECUTIVE COMMITTEE**17TH January 2017**

Funding has also been secured from the European Social Fund (ESF) and Big Lottery Fund for a new programme called by 'Building Better Opportunities' run by the Fusion partnership (a consortium of registered housing providers). The Programme will offer support (via job coaches) for long term unemployment and those furthest away from the labour market; it is expected that the programme will support 360 people up to 2018. The Council in its capacity as a housing provider is fully engaged in this programme and helping to refer appropriate people for support.

The Redditch area has generally performed well on Apprenticeships over the last 12 months with provisional data from the Skills Funding Agency showing that 1,040 new Apprenticeships started during 2015/16. More work needs to be done to promote the benefits of Apprenticeships to local companies and in particular effort will need to be made to engage with large companies in our area that will be affected by the new Apprenticeships Levy.

The Council also continues to have a pro-active relationship with Heart of Worcestershire College. The College is continuing to re-focus its curriculum towards areas of need such as manufacturing, engineering and digital skills and the Council is committed to working with the College to undertake a 'local skills audit' in 2017 seeking the views of local businesses in priority sectors; to inform the curriculum for the 2017 / 18 academic year and beyond.

(iii) Future Plans

The Council has already made significant progress in delivering against its Economic Priorities and Action Plan and has worked pro-actively with partners to progress its ambitions. There are significant opportunities available to further support economic growth to the Council through its continued investment in the NWEDR service, partnership working with Worcestershire Council, membership of the West Midlands Combined Authority (WMCA) and membership of the GBS and Worcestershire LEAs. During 2017, the Council expects to specifically progress the following key priorities:

1. Redditch Eastern Gateway – planning application to be submitted and highways infrastructure work to commence; preparing the site to be ready for development in 2018
2. Redditch Town Centre –
 - a. completion of the Place Review including specific recommendations for the Council and its public sector partners to better utilise the public sector land estate and drive the regeneration of the town centre

EXECUTIVE COMMITTEE17TH January 2017

- b. Commencement of the first phase of the Town Centre Public Realm package, focusing on Alcester Street and the Market Place
3. Major marketing campaign to positively promote Redditch to an external evidence and address existing negative perceptions, working in partnership with private and public sector partners, including the LEPs, owners of the Kingfisher Shopping Centre and WMCA
4. Further develop partnership arrangements with the University of Birmingham to offer their services to local companies and potentially to establish a local presence
5. Work with Midland Group Training to deliver the Engineering Centre of Excellence and ensure that it addresses the needs of local engineering and manufacturing companies
6. Work with learning providers and schools to continue to invest in and promote Apprenticeships to local businesses and young people
7. We will conduct a review of our economic priorities taking into account the latest economic trends, analysis and data and consult with the Economic Development Theme Group

Customer / Equalities and Diversity Implications

- 3.19 It is anticipated that delivery of the Economic plan will have positive benefits to disadvantaged local residents by assisting them to access employment and training opportunities.

4. RISK MANAGEMENT

- 4.1 Risks associated with the delivery of the individual activities within the Action Plan will be managed on a project by project basis.

5. APPENDICES

Appendix 1: Redditch Economic Themes, Priorities and Action Plan

6. BACKGROUND PAPERS

Redditch Economic Themes, Priorities and Action Plan – Report to Executive Committee 8th September 2015

AUTHOR OF REPORT

Name: Dean Piper

Title: Head of Economic Development & Regeneration – North Worcestershire

email: dean.piper@nwedr.org.uk

Tel.: (01562) 732192

Redditch Economic Development Priorities and Action Plan

THEME	An Enterprising Redditch		
Priorities	What we will do	Specific deliverables	Measures
<p>Nurturing existing businesses and helping them to grow</p> <p>Encouraging a future generation of entrepreneurs to start up their own business</p>	<ol style="list-style-type: none"> 1. Ensure that sufficient land for employment is allocated 2. Provide support for growing businesses 3. Help people to find premises for their business 4. Stimulate entrepreneurial activity 5. Provide information and support to help people to start up a business in Redditch 6. Ensure that businesses have access to superfast broadband 	<ol style="list-style-type: none"> 1. Keep employment land provision under review to ensure that we have an adequate supply to meet business growth requirements 2. Work with partners, including the Local Enterprise Partnerships, to provide a comprehensive business support package for growing businesses and aspiring entrepreneurs 3. Provide a free and searchable property search service with access to available commercial sites and premises 4. Maintain regular dialogue with the 'top 20' employers in Redditch 5. Explore potential ways that the Council can further stimulate 	<ul style="list-style-type: none"> • Number of existing businesses applying for grants/loans from financial assistance programmes/initiatives • Number of businesses supported through publicly funded business support programmes / initiatives • Amount of commercial floorspace created (square metres) • Number of planning applications received for commercial sites and premises. • Number of Redditch SMEs accessing 'Broadband vouchers' to enable connection to superfast broadband

		<p>economic growth i.e. Further discretionary rate relief schemes</p> <p>6. Review the availability of flexible business workspace within Redditch including Council owned property</p> <p>7. Promote extensively the 'Broadband Voucher' scheme to ensure that local SMEs can access superfast broadband</p>	<ul style="list-style-type: none"> • Number of new business start ups. • Business survival rates. • Number of new business start ups accessing support: <ul style="list-style-type: none"> (i) Start-up support i.e. coaching/mentoring (ii) Grant support (iii) Business rate relief • Number of enquiries received for commercial land and premises: <ul style="list-style-type: none"> (i) By size (ii) By type • Occupancy levels for Council owned Business Centres
--	--	---	--

THEME	A Vibrant Redditch		
Priorities	What we will do	Specific deliverables	Measures
<p>Enhancing the retail, leisure and residential offer within Redditch Town and District Centres</p> <p>Improving the environment and urban fabric of the area</p>	<ol style="list-style-type: none"> 1. Deliver the Redditch Town Centre strategy 2. Improve the public realm in Redditch Town centre 3. Encourage development of the District Centres 4. Improve directional and gateway signage into Redditch 	<ol style="list-style-type: none"> 1. Produce a regeneration prospectus setting out key investment opportunities in the Town Centre 2. Aim to bring forward development in the Town Centre on opportunity sites at Edward Street and Church Road 3. Identify opportunities to bring more residential development into the Town Centre 4. Develop the retail core of the Town Centre, including pro-active engagement with the owners of the Kingfisher Shopping centre 5. Identify viable options to help break down the 'concrete collar' of the Ringway 6. Identify funding to progress a comprehensive public realm improvement scheme for the Town Centre 	<ul style="list-style-type: none"> • Footfall within Redditch Town Centre • Number of empty properties in Redditch Town centre • Total amount of new development brought forward in Redditch town centre and district centres <ul style="list-style-type: none"> (i) Retail (ii) Leisure (iii) Residential

		<ul style="list-style-type: none"> 7. Improve the vibrancy of the outdoor market 8. Develop a scheme to secure improvements to the signage into and around Redditch 9. Work with land owners to identify / progress development opportunities in the district centres 	
--	--	--	--

