



# Council

Mon 20 Nov  
2017  
7.00 pm

Council Chamber  
Town Hall  
Redditch

**REDDITCH** BOROUGH COUNCIL

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a  
difference*

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# Council

Monday, 20th November, 2017

7.00 pm

Council Chamber Town Hall

## Agenda

### Membership:

Cllrs:	Jennifer Wheeler (Mayor)	Andrew Fry
	Nina Wood-Ford (Deputy Mayor)	Bill Hartnett
	Joe Baker	Pattie Hill
	Tom Baker-Price	Gay Hopkins
	Roger Bennett	Wanda King
	Natalie Brookes	Jane Potter
	Juliet Brunner	Gareth Prosser
	David Bush	Antonia Pulsford
	Michael Chalk	Mark Shurmer
	Debbie Chance	Rachael Smith
	Greg Chance	Yvonne Smith
	Anita Clayton	Paul Swansborough
	Brandon Clayton	David Thain
	Matthew Dormer	Pat Witherspoon
	John Fisher	

### 1. Welcome

The Mayor will open the meeting and welcome all present.

During this item, in line with the Mayor's focus on mental health and wellbeing this year, Mr Stuart Woolfenden will be invited to perform a piece of music.

### 2. Apologies for Absence

### 3. 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.

### 4. Minutes of the meeting of Council held on 2nd October 2017 (Pages 1 - 16)

### 5. Announcements

To consider Announcements under Procedure Rule 10:

- a) Mayor's Announcements
- b) The Leader's Announcements
- c) Chief Executive's Announcements.

### 6. Questions on Notice (Procedure Rule 9.2) (Pages 17 - 18)

## **7.** Motions on Notice (Procedure Rule 11)

None received.

## **8.** Executive Committee - minutes of the meeting held on 31st October 2017 (Pages 19 - 52)

To receive the minutes and consider the recommendations for the following items:

**8.1** Jount Municipal Waste Management Strategy Addendum (Minute 56)  
(Pages 53 - 86)

**8.2** Commercialisation and Financial Strategy (Minute 60) (Pages 87 - 102)

**8.3** Local Council Tax Support Scheme (Minute 61) (Pages 103 - 106)

**8.4** Local Discretionary Relief Scheme (Minute 62) (Pages 107 - 118)

**8.5** Medium Term Financial Plan 2018/19 to 2021/22 - Budget Assumptions (Minute 64) (Pages 119 - 124)

**8.6** Leisure and Cultural Services Options Review (Minute 70) (Pages 125 - 248)

## **9.** Regulatory Committees

To formally receive the minutes of the following meetings of the Council's Regulatory Committees:

**9.1** Minutes of the Audit, Governance and Standards Committee meeting held on 21st September 2017 (Pages 249 - 256)

**9.2** Minutes of the Planning Committee meetings held on 13th September and 11th October 2017 (Pages 257 - 264)

## **10.** Appointments to Outside Bodies

To consider the following updates to the Outside Bodies Appointments for the remainder of the 2017/18 Municipal Year:

- a) that Councillor Pat Witherspoon be appointed to the Redditch Highways Forum in place of Councillor Pattie Hill;
- b) that Councillor Mike Chalk be appointed to the vacancy on the Redditch Highways Forum; and
- c) that Councillor Mark Shurmer be appointed to the newly formed West Midlands Combined Authority Housing and Land Delivery Board, as relevant Portfolio Holder.

## **11.** Urgent Business - Record of Decisions

To note any decisions taken in accordance with the Council's Urgency Procedure Rules (Part 6, Paragraph 5 and/or Part 7, Paragraph 15 of the Constitution), as specified.

(None to date).

## **12.** Urgent Business - general (if any)

To consider any additional items exceptionally agreed by the Mayor as Urgent Business in accordance with the powers vested in him by virtue of Section 100(B)(4)(b) of the Local Government Act 1972.

(This power should be exercised only in cases where there are genuinely special circumstances which require consideration of an item which has not previously been published on the Order of Business for the meeting.)

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## Council

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## MINUTES

### Present:

Councillor Jennifer Wheeler (Mayor), and Councillors Joe Baker, Roger Bennett, Natalie Brookes, Juliet Brunner, David Bush, Michael Chalk, Debbie Chance, Greg Chance, Anita Clayton, Brandon Clayton, Matthew Dormer, John Fisher, Andrew Fry, Bill Hartnett, Pattie Hill, Gay Hopkins, Wanda King, Jane Potter, Gareth Prosser, Antonia Pulsford, Mark Shurmer, Rachael Smith, Yvonne Smith, Paul Swansborough, David Thain and Pat Witherspoon

### Also Present:

Hayley Turner (St Basils)

Corinne Cooper, Richard Daykin, Shane Dennis, Mike Duffin, Sarah Duffin, Stacey Everill, Chris Finch, Lauren Francis, Jess Hiles, Jane Wedgbury and Jonathan Wedgbury (Redditch Special Olympics).

### Officers:

Kevin Dicks, Claire Felton, John Godwin, Sue Hanley, Julie Heyes and Jayne Pickering

### Democratic Services Officer:

Jess Bayley

### 38. WELCOME

The Mayor welcomed all those present to the meeting and noted that unfortunately, since the last meeting of Council, there had been a number of tragic incidents globally. This included the terrorist attacks at Barcelona in August 2017 and at Parsons Green tube station in September 2017 as well as the shooting of at least 50 victims during a concert in Las Vegas that day. The Mayor led Council in paying tribute to all the victims and their families by observing a minute's silence.

Following this the Mayor reminded Members that her chosen charities for the year were St Basil's and Young Minds and the overarching theme for her mayoral year related to mental health and wellbeing. The speaker for the meeting was Ms Hayley Turner, manager of the Redditch branch of St Basil's, who was invited to

.....  
Chair

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talk about the positive impact of the charity's work in supporting vulnerable young people at risk of homelessness who in some cases were struggling with mental health and wellbeing problems.