THEME	A Confident Redditch		
Priorities	What we will do	Specific deliverables	Measures
<p>Positively promoting Redditch as a place to live, work, invest and visit</p> <p>Encouraging new inward investment into Redditch</p>	<ol style="list-style-type: none"> 1. Identify marketing and promotional efforts that help to promote Redditch more effectively 2. Promote key employment / inward investment sites 3. Support the development of the Redditch Eastern Gateway 	<ol style="list-style-type: none"> 1. Collaborate with Worcestershire and the Greater Birmingham and Solihull LEAs to identify opportunities to promote Redditch on a regional and national stage 2. Identify 'ambassadors' from within the local business community that can help to champion and promote Redditch 3. Using customer feedback, develop and plan an appropriate marketing campaign to re-position Redditch to external investors and address negative perceptions 4. Ensure that the NWEDR team works pro-actively with existing land owners and developers to promote available employment sites and premises 	<ul style="list-style-type: none"> • Number of planning applications received for commercial sites and premises • Number of enquiries received for commercial land and properties <ol style="list-style-type: none"> (i) By size (ii) By type • Redditch Eastern Gateway <ol style="list-style-type: none"> (i) Proportion of site occupied and developed (ii) Jobs created

		<p>5. Redditch Eastern Gateway:</p> <ul style="list-style-type: none"> ▪ Work pro-actively with the land owners & developer to promote this flagship new site ▪ Position the site as a premium business park that is attractive to high value manufacturing and technology companies ▪ Offer a responsive and flexible 'relationship management' approach to prospective occupiers involving LEPs, business ambassadors and senior members/officers 	
--	--	--	--

THEME	A Skilled Redditch		
Priorities	What we will do	Specific deliverables	Measures
<ul style="list-style-type: none"> Improving the aspirations of our younger population Re-skilling and up-skilling our workforce to meet the future demands of employers Creating a higher wage economy 	<ol style="list-style-type: none"> Encourage investment in skills, workforce development and Apprenticeships Ensure that Redditch's skills needs are reflected in the plans of the Local Enterprise Partnerships / Employment & Skills Boards Encourage high value employment into Redditch through the availability of land and the supply of skilled labour 	<ol style="list-style-type: none"> Work pro-actively with businesses in Redditch to: <ul style="list-style-type: none"> Invest in skills and training Build links with education Offer Apprenticeships Offer Work Placements to unemployed or young people Mentor a potential entrepreneur Commission skills research to identify the future skills needs of our businesses, specifically in our key sectors and ensure that this evidence is reflected in the LEPs employment and skills plans Redditch Eastern Gateway; work in partnership to develop a 'strategic skills plan' to maximise the opportunity for local people to access high value jobs on the site when 	<ul style="list-style-type: none"> Number of Redditch SMEs accessing local Apprenticeship grants or national AGE grant Number of completed Apprenticeships Number of work experience placements offered/secured Average earnings for full time employees by workplace and residents Proportion of the workforce employed in following occupation levels: <ol style="list-style-type: none"> Managers, Directors and Senior Officials Professional occupations Associate Professional and Technical

		<p>developed</p> <ol style="list-style-type: none"> 4. Develop viable proposals for an Engineering Academy to ensure that we have a pipeline of skilled engineers locally that can support the needs of the advanced engineering sector 5. Identify the potential to work with University of Birmingham to seek ways of attracting/retaining skilled science and technology workers within Redditch 	
--	--	---	--

Current Position 2017/18-2019/20

	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000
Departmental Expenditure (Starting Position)	10,838	10,081	9,762	10,065
Incremental Progression/Inflation on Utilities	262	335	289	250
Unavoidables	121	6	84	
Revenue Bids/Revenue impact of capital bids	80	-76	0	
Savings and Additional income	-1,220	-584	-70	
Net Service Expenditure	10,081	9,762	10,065	10,315
Investment Income	-494	-495	-495	-495
Cost of Borrowing	1,014	994	994	994
Recharge to Capital Programme	-505	-505	-505	-505
Net Operating Expenditure	10,096	9,756	10,059	10,309

Current Position 2017/18-2019/20

Revenue Support Grant	-360	-35	0	0
Transitional Grant	-44			
Business Rates Retention (Baseline Funding)	-2,059	-2,120	-2,187	-2,187
Business Rates Growth	-50	-50	-50	-50
Tariff Adjustment	0	0	331	331
New Homes Bonus	-860	-720	-708	-708
Council Tax	-5,776	-5,947	-6,060	-6,175
Admin Subsidy Grant Reduction	127	167	167	167
Parish Precept	8	8	8	8
Funding Total	-9,014	-8,697	-8,498	-8,614
Shortfall	1,082	1,059	1,561	1,695

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**

17th January 2017

COUNCIL TAX BASE 2016/17

Relevant Portfolio Holder	Cllr. John Fisher, Corporate Management Portfolio Holder
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering, Director of Finance & Resources
Wards Affected	All Wards
Ward Councillor Consulted	Not Applicable
Non-Key Decision	

1. SUMMARY OF PROPOSALS

To enable Members to set the Council Tax Base for 2017/18.

2. RECOMMENDATIONS**2.1 The Committee is asked to RESOLVE that**

- 1) the calculation of the Council's Tax Base for the whole and parts of the area for 2017/18, be approved; and
- 2) in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, the figures calculated by the Redditch Borough Council as its tax base for the whole area for the year 2017/18 be 25,509.11 and for the parts of the area listed below be:

Parish of Feckenham	363.26
Rest of Redditch	<u>25,145.85</u>
	<u>25,509.11</u>

3. KEY ISSUES**Financial Implications**

- 3.1 With the introduction of the Council Tax Support Scheme, the base has been calculated and adjusted by the estimated amount of Council Tax Support discounts awardable.

Legal Implications

- 3.2 The Local Authorities (Calculation of Tax Base) Regulations 1992 require a billing authority to notify its major precepting bodies (and its Parishes, if required) of the Tax Base, for the whole or part of the area

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE****17th January 2017**

for the following financial year. The precepting bodies - Worcestershire County Council, West Mercia Police & Crime Commissioner and Hereford & Worcester Fire & Rescue Authority - need this information in order to calculate and notify the Borough Council of their precept requirements for 2017/18. This will enable tax setting resolutions to be finalised and bills to be produced early in March 2017.

- 3.3 The legislation also requires a billing authority to calculate the tax base for any "special areas" within its boundary. There are no such areas in the Redditch Borough.
- 3.4 It is necessary to outline the method by which these calculations have been carried out so that the Council can formally adopt them for the purposes of the 1992 Regulations.

Service/Operational Implications

- 3.5 In October 2016, form CTB1 was submitted to the Department for Communities and Local Government. This analyses the draft Valuation List of properties into the various bands and then provides further details of those properties which are subject to the full charge, those entitled to discounts and those which are exempt.
- 3.6 This report is a summary of that return updated to include any known changes since November. It also makes provision for anticipated changes which could arise for a variety of reasons such as appeals, new properties or properties falling off the list. An allowance of 1.00% has been made for non-collection of the tax.
- 3.7 The Council is required to set a Council Tax Base each year, this forms part of the process of setting the following year budget. Failure to do so will result in the Council not being a Well Managed Organisation.

Customer / Equalities and Diversity Implications

- 3.8 The Tax Base for 2017/18 has been calculated to be **25,509.11**. Once this has been agreed, the County Council, Police & Crime Commissioner and Fire Authority will be notified and the figures will be used in the setting of the Council Tax to be presented to the Executive Committee and approved by the Council on 20th February 2017.

4. RISK MANAGEMENT

There is no identified risk associated with the proposal contained in this report.

**EXECUTIVE
COMMITTEE**17th January 2017

5. APPENDICES

None

6. BACKGROUND PAPERS

CTB1 (October 2016) Return.

AUTHOR OF REPORT

Name: Sam Morgan
E Mail: sam.morgan@bromsgroveandredditch.gov.uk
Tel: (01527) 64252 ext. 3790

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**17th January 2017**REPORT OF THE INDEPENDENT REMUNERATION PANEL –
RECOMMENDATIONS FOR MEMBERS' ALLOWANCES FOR 2017-18 AND THE
MEMBERS ALLOWANCES SCHEME**

Relevant Portfolio Holder	Councillors B Hartnett, Leader and J Fisher, Portfolio Holder for Corporate Management
Portfolio Holder Consulted	Yes
Relevant Head of Service	Claire Felton
Ward(s) Affected	All
Ward Councillor(s) Consulted	N/A
Non-Key Decision	

1. SUMMARY OF PROPOSALS

Each Council is required by law to have an Independent Remuneration Panel (IRP) which recommends the level of allowances for Councillors. The Panel is made up of five suitably skilled members of the public who are completely independent of the Borough Council. It also makes recommendations to four other District Councils in Worcestershire. The Panel's report is enclosed for consideration by the Executive Committee and ultimately by the Council.

2. RECOMMENDATIONS

The Committee is asked to consider the report and recommendations and RECOMMEND to Council

2.1 whether or not to accept all, some or none of the recommendations of the Independent Remuneration Panel for 2017-18;

2.2 having considered the Panel's report and recommendations, whether or not changes are required to the Council's scheme of allowances for Members arising from this.

3. KEY ISSUES**Financial Implications**

- 3.1 If the Council was to accept the Panel's recommendations in full, the budget for Members' basic and special responsibility allowances for 2017-18 would be approx. £194,500. This would be an increase of £58,500 on the projected total expenditure for the same allowances in the current year. A financial pressure would have to be included within the budget projections to support this additional funding.

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**17th January 2017

Legal Implications

- 3.2 The Council is required to “have regard” to the recommendations of the Panel. However, it is not obliged to agree to them. It can choose to implement them in full or in part, or not to accept them.
- 3.3 If the Council decides to review its scheme of allowances for Councillors, it is also required to take into account recommendations from the Panel before doing so.

Service/Operational Implications

- 3.4 There are no direct service or operational implications arising from this report. Once the Council has agreed the allowances for 2017-18 Officers will update and publish the Members’ Allowances Scheme as appropriate.

Customer/Equalities and Diversity Implications

- 3.5 None arising from this report.

4. RISK MANAGEMENT

Payments to Councillors can be a high profile issue. The main risks are reputational. However, the Council is transparent about the decisions made on allowances. The Allowances scheme and sums paid to Councillors each year are published on the Council’s website.

5. APPENDICES

Report and recommendations from the Independent Remuneration Panel for 2017-18.

6. BACKGROUND PAPERS

Members Allowances Scheme – in the Council Constitution at part 18:

<http://moderngovwebpublic.redditchbc.gov.uk/ieListDocuments.aspx?CId=379&MId=2511&Ver=4>

AUTHOR OF REPORT

Name: Sheena Jones

Tel.: 01527 548240

email: sheena.jones@bromsgroveandredditch.gov.uk

**Independent Remuneration Panel
For Worcestershire District Councils**

Annual Report and Recommendations for 2017-18

Redditch Borough Council

December 2016

Contents	Page
Recommendations to Council	1
Introduction	2
Background Evidence and Research Undertaken	2 - 5
Basic Allowance 2017/18	5 - 6
Special Responsibility Allowances 2017/18	6 - 7
Mileage and Expenses 2017/18	7
Allowances to Parish Councils	7
The Independent Remuneration Panel	7 - 8
Appendix 1 – Current and Recommended Allowances	9 - 10
Appendix 2 – Summary of Research	11 -12

Recommendations

The Independent Remuneration Panel recommends to Redditch Borough Council the following:

1. That the Basic Allowance for 2017-18 is £4,300, which represents just over 1% increase on last year's recommendation.
2. That the Special Responsibility Allowances are as set out in Appendix 1.
3. That travel allowances for 2017-18 continue to be paid in accordance with the HMRC mileage allowance.
4. That subsistence allowances for 2017-18 remain unchanged.
5. That the Dependent Carer's Allowance remains unchanged.
6. That for the Parish Council in the Borough, if travel and subsistence is paid, the Panel recommends that it is paid in accordance with the rates paid by Redditch Borough Council and in accordance with the relevant Regulations.

Introduction

The Independent Remuneration Panel (IRP) has been appointed by the Council to carry out reviews of the allowances paid to Councillors, as required by the Local Government Act 2000 and subsequent legislation. The Panel has carried out its work in accordance with the legislation and statutory guidance.

The law requires each Council to “have regard” to the recommendations of the Independent Panel. We noted that last year the Council did not accept our recommendations and retained a basic allowance at £4,200.

This year the Panel offered to meet with the Leader of the Council to discuss any particular issues. The leader of the Borough Council did not feel it was necessary to meet with us on this occasion.

At this point we would like to stress that our recommendations are based on thorough research and benchmarking. We have presented the Council with what we consider to be an appropriate set of allowances to reflect the roles carried out by the Councillors. The purpose of allowances is to enable people from all walks of life to become involved in local politics if they choose.

Background Evidence and Research Undertaken

There is a rich and varied choice of market indicators on pay which can be used for comparison purposes. These include:

- National survey data on a national, regional or local level;
- Focussed surveys on a particular public sector;
- Regular or specific surveys
- Use of specific indices to indicate movement in rewards or cost of living.

As background for the decisions taken by the Panel this year we have:

- Analysed and considered the Annual Survey of Hours and Earnings (ASHE) statistics for 2016 which gives the mean hourly wage rate for all Worcestershire employees (by residence) at £14.95.
- Benchmarked the Basic and Special Responsibility Allowances against allowances for comparable roles paid by the Chartered Institute of Public Finance and Accountancy (CIPFA) “Nearest Neighbour” Councils for each Authority (25 in total across all the Authorities to whom we report).
- Undertaken a detailed and thorough study of the Basic and Special Responsibility Allowances paid to Councillors in the 25 Authorities using 2016 “Nearest Neighbour” comparison data, assessing in particular the SRAs paid the Chairman of a) Planning and b) Overview and Scrutiny.