Ms Turner thanked the Mayor for selecting St Basil's as one of her charities for the year and proceeded to outline the work of St Basil's in Redditch. The organisation's activities had grown in the last 10 years and by October 2017 24 young people were supported by the charity in the Borough at any one time. There were a number of causes of youth homelessness and increasingly many of the young people referred to St Basil's had complex needs that took time to address. The young people needed staff to listen and provide support and, despite resource pressures, staff had adapted to ensure that they could continue to help young people in this manner. Unfortunately many young people who approached St Basil's had experienced mental health problems, though might also be experiencing difficulties with substance abuse and learning difficulties. The intensive support provided by St Basil's had a positive impact on the lives of young people and there had been a noticeable decrease in anti-social behaviour and criminal incidents committed by the young people alongside reported improvements in the physical and mental health of the young people concerned and enhanced career prospects. In addition, many of the young people who were supported by St Basil's went on to secure sustained tenancies in the local community. Ms Turner completed her speech by inviting Members to visit St Basil's premises in Redditch.

**39. APOLOGIES FOR ABSENCE**

Apologies for absence were received on behalf of Councillors Tom Baker-Price and Nina Wood-Ford.

**40. DECLARATIONS OF INTEREST**

The majority of Councillors present at the meeting declared an Other Disclosable interest in Minute Item No. 45 – Leisure and Cultural Services Concessionary Policy by virtue of their membership of or links to the organisations listed below which held meetings at the Town Hall and were not charged for room hire. All of the councillors remained in the room and participated in the debate on this item and the voting thereon.

Councillor	Organisation
Joe Baker	Labour Party Friends of Gruchet-le-Valasse Friends of Auxerre
Roger Bennett	Conservative Party
Natalie Brookes	Labour Party Disability Action Redditch Redditch One World Link



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Juliet Brunner	Conservative Party Unison
David Bush	Conservative Party
Michael Chalk	Conservative Party
Debbie Chance	Labour Party Friends of Gruchet-le-Valasse
Greg Chance	Labour Party Friends of Gruchet-le-Valasse
Anita Clayton	Conservative Party Disability Action Redditch
Brandon Clayton	Conservative Party
Matthew Dormer	Conservative Party
John Fisher	Labour Party Redditch One World Link
Andrew Fry	Labour Party
Bill Hartnett	Labour Party Board of Redditch Co-operative Homes Friends of Gruchet-le-Valasse Friends of Auxerre
Pattie Hill	Labour Party
Gay Hopkins	Conservative Party
Wanda King	Labour Party Redditch One World Link
Jane Potter	Conservative Party
Gareth Prosser	Conservative Party
Antonia Pulsford	Conservative Party
Mark Shurmer	Labour Party
Rachael Smith	Labour Party Redditch One World Link
Yvonne Smith	Labour Party
David Thain	Conservative Party
Jennifer Wheeler	Labour Party
Pat Witherspoon	Labour Party Redditch Older People's Forum Board of Redditch Co-operative Homes Friends of Gruchet-le-Valasse Friends of Auxerre

**41. MINUTES OF THE MEETING OF COUNCIL HELD ON 24TH JULY 2017****RESOLVED that**

**the minutes of the meeting of the Council held on Monday 24<sup>th</sup> July 2017 be agreed as a correct record and signed by the Mayor.**

**42. ANNOUNCEMENTS**

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a) Mayor's Announcements

The Mayor circulated a list of engagements which she and the Deputy Mayor, Councillor Nina Wood-Ford, had attended since the last meeting of Council (Appendix 1).

During consideration of the Mayor's announcements a group of Redditch residents who had participated in the recent Special Olympics event in Sheffield were welcomed to the meeting. Ms Sarah Duffin was invited to speak on behalf of the group and she highlighted the achievements of those who had participated in the event:

- Shane Dennis for Aquatics – Silver in the 25m relay, sixth in the 50m freestyle and eighth in the 100m freestyle.
- Laurie Brooks for Athletics – Bronze 100m, Silver Soft Ball Throw, fourth in the 200m and fourth in the 100m Relay.
- Stacey Everill for Athletics – Silver Standing Long Jump, Bronze in the Shot and fifth in the 50m.
- Emmeline Rudge for Athletics – Bronze in the 100m relay, fourth in the Standing Long Jump and fifth in the 100, Personal Best Soft Ball Throw.
- Jonathan Wedgbury for Athletics – Silver in the 100m relay, fifth in the 100m, fifth in the Standing Long Jump and seventh in the Soft Ball Throw.
- Jess Hiles for Boccia – Gold in the Singles and fourth in the doubles.
- Richard Daykin for Gymnastics – Bronze on the rings, Bronze on the floor, Bronze on the Bar, fourth on the Parallel bars, fifth on the Vault and fifth all round.
- Chris Finch in Gymnastics – Gold on the Pommel, Gold on the Bar, fourth on the Rings, sixth on the Vault, sixth on the Floor, seventh on the Parallel Bars and Silver all round.
- Lauren Francis in Gymnastics – Gold on the Floor, Silver on the Beam, fourth on the Vault, fifth on the Bar and Silver all round

In total the Redditch Special Olympics group had received four gold medals, seven silver medals and six bronze medals. Thanks were also extended to the support workers who had assisted participants during the event.

Members congratulated all those who had participated in the Special Olympics. It was noted that the Deputy Mayor had hosted a tea party with participants after the event had taken

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place. The Council meeting provided an opportunity for every elected Member to celebrate their achievements.

b) The Leader's Announcements

The Leader advised that he had participated in a number of events and activities since the last meeting of Council. In addition to those events which had already been mentioned during the meeting the following updates were provided for Members' consideration:

- The Leader had attended community events organised by Church Hill Big Local, including a litter picking event and community walk.
- Morton Stanley Festival had successfully taken place on 20<sup>th</sup> – 21<sup>st</sup> August 2017.
- The Leader had attended the Scarecrow Day at Forge Mill Needle Museum.
- There had been two band stand events which had showcased children's activities and a food festival. The team involved in organising the events, particularly Ms Sue Yeng, were thanked for their hard work.
- The Leader had attended the Gifts Beyond Price event at St Stephen's Church, which celebrated those who had donated their organs to others.
- The Government had backed Birmingham as the official host city for the 2022 Commonwealth Games. Whilst there was no guarantee the event would take place in the city, if it did this could create opportunities for businesses in Redditch, particularly in the hospitality industry.