We give more details about these areas of research at the end of the report.

In 2015, Worcester City Councillors recorded time spent on Council business for a number of weeks. This enabled the Panel to confirm the number of hours per week for front line Councillors, which is used to calculate the recommended basic allowance. More detail is given about this under the Basic Allowance heading later in the Report.

The figure being recommended by the Panel of £4,300 for the Basic Allowance appears reasonable and appropriate when compared to other Local Authorities.

Arising from our research, in Table 1 we have included information showing the Members' allowances budget for Basic and Special Responsibility Allowances paid for 2015-16 as a cost per head of population for each Council. To give context, we have included details of the proportion of net revenue budget spent by each Council on Basic and Special Responsibility allowances.

In Table 2 we show the average payment per member of each Authority of the Basic and Special Responsibility Allowances, which illustrates the balance between the level of Special Responsibility Allowances paid and the Basic Allowance. The allowances used were paid by each Authority in the financial year 2015-16.

Table 3 shows the cost per head of population of each Council's Basic Allowances using 2014-15 allowance figures and the population figures for mid year 2014. This summarises a piece of work undertaken by a member of the Panel and given as further comparative evidence for information.

Table 1 - Total spend on Basic and Special Responsibility Allowances as a cost per head of population 2015-16 figures

Authority, population¹ and number of Councillors	Total spend Basic Allowances 2015-16 £:	Total spend on Special Responsibility Allowances (SRA) £:	SRA as a percentage of total Basic Allowance %:	Cost of total basic and SRA per head of population £:	Total of basic and SRA as a percentage of Net General Revenue Fund expenditure %
Bromsgrove DC (31) 95,800	138,747	60,632	43.70	2.08	1.65%
Malvern Hills DC (38) 75,700	158,829	59,888	38%	2.89	2.7%
Redditch Borough (29) 84,700	96,970	38,905	40%	1.61	1.31%
Worcester City (35) 101,300	142,100	60,004	42.23%	1.995	1.903%
Wychavon (45) 121,500	187,261	69,554	37.14%	2.11	1.81%

Table 2 showing average allowance per Member of each Authority (Basic and Special Responsibility Allowances, 2015 – 16 figures)

Authority (number of Councillors)	Amount £
Bromsgrove District (31)	6,432
Malvern Hills District (38)	5,756
Redditch Borough (29)	4,685
Worcester City (35)	5,772
Wychavon District (45)	5,707

¹ ONS population figures mid 2015. Totals for Basic and Special Responsibility allowances paid are as published by each Authority for the 2015-16 financial year.

Table 3 A member of the Panel also calculated the cost per head of population of each Council's basic allowances. These are 2014-15 figures:

Authority	Basic allowance	Basic allowance per Head of population £pa
Bromsgrove	4,326	1.46
Malvern Hills	4,200	2.14
Redditch Borough	3,350	1.15
Worcester City	4,200	1.49
Wychavon	4,250	1.63
Average from survey of 25 Councils	4,962	2.12

This shows that the level of Basic Allowance paid by the District Councils, and recommended by the Panel, is below the average for the 25 "Nearest Neighbour" Councils surveyed.

Basic Allowance 2017 - 18

Calculation of Basic Allowance

The Basic Allowance is based on:

- The roles and responsibilities of Members; and
- Their time commitments – including the total average number of hours worked per week on Council business.

We then apply a public service discount of 40% to reflect that Councillors volunteer some of their time to the role.

For the recommendations this year the calculation used the "Mean" (average) Worcestershire hourly earnings 2016 from the Office for National Statistics of £14.95. This represented an increase over the 2015 figure of 1.8% and a basic allowance of £4,381. However, in view of the financial situation facing local government at the moment and the likelihood that any pay increase for employees will not exceed 1%, the Panel is recommending a basic allowance of £4,300 for 2017-18.

The Basic Allowance is paid to all Members of the Council.

Whilst each Council may set out role descriptions for Councillors, the Panel accepts that each Councillor will carry out that role differently, reflecting personal circumstances and local requirements. However, we consider the Basic Allowance to include Councillors' roles in Overview and Scrutiny, as any non-Executive member of the Council is able to contribute to this aspect of the Council's work. It is for this reason that we do not recommend any Special Responsibility Allowance for members of the Overview and Scrutiny Committee. We also

consider that ICT could be included in the Basic allowance as it is generally more readily available to individuals than in previous years. However, we are comfortable that specific local decisions may be made about how ICT support is provided.

As mentioned earlier, in 2015 Worcester City Councillors recorded the time spent per week on Council business for a number of weeks during the early autumn. This was considered to reflect an appropriate “average” period of time for meetings and other commitments. The results from this survey showed that the average input was 10 hours and 50 minutes per week. This figure matches the one used for a number of years by the Panel, based on previous research with constituent Councils, to calculate the basic allowance.

We reviewed the levels of wage rates for Worcestershire as set out in the ASHE data (details in appendix 2) and the benchmark information available to us from the Chartered Institute of Public Finance and Accountancy (CIPFA) “nearest neighbours” Authorities as part of our research into the level of basic allowance recommended. We are also aware that the majority of local government employees received a 1% increase in pay in July 2016.

The calculation used to arrive at the Basic allowance is set out at appendix 2.

Special Responsibility Allowances (SRA) 2017-18

General Calculation of SRAs

The basis for the calculation of SRAs is a multiplier of the Basic Allowance as advocated in the published Guidance.

The Panel has reviewed the responsibilities of each post, the multipliers and allowances paid by similar Authorities. As in previous years, the Panel has benchmarked the allowances against those paid by Authorities listed as “nearest neighbours” by CIPFA.

The Panel has been asked on occasions to consider recommending SRA’s for Vice-Chairmen of Committees. Having considered evidence presented to us and the nature of the roles, as a principle the Panel does not recommend SRA’s for Vice-Chairman roles.

Appendix 1 to this report sets out the allowances recommended for 2017-18. We have reviewed the multipliers used for Chairmen of Planning and Overview and Scrutiny Committees this year, in response to comments received from Councillors. We have changed our recommendations concerning Planning Committees for the following reasons:

- The research undertaken across nearest neighbour Authorities indicates that the multipliers recommended for these roles (1 for Planning, 1.5 for Overview and Scrutiny) are appropriate;
- The reduction in the volume of work for Wychavon and Malvern Hills’ Planning Committees following agreement of the South Worcestershire Development Plan justifies a recommendation of a multiplier of 1 for this role - it was increased previously to reflect work/duties of the post with no Plan in place but now we are simply restoring previous position, namely a multiplier of 1 (0.5 for each Chairman in the case of MHDC);
- We maintain our view that the level of responsibility of the role of Chairman of Overview and Scrutiny in keeping a watching brief across all executive areas of the

Council's work, and that of various external agencies, justifies a multiplier to match that of portfolio holders.

Mileage and Expenses 2017-18

The Panel notes that the Council has used the HMRC flat rate for payment of mileage for Councillors and recommends that this continues.

The Panel is satisfied that the current levels of subsistence allowances are set at an appropriate level and recommends that these continue.

The Panel notes that the Council's Scheme of Members' Allowances provides that Dependant Carer Allowances are payable to cover reasonable and legitimate costs incurred in attending approved duties and recommends that this provision continues.

Allowances to Parish Councils

The Independent Remuneration Panel for Worcestershire District Councils acts as the Remuneration Panel for the Parish Councils in each District.

This year the Panel has not been asked to make recommendations on any matters by the Parish in Redditch Borough.

The Independent Remuneration Panel

The Members' Allowances Regulations require Local Authorities to establish and maintain an Independent Remuneration Panel. The purpose of the Panel is to make recommendations to the Authority about allowances to be paid to Elected Members and Local Authorities must have regard to this advice. This Council's Independent Remuneration Panel is set up on a joint basis with 4 of the other 5 District Councils in Worcestershire. Separate Annual Reports have been prepared for each Council.

The members of the Panel are:

Bill Simpson MBE JP, the Chair of the Panel - – Bill spent 30 years in Further Education culminating in 11 years as Principal of Pershore College. He then entered the private sector as Director of two national Horticultural Societies, one being the Royal Horticultural Society. He served as a magistrate for 9 years until retirement. He is a Trustee of several charities including charring Thrive – the national Society for Horticultural Therapy between 1993 and 2008 and currently the Hopmarket Charity in Worcester. A Past President of the professional Institute of Horticulture he returned to the Council in 2012 to achieve chartership with the Royal Charter being awarded in 2014. At the present time he is Vice Chair of Governors of Red Hill CE Primary School Worcester and a Chair/Member of the County Council, Academy and Diocesan Panels for Schools Preferences Appeals. Appointed a Member of the British Empire (MBE) in 2011 for services to horticulture and the local community.

Rob Key – Rob has 42 years' experience of working in District Councils in a variety of operational and management roles, including senior positions at Worcester City, Wychavon District and Wyre Forest District. He was an Independent Chair for the Strategic Health Authority for Continuing Care and sits on County Council Appeals Panels for School Preference Appeals and Service Complaints.

Elaine Bell, JP, DipCrim – Elaine has been a Magistrate for 21 years on the South Worcester Bench. She was Deputy Chair of the Bench for 5 years, standing down in July 2014 when bench boundaries changed. She was Chair of the Bench Training and Development Committee for 9 years, and sat on the Magistrates Advisory Panel for 9 years (interviewing and selecting applicants for appointment as Magistrates). She sits as Chair in both Adult and Family courts in the newly constructed Worcestershire Bench stretching geographically from Hereford, Kidderminster, Redditch and Worcester. She is also Chair of the Lloyds Educational Foundation, past member of Sytchampton School Appeals Panel; Past Hon Treasurer of Ombersley and Doverdale Tennis Club and a Past Governor of Ombersley Primary School.

Terry Cotton - Terry spent 34 years working in central and local Government, mostly managing regeneration programmes across the West Midlands. Until May 2011 he worked at The Government Office for The West Midlands where he was a Relationship Manager between central and local Government and a lead negotiator for local performance targets. Following voluntary early retirement in May 2011, he worked part-time in Birmingham's Jewellery Quarter; setting up a new business led community development trust and currently works part-time for Worcestershire County Council on sustainable transport initiatives. He is also a trustee of a small charitable trust providing grants to grass roots community initiatives in deprived communities.

Don Barber – After several Human Resources and Productivity Improvement Management roles in Industry, Don became Chief Executive of a change management facilitating consultancy. Over the last 20 years he has been an independent consultant and advisor on a number of United Nations, European Commission, and World Bank transition projects, in particular in Europe, Africa, Asia, and Australasia. He also operates in an advisory role to other consultancy groups seeking EU contracts. This experience has included the development of national civil service/public sector reform programmes including aspects of the effect of legislative change for central and local government and, in the U.K., working for the Office of Manpower Economics (advisors to the Prime Minister) on Public Sector Pay, in particular relating to: Civil Service Pay Reform, UK Armed Forces and the Medical Professions.

The Panel has been advised and assisted by:

- Claire Chaplin and Margaret Johnson from Worcester City Council;
- Sheena Jones from Bromsgrove and Redditch Councils;
- Mel Harris from Wychavon District Council;
- Matthew Box from Malvern Hills District Council.

The Panel wishes to acknowledge its gratitude to these officers who have provided advice and guidance in a professional and dedicated manner.

Bill Simpson, Chairman of Independent Remuneration Panel

Appendix 1

**Independent Remuneration Panel for District Councils in Worcestershire
Recommendations for 2017-18**

Redditch Borough Council

Role	Recommended Multiplier	Current Multiplier	Recommended Allowance £	Current Allowance (paid) £
Basic Allowance – all Councillors	1	1	4,300	3,350
Special Responsibility Allowances:				
Leader	3	2	12,900	6,697 plus 1,560 portfolio holder
Deputy Leader	1.75	1.4	7,525	4,697 plus 1,560 portfolio holder
Portfolio Holders	1.5	0.46	6,450	1,560
Executive Members without portfolio	0.25	0.32	1,075	1,072
Chair of Overview and Scrutiny Board/Committee	1.5	0.6	6,450	2,009
Members of Overview and Scrutiny Committee	0	0.32	0	1,072
Chair of Overview and Scrutiny Task Groups	0.25	0	1,075 Paid pro-rata for length of task group	0

Role	Recommended Multiplier	Current Multiplier	Recommended Allowance £	Current Allowance (paid) £
Chair of Audit, Governance and Standards Committee	0.25	0	1,075	0
Chair of Planning Committee	1	0.47	4,300	1,560
Chair of Licensing Committee	0.75	0.4	3,225	1,340
Political Group Leaders	0.25	0.31	1,075 (If a Group Leader is in receipt of any other S.R.A. allowance is reduced by 50%)	1,040 x1
Borough Council Representatives on the Following Bodies:				
Local Government Association And General Assembly	0	N/A	0	269
West Midlands Employers	0	N/A	0	269

Appendix 2

Summary of ResearchChartered Institute of Public Finance and Accountancy (CIPFA) “Nearest Neighbour” Authorities tool.

No two Councils or sets of Councillors are the same. Developed to aid local Authorities in comparative and benchmarking exercises, the CIPFA Nearest Neighbours Model adopts a scientific approach to measuring the similarity between Authorities. Using the data, Redditch Borough Council’s “nearest neighbours” are:

- Tamworth
- Gloucester City
- Stevenage Borough
- Kettering Borough
- Worcester City
- Cannock Chase

Information on the level of Basic and Special Responsibility Allowances was obtained to benchmark the levels of allowances recommended to the Borough Council.