Members were advised that following reports that both Worcestershire Acute Hospitals NHS Trust (WAHT) and the Redditch and Bromsgrove Clinical Commissioning Group (CCG) had received inadequate ratings the Leader had called for an urgent meeting to discuss the future of both services. During the meeting senior representatives of the Trust had advised that they were working on a nine point improvement plan and were hoping this would have a positive impact.

**43. QUESTIONS ON NOTICE (PROCEDURE RULE 9.2)**

The Leader responded to three questions in accordance with Council Procedure Rule 9.2 that had been submitted by Mr C MacMillan, Ms J Beecham and Mr M Rouse.

a) Question from Mr C MacMillan

Mr C MacMillan asked the following question:

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“I am aware that the Council, led by the Labour Party and under his stewardship, has a Homeless Strategy. I know that this is an issue of great concern to all sides of this Council.

I would ask that the Leader explain why his strategy is not working and why we have people, often in great need, camping on the ring road? What precisely has he done so far to help these people and how he is going to invigorate his efforts going forward such that these, and other homeless people in the Borough, are helped?”

The Leader responded as follows:

“Firstly, can I begin by thanking Mr MacMillan for his question.

Members will be aware that as recently as September the National Audit Office released a report on homelessness, highlighting a rise in rough sleeping nationally of 134% between 2010 and 2016.

The report also criticised the government for what it described as a ‘light touch’ to an issue that costs the tax payer over £1bn a year and showed how welfare reform has put added pressure on people in housing difficulty. So I would call into question the effectiveness of the national strategy around homelessness - local Councils are left tackling problems they never created in the first place.

Despite this, I would like to reassure Mr MacMillan and members that we have a strategic approach to homelessness in Redditch that is working well. Corporately, the Council has adopted a series of Strategic Purposes which steer its work. One of these is ‘Help me to find somewhere to live in my locality’. The purpose has an action plan running alongside it, which outlines a number of things we will be doing to tackle homelessness in the Borough.

We also developed a Council housing growth programme early in 2017, which sets out how we will maintain a supply of housing stock for local residents in the future because we can’t address homelessness without a steady supply of homes to offer.

On the ground, the Council provides a dedicated homelessness and housing advice service in the town centre. The team focuses on preventing homelessness and finding alternative accommodation for people who become homeless. The team are currently preparing to implement the forthcoming Homelessness Reduction Act which comes into force from April 2018 onwards. The same team lead our response helping people who are perceived to be homeless in Redditch,

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settling them into accommodation or safely back into existing accommodation.

Often we work with the public, the Police, the voluntary sector and faith groups around the borough for which we are grateful and we would like to extend our thanks to them.

Although I can't talk in detail about specific cases, I can reassure everyone that the landowners of the area in question at the Redditch ring road have taken the steps required to recover possession of the land, so that particular matter should be resolved shortly.

I would conclude by mentioning that there is a report on the Council's website outlining current provision, together with ideas about invigorating our efforts to tackle homelessness in Redditch in the future. The homelessness report published in September 2017 is the product of a cross-party short sharp review undertaken by members of the Overview and Scrutiny Committee and it contains a series of recommendations which the Executive Committee will be invited to consider at the next Committee meeting on 31<sup>st</sup> October. I look forward to receiving that report in the near future, and would encourage everyone concerned with homelessness to read it because it's a great example of just how seriously we take this issue in Redditch."

Following this Mr MacMillan indicated that he would be keen to ask a supplementary question about the potential for the Council to investigate the use of void properties to alleviate homelessness. However, it was noted that the five minutes allotted to the question was close to ending. For this reason it was agreed that Mr MacMillan would submit a supplementary question in writing for the consideration of the Leader on this subject.

b) Question from Ms J Beecham

Ms J Beecham asked the following question:

"Does Redditch Borough Council use the sanctions that are available to them in the form of fines for breaches of Planning development regulations such as those currently being suffered by Webheath residents by developers Taylor Wimpey?"

The Leader responded as follows:

"Thank you for your question Ms Beecham

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The simple answer to the question is that Redditch Borough Council does use the sanctions that are available to it, as appropriate.

The Council has a duty to investigate complaints about development that may have been carried out without permission or consent, or in the case of Webheath, to investigate complaints about breach of conditions attached to a planning permission. Where planning control is breached, the planning team will investigate the matter. It is important, however, to realise that enforcement action is taken at the discretion of the Council and just because a case is investigated it does not necessarily follow that that formal enforcement action will be commenced.

Planning enforcement is a very complex area. It should be noted that the legal processes involved are often lengthy and complicated and an 'instant response' or resolution cannot be guaranteed. Ultimately even if the council "wins" at appeal and at the magistrates court, it does not necessarily change anything on the ground for residents. The maximum penalty on conviction at the magistrate's court relating to contravening a breach of condition notice is a fine not exceeding "level 3" on the standard scale which is currently £1,000.

Indeed Central Government advises that "Addressing breaches of planning control without formal enforcement action can often be the quickest and most cost effective way of achieving a satisfactory and lasting remedy."

In terms of Webheath, the Council received complaints from local residents in relation to matters arising from working hours, lorry routeing, dust suppression, construction noise, lorry parking and mud on the roads.

The Council responded to these complaints by liaising with the local residents and the relevant developers in order to understand the issues being raised and provide a mediating role between the parties. Site visits were, and continue to be, undertaken including visits outside of normal office hours. Advice was obtained from relevant bodies, such as Worcestershire Regulatory Services, in order to establish the harm arising from the matters and whether other legislation was a more effective tool than the planning tools available. This included the consideration of statutory nuisance powers under Environmental Protection legislation.

Based on the views obtained from other stakeholders, the matters reported by local residents were not deemed to be demonstrably harmful. On this basis the Council exercised its discretionary powers and did not find it expedient to pursue matters formally under planning legislation. However, the

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Council has continued to respond to further complaints and investigate these accordingly. The Council retains the right to take formal action if required using the appropriate planning enforcement tools available.”

Ms Beecham subsequently asked a supplementary question seeking clarification about the proportion of the 153 complaints she was aware of that had resulted in enforcement action that had led to a fine.

The Leader responded by explaining that he did not believe any of these complaints had led to enforcement action that resulted in a fine. However, the Leader undertook to check this with relevant Officers.

c) Question from Mr M Rouse

The Mayor explained that Mr Rouse had, in accordance with Council Procedure Rule 9.6, nominated Mr C Warhurst to read out his question on his behalf.