Annual Survey of Hours and Earnings (ASHE) Data on Pay

<https://www.nomisweb.co.uk/articles/980.aspx>

Published by the Office for National Statistics, the Annual Survey of Hours and Earnings (ASHE) shows detailed information at County and District level about rates of pay. For benchmarking purposes the Panel uses the levels for hourly rates of pay excluding overtime. This is multiplied by 11 to give a weekly rate, which is then multiplied by 44.4 weeks to allow for holidays. This was the number of hours spent on Council business by frontline Councillors which had been reported in previous surveys and substantiated by a survey with Worcester City Councillors in the autumn of 2015. The rate is then discounted by 40% to reflect the element of volunteering that each Councillor undertakes in the role.

CPI (Consumer Price Inflation)

In arriving at its recommendations the Panel has taken into account the latest reported CPI figure available to it, published by the Office for National Statistics. This was 0.9% for October 2016 – October 2017.

Taxpayers’ Alliance Research Findings for Councillors’ Allowances 2015
published 8th March 2016

http://www.taxpayersalliance.com/councillors_allowances_2015

The report summarises allowances paid to Councillors across the country during 2014-15 and reports that in the West Midlands the basic allowance ranged between £2,902 and £16,267.

Using information from this report the Panel calculated an average basic allowance in the West Midlands region of £4,107 in 2014-15.



Overview and Scrutiny Committee

6th December 2016

MINUTES

Present:

Councillor Jane Potter (Chair), Councillor Gay Hopkins (Vice-Chair) and Councillors Joe Baker, Tom Baker-Price, Matthew Dormer, Andrew Fry, Paul Swansborough, Jennifer Wheeler and Nina Wood-Ford

Also Present:

Councillors John Fisher, Antonia Pulsford and Yvonne Smith.

Ms S Harris (Worcestershire Health and Care Trust) and Ms S Smith (Worcestershire Acute Hospitals NHS Trust)

Officers:

K Dicks, J Godwin, S Morgan, C Walker and J Willis,

Democratic Services Officers:

J Bayley and J Smyth

42. APOLOGIES AND NAMED SUBSTITUTES

There were no apologies for absence.

43. DECLARATIONS OF INTEREST AND OF PARTY WHIP

Councillor Andy Fry declared an Other Disclosable Interest in relation to Agenda Item 9 (Working Groups – Update Reports) as detailed at Minute 50 below.

There were no declarations of any party whip.

44. MINUTES

RESOLVED that

the minutes of the meeting held on 25th October 2016 be confirmed as a correct record and signed by the Chair.

.....
Chair

Overview and Scrutiny Committee

6th December 2016

45. SUSTAINABILITY AND TRANSFORMATION PLAN - PRESENTATION

The Chair welcomed back Sue Harris from Worcestershire Health and Care Trust and Sarah Smith from Worcestershire Acute Hospitals NHS Trust who were in attendance at the meeting.

The Committee received a presentation (copy of presentation slides attached at Appendix 1) from Ms Harris and Ms Smith on the preparation progress of the Herefordshire and Worcestershire Sustainability and Transformation Plan (STP) further to their attendance at the Committee meeting of the 5th July 2016. Ms Smith advised that the STP had progressed significantly since the last presentation, the outcomes of which had led to a Draft Plan that Members had been issued with a summary of in their agenda papers. The Chair reminded Members that a copy of the full Draft STP was available in the Group Rooms and electronically.

Following the presentation, for which the Chair thanked Ms Smith and Ms Harris, further information was sought on a number of matters.

Clarification was provided on who would have overall responsibility for the Plan and when it would be delivered. Ms Harris reported that there would be a two year Plan cycle. Collectively all Plans were required to be submitted by the end of December 2016 to enable operations to start in April 2017. The Custodian Board for the STP would be the Health and Wellbeing Board. It was noted that a Programme Board was due to meet the following week to consider the Governance Structure that would need to be worked through.

Further information was given on the future of the Stroke Unit currently based at Worcester Royal with Members being informed that the Stroke Unit would remain at Worcester Royal for immediate acute care treatment. There were, however, proposals to move post-stroke rehabilitation care to Evesham.

Clarification was also provided in respect of Care in the Home, particularly in respect of the GP and carer's involvement. Ms Smith advised that GP's were under a lot of pressure and that discussions were being undertaken to look into the issue with consideration being given to the feasibility of pooling resources, including nurse practitioners, nursing staff and carers to redesign the provision of care in the home with the aim of enabling GP's to have time to provide more specific care. Members were advised that the STP was committed to providing care at home but that it would take time

Overview and Scrutiny Committee

6th December 2016

to develop and evidence what was needed to achieve the outcomes required.

Additional information was discussed in relation to the finance challenges facing both Herefordshire and Worcestershire Trusts, in terms of identifying how to improve care and quality outcomes and remain within the financial allocations available. It was suggested by Members that future housing developments and the potential implications for population growth should be taken into account as part of the plan process when considering demand for areas such as Maternity Services. Members were informed that the STP was still a draft and there were a number of discussions to undertake, including more in-depth conversations with other Districts. In response to a query on whether there would be any current services that would not be delivered at all, it was advised that whilst people would, of course, still be treated, procedures of limited value, such as fitting grommets, were being evaluated as part of the process.

Also highlighted was the role of Community Hospitals and the need to draw in Connecting Families Services into discussions with a view to developing closer working partnerships to address the current fragmented service provision. Ms Harris reported that it had become clear to all that the competition model rather than collaboration had not worked and that the evolution into the STP model had been recognised as the way forward.

Ms Smith reported that Connecting Families would be picked up with General Practice matters as there was a need to draw in everyone involved at a grass route level to have discussions on what was being done and what could be done better to move forward. Detailed conversations with residents were also considered to be worthwhile to establish how they interacted with Health Services.

The Chief Executive suggested that a Community Family model was needed. Ms Smith and Ms Harris were requested to make sure that Borough and District Councils were not ignored in the development of the STP and that no opportunity for engagement was missed.

On behalf of the Committee, the Chair thanked Ms Harris and Ms Smith for returning to update the Committee on the developing STP. Ms Harris and Ms Smith offered to return with an update in the spring if the Committee wished.

RESOLVED that

Overview and Scrutiny Committee

6th December 2016

the presentation be noted.

46. FEES AND CHARGES - PRE-SCRUTINY

The Committee received a report which set out the fees and charges to be levied on services provided by the Council which were to be used as the basis for income targets in the Medium Term Financial Plan for 2017/18 to 2019/20.

Members were advised that the Medium Term Financial Plan had been prepared on the basis that additional income would be generated from fees and charges and that the guideline increase provided to Heads of Service was 3%. Members were informed that a number of increases being proposed were in excess of 3%, as identified in Appendix 1 attached to the report. It was also reported that a number of fees and charges had not been increased and others increased at less than 3%. Heads of Service comments as to the reasons for the increases were also provided.

On behalf of the Head of Environmental Services, the Environmental Services Manager provided additional clarification in relation to the Crematorium / Cemetery fees and charges, specifically in regard to the proposed 20% increases to allow the removal of the triple fee option and non-residential Cremation fees. Members' attention was also drawn to proposals for different price time-slots to make the service more accessible to all changes to the scattering of cremation remains. In respect of interment arrangements for adults aged over 18 Members expressed some concerns about the increase of these fees by 20 per cent. However, Members were advised that, even with the proposed increases, the Council compared favourably with its neighbouring authorities and national figures, currently being 260th out of 278 in terms of low costs.

In relation to the proposed increase in charges for Bulky Waste collections, a proposal was made to increase the proposed fee of £8.20 to £10 for single unit bulky waste collections. Members argued that this would still provide exceptional value for money and would not be prohibitively expensive for the customer. The Committee supported this recommendation being taken to the Executive Committee for consideration.

The Head of Leisure Services reported that, in the context of leisure, the proposed fees and charges had resulted following benchmarking exercises with other local authorities and leisure providers. Justifications had been provided in the Fees and

Overview and Scrutiny Committee

6th December 2016

Charges report in relation to the various proposed fees and charges that did not conform to the corporate 3% increase.

RECOMMENDED that

the charge for a single unit bulky waste collection be increased from the proposed fee of £8.20 to £10.00; and

RESOLVED that

the report be noted.

**47. MEDIUM TERM FINANCIAL PLAN - UPDATE REPORT PRE-
SCRUTINY**

Officers delivered a short presentation update on the Medium Term Financial Plan 2017/2018 to 2019/2020 (copy of presentation slides attached at Appendix 2 to the minutes).

The Committee noted progress made as highlighted in the presentation.

Officers provided additional clarification on the tabled figures for the Council's current position, including the figures for incremental progression and inflation on utilities in respect of the rise from £261,000 in 2018/2019 to £515,000 in 2019/2020. Members had sought further explanation as to how the 2019/2020 figure had been arrived at and suggested that this could be presented more clearly in future.

Members also noted brief updates in relation to Non-Domestic Rates changes, New Homes Bonus and Business Rates and the expected settlement figures due prior to Christmas. Officers concluded this item by highlighting the next steps in terms of reporting timescales to the Overview and Scrutiny and Executive Committees in January and February.

RESOLVED that

the presentation in respect of the Medium Term Financial Plan be noted.

Overview and Scrutiny Committee

6th December 2016

48. EXECUTIVE COMMITTEE MINUTES AND SCRUTINY OF THE EXECUTIVE COMMITTEE'S WORK PROGRAMME

The Committee was informed that the proposal from the Budget Scrutiny Working Group in relation to the Capital Programme had been approved.

Members noted various updates within the Executive Committee Work Programme as follows:

Three additional matters for the 17th January 2017 meeting, namely:

- Council Procurement Rules;
- Independent Remuneration Panel Report and Recommendations;
- Shopmobility Service;

Two matters postponed from the 13th December meeting to the 17th January 2017 meeting, namely:

- Economic Priorities for Redditch – Annual Report
- Staff Survey – Preliminary actions

The the following matters had been postponed to the 7th February 2017 meeting,

- Financial Regulations
- Engagement Strategy

No matters for pre-scrutiny were agreed.

RESOLVED that

the Executive Committee Minutes of the 1st November 2016, together with the various updates provided on the latest edition of the Executive Committee's Work Programme, be noted.

49. OVERVIEW AND SCRUTINY WORK PROGRAMME

The Overview and Scrutiny Work Programme was moved without comment.

50. WORKING GROUPS - UPDATE REPORTS

Budget Scrutiny Working Group – Chair, Councillor Jane Potter

Overview and Scrutiny Committee

6th December 2016

Councillor Potter reported that the Working Group had been looking at the Council's current arrangements and methodology for internal recharges between Council departments and services which, it was understood, was historical in nature. During the discussions with Officers, Members had expressed concerns that the recharging process had not been regularly reviewed to ensure the process was working effectively and that all internal recharges were being processed between departments. The Working Group had been advised by Officers that an Officer Working Group was currently reviewing the recharge framework. Councillor Potter reported that, whilst the Working Group had appreciated and welcomed the work being undertaken by the Officer Group, the Working Group Members had still expressed the view that they could have an input into the process.

Councillor Potter also reported that the Working Group had also been looking at other matters, such as housing, including the Right to Buy and Buy Back Schemes and their financial implications for the Council.

Performance Scrutiny Working Group – Chair: Councillor Tom Baker-Price

Lifeline Service - Proposals

Councillor Baker-Price reported that the Working Group had been looking at the Council's Lifeline Service as part of the Group's consideration of a measure on the dashboard for the service, which appeared to indicate a decline in the number of customers using the service. Members noted that the withdrawal of funding from Worcestershire County Council's Supporting People funding had been a key contributory factor for the reduction in use. Councillor Baker-Price advised that the Working Group had been focusing on methods to effectively market and promote the Lifeline Service, by utilising the marketing skills of staff in the Council already.

The Head of Community Services confirmed the loss of County Council funding had been a key issue for the service. She advised however, that there was scope to increase service's customer base and that options were being looked at, including the potential to deliver the various Lifeline Services that can be provided to other local authorities such as Solihull Metropolitan Borough Council, which currently provided no Lifeline Service. It was noted that a contract to provide Lifeline Services for Kettering Borough Council was already in place.

Overview and Scrutiny Committee

6th December 2016

The Committee noted and supported Councillor Baker-Price's proposed amendment to the Working Group's recommendation that had been tabled at the meeting. Councillor Yvonne Smith, Portfolio for Community Safety and Regulatory Services advised that she was very supportive of the proposed amendment.

Monitoring of Members' Training Attendances on Corporate Dashboard – Proposals

Councillor Baker-Price reported on discussions that had taken place with the Democratic Services Manager in relation to Members' attendance at training sessions and at Committee meetings, highlighting that the Working Group had observed varying levels of attendance at Member training sessions. Members were advised that, whilst recognising the need to put training into context – training being seen as good practice or mandatory in order to serve on a Committee or as a substitute, such as for the Council's Planning Committee - the Group were of the view that training was essential to develop the skills needed to participate in the Council's Committee processes.

Councillor Baker-Price advised that the Working Group were therefore recommending that consideration be given to having a measure dedicated to Councillors' attendance at Member Training Sessions on the Council's Corporate Dashboard that would enable data to be monitored, which was supported by the Committee.

Recording of public Committee Meetings – Proposals

Councillor Baker-Price further reported that during discussions the subject of recording public Committee meetings for broadcasting to the public via the Council's Website had also been discussed. The Committee was advised about various neighbouring authorities that broadcast Committee meetings by web casting or audio equipment. The Working Group considered that broadcasting would provide better access to public meetings for residents and demonstrate the Council's willingness for transparency. They were therefore seeking the Committee's views on recommending that a trial broadcast of particular Council meetings be undertaken with a view to introducing permanent broadcasting arrangements in the future.