Mr Warhurst asked the following question:

“How does the Council support elderly and disabled people to keep as active as possible?”

The Leader responded as follows:

“Thank you for your question.

The Council’s Leisure and Cultural Services Department provides a range of both targeted support and mainstream provision of services to elderly and disabled people. The service is underpinned by a number of strategies, including the Worcestershire Health and Wellbeing Strategy.

A number of activities and programmes are also delivered by Leisure and Cultural Services. This includes:

- 2,108 hours of volunteering
- 91 people referred into Strength and Balance Classes
- 134 people referred into activity referral programmes
- 100 (on average) disabled people a month access disability sessions
- 1,550 (on average) people attend Arrow Valley Lake Parkrun per month
- 3,774 people have attended Couch 2 5k
- 393 people (on average) attend 50+ community exercise classes
- 1,395 disability swims last year at the Abbey Stadium
- 15,709 over 60s swims last year at the Abbey Stadium.”

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The Leader also highlighted a number of activities that were delivered within localities across the Borough to elderly and disabled people. This included; seated mobility, strength and balance, Tai Chi, swimming, mobility classes, yoga, pilates, Ladies 50+ sessions, mixed fitness, Zumba for all, classes for people with MS and sessions for Stroke survivors.

At the agreement of the Mayor, in accordance with Council Procedure Rule 9.9, Mr Warhurst was invited to ask a supplementary question though the five minutes allocated to this question had elapsed. Mr Warhurst subsequently questioned whether the proposed changes to swimming charges for people aged over 60 indicated that disabled people were being deliberately targeted.

The Leader responded by indicating that this was not the case.

## **44. MOTIONS ON NOTICE (PROCEDURE RULE 11)**

A notice of motion had been submitted by Councillor Bill Hartnett calling for enhancements to be made to the rail service serving Redditch. This motion was seconded by Councillor Juliet Brunner.

In proposing the motion Councillor Hartnett explained that he had been working for over 18 months to investigate the potential to introduce an express train serving Redditch. During this time he had met with representatives of a range of organisations in the West Midlands. This had included discussing the possibility of making adjustments to the timetable to introduce an express train between Redditch and Birmingham New Street that would stop at University Station only. This would help to reduce the journey time by approximately 20 minutes.

The introduction of an express train would have economic benefits for the Borough and would help the Council to deliver on the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP's) Strategic Economic Plan (SEP) and the West Midlands Combined Authority's (WMCA's) SEP.

The introduction of an express service would also provide an opportunity to review the fares charged for travelling on the service. Councillor Hartnett explained that he was keen to achieve 'fare equalisation' whereby the fare paid by passengers travelling from Redditch to Birmingham was comparable to the fare paid by residents travelling from other parts of the region to the city centre.

In seconding the proposal Councillor Brunner explained that she was keen to take action that would enhance economic development in the Borough. Connectivity was key to enhancing the Borough's



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appeal to businesses. It was important for the Council to work with partner organisations, such as Worcestershire County Council, to achieve these objectives.

A number of Members subsequently spoke in support of the Motion. In so doing the costs of travelling from Redditch to Birmingham New Street, compared to travel costs in other parts of the region, were raised as an area of concern. A suggestion was made that a late night express train service might also be helpful.

A smartcard, the region's equivalent to London's Oyster card, was in the process of being piloted in the Borough and it was hoped that this would ease travel arrangements for Redditch residents moving forward. However, Councillor Hartnett explained that further improvements could always be made and an express train service would help to achieve this.

## **RESOLVED that**

**the motion be agreed in the following terms:**

**One of, if not the most important, priorities for this Council is Economic Development and Regeneration as part of our strategic purpose "Help me run a successful business". Key to this is our relationship with Birmingham and in particular our connectivity (particularly rail) into and out of the conurbation. This is key, not only to our businesses, but also our residents who often travel in and out of Birmingham.**

**However there are two main issues that impact on this connectivity which are fare parity (people tend to pay less for using the rail service within the Transport for West Midlands (formerly Centro) area than they do to travel from Birmingham to Redditch and the time take to travel into and out of the conurbation. If these issues were to be addressed then there would be a significant benefit to the Redditch economy:**

**"Redditch Council therefore calls upon Transport for West Midlands and Worcestershire County Council to work with Redditch Borough Council to urgently investigate and produce a sound business case on enhancements to the current rail service to and from Redditch namely :**

- 1) The introduction of an express train in the morning and in the evening which would only stop at university and new street ( both directions)**
- 2) To seek the equalisation of rail fares to and from Redditch to the same level of fare as the WMCA metropolitan council areas.**

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## 45. EXECUTIVE COMMITTEE - MINUTES OF THE MEETING HELD ON 12TH SEPTEMBER 2017

### Leisure and Cultural Services Concessionary Policy

Members discussed the proposed changes to the Leisure and Cultural Service's Concessionary Policy and in so doing noted the following:

- The Reddicard had been in use since 1998.
- The existing pricing structure was relatively complex with 15 different pricing tariffs.
- The proposed new pricing structure would bring the Council in line with other local authorities in the area.
- Due to the way the Reddicard was originally established the concessions available had impacted on the standard charge for the Council's leisure services, which were much higher than at neighbouring facilities.
- A number of new leisure facilities were due to open in locations close to the Borough and this would increase competition for the Council's facilities.
- On the one hand concerns were raised about the potential impact that the new charging scheme might have on the potential for people with disabilities to participate in leisure activities.
- On the other hand it was noted that some people with disabilities had indicated during consultation that they would be willing to pay at the levels proposed in the new policy.
- There would be an affordability test and residents could receive discounts on the leisure fees if they could demonstrate that they were in receipt of particular benefits.
- Free swimming would continue to be available to those aged under 16.
- Concerns were raised that veterans from the armed forces might be penalised by the new pricing structure. However, it was noted that there was no ex-service personnel category in the current policy.
- It was noted that the Council was a signatory of the Worcestershire Armed Services Partnership Covenant and the new Concessionary Policy would not change arrangements for serving members of the forces.
- Officers confirmed that no additional training would be required by staff to implement the new policy arrangements, though standard training would continue to be provided on an ongoing basis.