Members queried whether the costs for broadcasting had been looked at and whether there was currently a budget available to trial the proposal, particularly given the financial position the Council was in. Whilst Members commented that the proposal had merit, it was felt by some that the proposal needed to be financially viable

Overview and Scrutiny Committee

6th December 2016

and that all cost and administrative implications should be investigated before any trial was agreed.

On putting this matter to the vote for recommendation to the Executive Committee the proposal was not agreed.

RECOMMEND to the Executive Committee that

- 1) a review of the recharge process be undertaken to ensure that these are accurately recorded in future;**
- 2) the Head of Community Services be mandated to explore how the Lifeline Service can incorporate a resource within the service and produce a marketing strategy, in co-operation with the Communications Team to:**
 - a) better market Lifeline Services to residents; and**
 - b) develop new business opportunities to subsidise the Service.**

RECOMMENDED to the Member Support Steering Group that

a measure should be introduced on the Corporate Dashboard to monitor Members' attendance at training sessions.

RESOLVED that

- 3) the reports be noted.**

(Prior to consideration of this Agenda Item, Councillor Andy Fry declared an Other Disclosable interest in that he was distantly related to the Head of Community Services, who was in attendance at the meeting, through marriage. Councillor Fry remained in the room and participated and voted on the matters discussed.)

51. TASK GROUPS - PROGRESS REPORTS

Mental Health Services for Young People Task Group – Chair, Councillor Nina Wood-Ford

Councillor Wood-Ford provided a brief update on the work of the Task Group to date, as follows:

- There had, unfortunately, only been a small number of returns on a school survey that had been sent out to local schools on

Overview and Scrutiny Committee

6th December 2016

the level of demand for support on mental health issues from students at the schools.

- Councillor Wood-Ford, accompanied by a Democratic Services Officer, had visited Barnsley Hall, Bromsgrove on the 25th November 2016 and met with various health representatives. The meeting had been very productive.
- A meeting had been held on the 5th December with a Focus Group of front-line staff at the Town Hall on how they were delivering their services in regard to helping young people and adults with mental health issues.
- A meeting had been held with Sue Harris from the Worcestershire Health and Care Trust and other Health representatives earlier that evening. Discussions had highlighted that schools and General Practices were an integral part of addressing the issues. Members further noted that a Mental Health Schools Tool kit was being developed and also that, an online counselling service, Kooth, had been commissioned to support young people in Worcestershire.

Staff Survey Joint Scrutiny – Vice-Chair: Councillor Jane Potter

Councillor Potter advised that at the first meeting of the Staff Survey Joint Scrutiny, the Terms of Reference were discussed. It was noted that the next meeting of the Task Group was due to be held the following evening (Wednesday 7th December).

52. HEALTH OVERVIEW AND SCRUTINY COMMITTEE

Councillor Wood-Ford, the Council's representative on the Worcestershire Health Overview and Scrutiny Committee (HOSC), provided a brief update on various matters that had been discussed at the last meeting of HOSC on the 25th November in relation to:

- a presentation on the Sustainability and Transformation Plan (STP);
- an update on the quality of the Acute Hospital Services – including waiting times, pressures etc.;
- nursing roles, including the use of nursing assistants who could go on to train up as nurses;
- proposals for changes and reform to support the Public Health financial plan; and
- an update on “Futurefit” – a review of spending.

Overview and Scrutiny Committee

6th December 2016

53. WEST MIDLANDS COMBINED AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE UPDATE

Councillor Jenny Wheeler, the Council's representative on the West Midlands Combined Authority Overview and Scrutiny Committee, provided Members with an outline of the workshop session meeting she attended on the 25th November 2016.

Members were informed that various matters had been discussed, including the work of the West Midlands Combined Authority Board and ways that scrutiny could add value to the Combined Authority. Consideration had also been given to the draft regulations for Combined Authority Overview and Scrutiny Committees, which were due to come into force in May 2017. These regulations stipulated that:

- The majority of Members of the Committee would need to be Members of a constituent authority.
- The quorum would need to be two-thirds of the Committee Members.
- Only Members from constituent authorities would have voting rights. Members from non-constituent authorities could be given voting rights if agreed by the Combined Authority's Board.
- Membership needed to "reflect so far as reasonably practicable" the overall political balance across Constituent Councils.
- Once the elected Mayor was in post (May 2017) for the area, the Committee would be responsible for holding him/her to account and pre-scrutinising their programme.
- The elected Mayor would be required to respond to reports / recommendations made by the Committee.
- The Combined Authority had to designate one of its officers as the Scrutiny Officer for the Overview and Scrutiny Committee. The Scrutiny Officer could not be an Officer of a Constituent Council.

The work programme for the Committee had also been discussed, with three potential areas having been identified:

- Mental Health Commission
- Land Commission
- Productivity and Skills Commission.

Councillor Wheeler advised that it had been generally agreed that the planned four meetings per year would be insufficient and that more frequent meetings would be required. She further advised

Overview and Scrutiny Committee

6th December 2016

that as she was not able to attend the 16th December meeting, a Democratic Services Officer would be attending on her behalf as an observer.

The Meeting commenced at 7.00 pm
and closed at 9.05 pm

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**17th January, 2017**ADVISORY PANELS, WORKING GROUPS, ETC - UPDATE REPORT**

Relevant Portfolio Holder	Councillor John Fisher, Portfolio Holder for Corporate Management
Relevant Head of Service	Claire Felton, Head of Legal, Equalities and Democratic Services
Non-Key Decision	

1. SUMMARY OF PROPOSALS

To provide, for monitoring / management purposes, an update on the work of the Executive Committee's Advisory Panels, and similar bodies which report via the Executive Committee.

2. RECOMMENDATIONS

The Committee is asked to **RESOLVE** that

subject to Members' comments, the report be noted.

3. UPDATES**A. ADVISORY PANELS**

	<u>Meeting :</u>	<u>Lead Members / Officers :</u> (Executive Members shown <u>underlined</u>)	<u>Position :</u> (Oral updates to be provided at the meeting by Lead Members or Officers, if no written update is available.)
1.	Planning Advisory Panel	Chair: <u>Cllr Greg Chance</u> / Vice-Chair: Cllr Bill Hartnett Ruth Bamford	Meeting date: Last meeting 9 th January

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**17th January, 2017B. OTHER MEETINGS

2.	Constitutional Review Working Party	Chair: <u>Cllr Bill Hartnett</u> / Vice-Chair: <u>Cllr John Fisher</u> Sheena Jones	Last meeting – 27 th January 2015
3.	Member Support Steering Group	Chair: <u>Cllr John Fisher</u> / Vice-Chair: <u>Cllr Bill Hartnett</u> Sheena Jones	Next meeting 23 rd January 2017
4.	Grants Assessment Panel	Chair: Cllr Roger Bennett / Vice-Chair: <u>Cllr Greg Chance</u>	Last meeting 20 th December, 2016.

AUTHOR OF REPORT

Name: Sheena Jones
 E Mail: sheena.jones@bromsgroveandredditch.gov.uk
 Tel: (01527) 548240