### Redditch Borough Council Garden Waste Service

During consideration of this item Members noted the following:

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- The garden waste collection service would take place on the same day as the grey bin collection service.
- The service could be delivered at limited risk to the Council.
- Customers would be charged £45 per annum for the service, which would be delivered over a nine month period.
- The service differed from the previous garden waste collection service that had been trialled a number of years ago.
- Feedback received by the Council during consultation with the public on social media indicated that there would be interest in the service within the community.

## Finance Monitoring Quarter 1

The content of the Finance Monitoring Quarter 1 report and associated recommendation was discussed and the following points were raised:

- Concerns were raised about the level of savings that had been achieved to date and the amount of information available in respect of progress delivering the Council's Efficiency Plan.
- However, it was noted that this was only the first quarter of the financial year and further savings would emerge over time.
- The external auditors had recently endorsed the Council's accounts with an unqualified value for money statement.
- Further improvements needed to be made in the reporting of financial matters to Members and this would be addressed by Officers.

## **RESOLVED that**

**the minutes of the meeting of the Executive Committee held on 12<sup>th</sup> September 2017 be received and all recommendations adopted.**

(During consideration of this item the majority of Members declared other disclosable interests in the Leisure and Cultural Services Discretionary Policy, as detailed at Minute 40, by virtue of their membership of and links to organisations that held meetings at the Town Hall and were not charged for room hire. All of the councillors remained in the room and participated in the consideration of this matter and voting thereon).

## **46. REGULATORY COMMITTEES**

The Council received the minutes of meetings of the Audit, Governance and Standards Committee, Planning Committee and Licensing Committee.

The Mayor reminded Members that the recommendation detailed at Minute 5 of the Licensing Committee minutes from the meeting held

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on 17th July 2017 had been approved at the previous meeting of Council.

**RESOLVED that**

- 1) the minutes of the meeting of the Audit, Governance and Standards Committee held on 6<sup>th</sup> July 2017 be received and adopted;
- 2) the minutes of the meetings of the Planning Committee held on 12<sup>th</sup> July and 9th August 2017 be received and adopted; and
- 3) the minutes of the meeting of the Licensing Committee held on 17<sup>th</sup> July 2017 be received and adopted.

**47. MEMBERSHIP CHANGES TO THE OVERVIEW AND SCRUTINY COMMITTEE AND CRIME AND DISORDER SCRUTINY PANEL**

**RESOLVED that the following changes to the membership of the Overview and Scrutiny Committee and Crime and Disorder Scrutiny Panel be noted:**

- 1) Councillor Jane Potter appointed Chair of the Overview and Scrutiny Committee in place of Councillor Tom Baker-Price;
- 2) Councillor Gay Hopkins appointed Vice Chair of the Overview and Scrutiny Committee in place of Councillor Jane Potter;
- 3) Councillor Gareth Prosser appointed to the Overview and Scrutiny Committee in place of Councillor Tom Baker-Price; and
- 4) Councillor Gareth Prosser appointed to the Crime and Disorder Scrutiny Panel in place of Councillor Tom Baker-Price.

**48. URGENT BUSINESS - RECORD OF DECISIONS**

The urgent decision that had been taken on 28<sup>th</sup> July 2017 to establish a member panel to consider an officer employment matter was noted in accordance with the Council's Urgency Procedure Rules.

**49. URGENT BUSINESS - GENERAL (IF ANY)**

The 100% Business Rate Pilot Pool was accepted as an item of urgent business – not having met the publication deadline – and was considered at the meeting as such, with the approval of the

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Mayor, in accordance with the Council's constitutional rules and the powers vested in the Chair by virtue of Section 100(B)(4)(b) of the Local Government Act 1972 to agree matters of urgency being discussed by reason of special circumstances. In this case the special circumstances were that the Council needed to respond to the Government in respect of the Business Rate Pool Pilot by 27th October 2017 which provided limited time to hold an extra meeting of Council.

Redditch Borough Council was currently in the GBSLEP's business rate pool. The Council received a total of 26.5% of business rate growth either through direct allocation or via the current pooling arrangements. Councils with negative business growth could access "safety net" payments. There was also currently a Worcestershire LEP pool, though Redditch Borough Council, like Bromsgrove District and Malvern Hills District Councils, were not part of this pool. There is also a WMCA pilot for 100% business rates growth, however, non-constituent members of the combined authority were not currently permitted to join this pool.

For the 100% Business Rate Pilot Pool to be successful in Worcestershire the County Council and all of the district local authorities in the County would need to agree to participate. There was no guarantee that even if all local authorities agreed to take part the pool would be approved; this would be determined by the Government. Whilst no specific requirements had been stipulated by the Government in terms of the distribution of Business Rates it was understood that for the bid to be successful there would have to be a financial benefit to the County greater than its current share of Business Rates.

During consideration of this item Councillor Juliet Brunner proposed an amendment to the wording of the proposed resolution for this item, which was seconded by Councillor Brandon Clayton. This amendment read as follows:

"That the Council consider the information received to date on the potential opportunities to participate in a 100% Business Rate Pool Pilot covering Worcestershire and delegate the decision on the 2018/19 business Rate Pool arrangements to the Executive Director Finance and Resources in agreement with the Portfolio Holder for Finance, the Leader and the leader of the opposition."

Prior to the vote on this amendment a further proposal was made for Councillor Swansborough to be consulted, alongside the other Members named in the resolution, as he was not represented by either party. This proposal was not seconded.

On being put to the vote the proposed amendment was defeated.

# Council

Monday, 2 October 2017

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**RESOLVED that**

**the Council, having considered the information received to date on the potential opportunities to participate in a 100% Business Rate Pool Pilot covering Worcestershire, delegate the decision on the 2018/19 Business Rate Pool arrangements to the Executive Director Finance and Resources in agreement with the Portfolio Holder for Finance and the Leader.**

The Meeting commenced at 7.00 pm  
and closed at 9.22 pm

**Council – 20<sup>th</sup> November 2017**

**Question from a members of the Public**

From Mr G Warhurst:

With highly prestigious companies such as GymShark relocating out of Redditch to other nearby business parks, can the Leader of the Council concisely say what the Council is doing to encourage businesses to stay in Redditch?

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## Executive Committee

Tuesday, 31 October 2017

### MINUTES

#### Present:

Councillor Bill Hartnett (Chair), Councillor Greg Chance (Vice-Chair) and Councillors Joe Baker, Juliet Brunner, Debbie Chance, Brandon Clayton, John Fisher and Pat Witherspoon

#### Also Present:

Councillors Michael Chalk, Matthew Dormer, Jane Potter, Antonia Pulsford, Nina Wood-Ford and S Laird (V4)

#### Officers:

Kevin Dicks, Clare Flanagan, Sue Hanley, Jayne Pickering, Deb Poole, Guy Revans and David Riley

#### Democratic Services Officer:

Jess Bayley

#### 51. APOLOGIES

There were no apologies for absence.

#### 52. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 53. LEADER'S ANNOUNCEMENTS

The Leader explained that, due to the size of the agenda and the likely length of the meeting, he was tabling his announcements in writing.

Members were asked to note that, due to the attendance of representatives from an external organisation, Minute Item No. 70 would be considered early on the agenda.

#### 54. MINUTES

**RESOLVED that**

.....  
Chair

# **Executive Committee**

Tuesday, 31 October 2017

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**the minutes of the meeting of the Executive Committee held on Tuesday 12<sup>th</sup> September 2017 be approved as a correct record and signed by the Chair.**

## **55. HOMELESSNESS SHORT SHARP REVIEW - FINAL REPORT**

The Chair of the Homelessness Short, Sharp Review, Councillor Nina Wood-Ford, presented the group's final report. In doing so she highlighted the evidence that had been gathered from a range of sources during the course of the review and the conclusions that had been reached by the group in respect of homelessness in the Borough. Reference was also made to the minutes of the Overview and Scrutiny Committee meeting from 7<sup>th</sup> September when the report had been considered and Members had endorsed all of the recommendations.

Following presentation of the report Members welcomed the group's findings. The position of rough sleepers in the Borough was briefly debated. Councillor Wood-Ford explained that the group had been advised that all of the rough sleepers had either been offered accommodation or already had access to accommodation but were choosing to remain where they were. The group had found that there was a particular difficulty for single men aged over 40 with substance abuse problems securing appropriate accommodation. These people often struggled to access accommodation because generally housing providers required them to address their problems with substance abuse before they could move into a property. Housing First could help to address this by providing people in this situation with accommodation and addressing their needs once they had moved into the property.

### **RESOLVED that**

- 1) Redditch Borough Council should take part in any opportunity to deliver Housing First in properties in the Borough. This should include applying to participate in any Housing First pilot schemes operated by the West Midlands Combined Authority;**
- 2) the Leader of the Council should write to the Secretary of State for Work and Pensions, the Rt. Hon. David Gauke MP, urging him to end the freeze on Local Housing Allowance (LHA) rates; and**
- 3) the Council's Communications and Arts and Events teams should notify the CAB of any forthcoming events in Redditch which they could attend to promote their services and heighten awareness of their services in the Borough.**

## Executive Committee

Tuesday, 31 October 2017

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**56. STAFF SURVEY JOINT SCRUTINY TASK GROUP - FINAL REPORT**

The Vice Chair of the Staff Survey Joint Scrutiny Task Group, Councillor Jane Potter, presented the group's final report. The review had been established at the request of Bromsgrove Members following consideration of the staff survey results on a number of occasions. The group had investigated the low response rates to the latest survey, circulated in 2016, and had been encouraged by the action that was being taken by Officers to address this. Issues had been identified by the group, particularly in respect of the use of measures by the Council instead of targets for performance management purposes and the need for the dashboard to be regularly updated.

Following presentation of the report Members discussed the group's proposals. Concerns were raised about the group's focus on targets; the Council had adopted a systems' thinking approach to managing performance and limitations with target setting had been identified in recent years. Concerns were also raised about the proposal for the Lead Scrutiny Member and the relevant Portfolio Holder to attend staff briefings as it was suggested that this might be considered intimidating by some employees. Confirmation was provided that the trade unions had not been consulted as part of the review and Members expressed reservations about whether it would be appropriate to proceed with any of the actions proposed in the group's report without this taking place.

Reference was made to the extract from the minutes of the Overview and Scrutiny Committee meeting held on 26<sup>th</sup> October and it was confirmed that all of the group's recommendations had been endorsed. Clarification was provided that the lead scrutiny member would act like the lead member for Risk on the Audit, Governance and Standards Committee and would not have the more official responsibilities available to a Portfolio Holder or a Member Champion. The Overview and Scrutiny Committee had also had the power to determine that the Committee should receive a quarterly update on the Programme Board's Action Plan and that the Performance Scrutiny Working Group's terms of reference should be updated to take into account performance management processes. This would not change the overall arrangements for performance management at the Council. Following further debate the Committee.

**RESOLVED that**

## Executive Committee

Tuesday, 31 October 2017

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**Recommendation (b) from the Staff Survey Joint Scrutiny Task Group be rejected for the reasons detailed in the preamble above.**

### **57. PERFORMANCE SCRUTINY WORKING GROUP - OVERVIEW AND SCRUTINY RECOMMENDATION**

The Chair of the Performance Scrutiny Working Group, Councillor Matthew Dormer, presented a report setting out a proposal for an After Care Social Worker to be provided with a base to work at Redditch Town Hall. He explained that the group had interviewed representatives of Redditch Borough Council's Housing Department about arrangements for housing care leavers in July 2017. The group had felt that this was an appropriate subject for scrutiny in light of recent developments in respect of Children's Social Care Services. Members had learned that all of the county's After Care Social Workers were currently based in Worcester. There was office space in the Housing Options team's offices in Redditch Town Hall that could accommodate an After Care Social Worker and this would enable young people leaving care in Redditch to have access to this worker as soon as possible where needed.

During consideration of this matter Members also made reference to the minutes of the Overview and Scrutiny Committee held on 7<sup>th</sup> September when this subject had been considered and it was noted that the Committee had endorsed the recommendation.

Members welcomed this proposal as an action that could be taken to enhance the support available to young people in the Borough. Members also noted that there were social workers operating from GP Practices indicating that it was possible for staff to work from a base outside central offices in Worcester.

**RECOMMENDED to Worcestershire County Council that**

**an After Care Social Worker should be provided with a base to work in the Housing Options team's office at Redditch Town Hall in order to work with care leavers in Redditch.**

### **58. JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY ADDENDUM**

The Head of Environmental Services presented the Joint Municipal Waste Management Strategy Addendum. Redditch Borough Council had signed up to this strategy some years previously alongside all of the local authorities in Worcestershire as well as Herefordshire County Council. The Committee was advised that this addendum provided an update to the joint strategy which would be in place up to 2034.

# Executive Committee

Tuesday, 31 October 2017

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The Committee welcomed the report and noted that, whilst the Council had not met all of the targets specified in the strategy, it was anticipated that progress would be made following adoption of the addendum. The Council was, however, in the top quartile in the country for dry recycling rates. In response to questions from Members Officers confirmed that there had been a sudden drop in landfill use and a small proportion of reuse for municipal waste disposal routes between 2000 and 2017.

**RECOMMENDED that**

**the Addendum to the Joint Municipal Waste Management Strategy (JMWMS) for Herefordshire and Worcestershire 2004 – 2034 be adopted.**

**59. COMMUNITY PANEL SURVEY**

The Head of Business Transformation and Organisational Development presented a report outlining proposals to introduce a Community Panel Survey for the Council. Redditch Borough Council had previously participated in the Worcestershire Viewpoint Survey which had received external funding until May 2015. When this funding had ceased to be provided Worcestershire County Council had proposed to continue to produce the survey at a cost of £2,300 to £3,500 per year per partner. Officers had concluded that this would not meet the needs of the Borough and instead a bespoke survey should be produced and circulated for the consideration of Redditch residents.

Officers confirmed that the majority of Redditch residents who had participated in the Worcestershire Viewpoint Survey had expressed an interest in being consulted about the Redditch Community Panel Survey. In addition, approximately 100 new residents had asked to participate. The survey would be produced and circulated in both electronic and paper forms in order to meet the needs of different customers.

The Committee discussed the survey and welcomed its introduction. However, Members suggested that question 34 should be rephrased to ask the respondent about their gender rather than their sex.

**RESOLVED that**

**the proposal to have a Community Panel Survey be noted and endorsed.**

# Executive Committee

Tuesday, 31 October 2017

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## 60. COMMERCIALISATION AND FINANCIAL STRATEGY

The Head of Environmental Services presented the Commercialisation and Financial Strategy and in so doing explained that this strategy would underpin the Council's approach to commercialism. By adopting a commercial approach to service delivery, the local authority could help to achieve efficiency savings whilst generating income. However, this would not be addressed at the expense of meeting customer needs or maintaining quality services, which would continue to be priorities for the Council.

The strategy would apply across all departments. A Commercialism Board had been established to consider key opportunities and this was supported by three sub-groups that focused on contracts, use of land and assets and income from fees and charges. In some cases, ideas would be developed into business cases which would be presented for the consideration of Members through the decision-making process. In other cases, it was possible that small-scale initiatives could be pursued by officers under delegated powers.

### **RECOMMENDED that**

**the Commercialisation and Financial Strategy 2017 – 2020 attached at Appendix 1 be approved and adopted.**

## 61. LOCAL COUNCIL TAX SUPPORT SCHEME

The Financial Support Manager presented the report and highlighted that the Council had adopted a Council Tax Support Scheme which enabled residents to receive up to 80 per cent support for their Council Tax liabilities. The Council had taken into account national policies when developing the scheme. A Hardship Fund was available for residents to access where they were struggling to pay their Council Tax. As this was a small discretionary fund all applicants would receive financial assessments in order to help the applicant manage their finances in the long-term.

Members noted that Universal Credit was shortly due to be rolled out across the Borough and questions were raised about the potential impact that this might have on the scheme. Officers confirmed that some amendments had already been made to the scheme in preparation for the implementation of Universal Credit and further amendments could be made in future years if evidence gathered by the Council indicated that this was required.

### **RECOMMENDED that**

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**no changes are made to the Council Tax Support Scheme for 2018/19.**

## **62. LOCAL DISCRETIONARY RELIEF SCHEME**

The Financial Support Manager presented the Discretionary Non-Domestic Rates Revaluation Support Scheme and noted that the revaluation was the first to take place since 2010 resulting in businesses at a national level facing a large increase in their rates liability. The revaluation was conditional on local authorities undertaking consultation with their major precepting authorities. When this had taken place in Redditch no responses had been received. The relief was available to the rate payers that were directly affected by the revaluation.

There were a few risks to the scheme, particularly as there was a fixed amount available to provide as discretionary relief. To help address this the Council encouraged businesses in receipt of this funding to make a state aid declaration.

During consideration of this item Members noted the relevant extract from the minutes of the Overview and Scrutiny Committee meeting held on 26<sup>th</sup> October, when the scheme had been subject to pre-scrutiny. The Committee had endorsed the proposals from officers, subject to amending the second recommendation to suggest that the Executive Director of Finance and Corporate Resources should be delegated with authority to adjust the percentage relief awarded in 2018/19 after consultation with the leader of the opposition as well as the Portfolio Holder for Corporate Management. The Executive Committee rejected this proposed amendment to the recommendation.

### **RECOMMENDED that**

- 1) the criteria for allocation of Discretionary Revaluation Support as appended to this report in Appendix 1 are adopted; and**
- 2) the Executive Director of Finance and Corporate Resources is provided with delegated authority, after consultation with the relevant Portfolio Holder, to adjust the percentage relief awarded in years 2018/19 and onwards in order to ensure that the maximum level of support is provided to businesses and that the Government funding meets the overall costs of the relief.**

# Executive Committee

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**63. CHILDREN AND YOUNG PEOPLE'S PLAN 2017 - 2021**

The Chief Executive presented the Children and Young People's Plan and advised that this had been developed by the Connecting Families Strategic Group. The plan was not a report of Worcestershire County Council as it had been developed in partnership and was designed to help improve young people's lives and aspirations across the county. The plan had already been approved by the Worcestershire Health and Wellbeing Board and was in the process of being considered by district Councils. Appendix 4 to the report provided further information about the relevant work of Redditch Borough Council and action that could be taken by the local authority to help deliver the key objectives of the plan.

**RESOLVED that**

- 1) the new Worcestershire Children and Young People's Plan (CYPP) 2017 – 2021 be endorsed; and**
- 2) authority be delegated to the Head of Community Services, in so far as it is within the Council's remit to work with Worcestershire County Council and all other relevant agencies and organisations, to contribute to the drawing up of an action plan to put the CYPP into effect.**

**64. MEDIUM TERM FINANCIAL PLAN 2018/19 TO 2021/22 - BUDGET ASSUMPTIONS**

The Executive Director of Finance and Corporate Resources presented the Medium Term Financial Plan 2018/19 – 2021/22 - Budget Assumptions report. Members were advised that Officers were making a number of assumptions including:

- An increase in Council Tax of £5 for 2018/9 to 2021/22.
- A pay award of 2 per cent for staff.
- Superannuation savings would be achieved, due to the Council paying pension contributions up front to Worcestershire County Council.
- An assumption of 0 percent inflation for services. Officers acknowledged that inflation would be over 3 percent in this period but Heads of Services had been advised that they would be expected to meet the costs of inflation within existing budgets. The exception to this would be business rates and utilities where an assumption had been made that there would be an increase in budgets in response to inflationary pressures.



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- An assumption that income would be generated from fees and charges. Heads of Service had been asked to review their charges for 2018/19 so that these were not simply increased by 3.9 percent but rather by a level that would take into account factors such as the costs of delivering the service and customer demand.

There was the potential that the Autumn Budget statement, due to be delivered on 22<sup>nd</sup> November 2017, could have implications for local authority budgets. However, at this stage it was difficult to predict what this might be and therefore officers had based their assumptions on current circumstances.

### **RECOMMENDED that**

**the revenue assumptions detailed in 3.4 to the report be incorporated into the budget setting process.**

#### **65. MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE MEETING HELD ON 7TH SEPTEMBER 2017**

Members noted that all of the recommendations proposed by the Overview and Scrutiny Committee on 7<sup>th</sup> September 2017 had been considered, with decisions having been made in respect of the Homelessness Short Sharp Review group's recommendations and the After Care Social Worker during the meeting.

#### **66. MINUTES / REFERRALS - OVERVIEW AND SCRUTINY COMMITTEE, EXECUTIVE PANELS ETC.**

The Committee noted that all of the recommendations that had been proposed by the Overview and Scrutiny Committee on 26<sup>th</sup> October 2017 had been considered, with decisions having been taken in respect of the Leisure and Cultural Services Options Review and Local Discretionary Relief Scheme during the meeting.

#### **67. CORPORATE PARENTING STEERING GROUP - UPDATE REPORT (COUNCILLOR JOE BAKER)**

Councillor Joe Baker, the Council's representative on the Corporate Parenting Steering Group, advised that he had no update to report.

#### **68. ADVISORY PANELS - UPDATE REPORT**

Members noted that the latest meeting of the Planning Advisory Panel (PAP) had taken place that evening.

### **RESOLVED that**

# Executive Committee

Tuesday, 31 October 2017

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the report be noted.

## 69. EXCLUSION OF THE PRESS AND PUBLIC

**RESOLVED** that

under S.100 I of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matters on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12 (A) of the said Act, as amended:

### **Minute 70 – Leisure and Cultural Services Options Review**

## 70. LEISURE AND CULTURAL SERVICES OPTIONS REVIEW

The Chair welcomed Mr Steve Laird, from V4 who delivered a presentation in respect of management options for Leisure and Cultural Services (Appendix 1). During the delivery of this presentation the following points were highlighted for Members' consideration:

- V4 had been asked to investigate the advantages and disadvantages in respect of a range of models that could be used for the delivery of Leisure and Cultural Services.
- As part of this process V4 had considered the need for any future delivery model to support the Council's strategic purposes.
- The strategic purposes had underpinned a range of criteria that had been used to assess each option in turn.
- The option that had scored the most for Redditch Borough Council had been the Local authority Trading Company (LATC) model followed by outsourcing.
- There was no correct answer in terms of the model that should be used by local authorities. The choice needed to be made through the democratic process based on local needs and priorities.
- In recent weeks there had been some developments in respect of changes to rules for VAT. Previously Councils could only keep a portion of a fee where VAT rules applied; recent case law had established that Councils could now retain the full fee.
- Partial exemption calculations needed to be taken into account. Where local authorities had exempt income, such as for Bereavement Services, the organisation could only claim up to £267,000 of VAT. There was a risk that if more than this

## Executive Committee

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figure was gathered the Council would not be able to retain any of that sum.

- Depending on the model selected by Members during the meeting a more detailed business case would follow in 2018.

Following presentation of the report Members discussed the matter in further detail and raised a number of points:

- The significant number of responses that had been received from the public in respect of the future delivery of leisure and cultural services. Many residents had commented that they did not feel able to select the most appropriate model, but they were keen for the Council to retain some involvement, to have access to affordable services and for services to help address health inequalities.
- The extent to which the different models would be able to support people living in areas of multiple deprivation and which areas fell within this in the Borough. A number of areas, identified by the Office for National Statistics, were discussed, and it was suggested these areas should be clarified.
- The level of consultation that had been held with the unions to date in respect of the review. Officers advised that the unions had been provided with copies of the report. Whichever model was selected would be subject to consultation with staff and the unions would be fully engaged in this process.

During consideration of this item reference was also made to the relevant minute extract from the meeting of the Overview and Scrutiny Committee held on 26<sup>th</sup> October 2017 when this matter had been considered. Members noted that the Committee had recommended that the Council should give approval in principle to the LATC model to operate the Council's Leisure and Cultural Services.

At the end of their discussions the Committee

### **RECOMMENDED that**

**approval be given, in principle, to set up a not for profit, Teckal compliant, Local Authority trading company to operate the Council's Leisure and Cultural Services and that a further report to Executive and Council be commissioned by officers in relation to a full business case for this model to include all governance, financial and staffing implications.**

[During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to exclude the press and public during the course of the

# **Executive Committee**

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debate on the grounds that information would be revealed which relates to the financial and business affairs of the local authority].

The Meeting commenced at 7.03 pm  
and closed at 9.57 pm












# Management Options for Leisure and Culture

## Appendix 1



# Introductions



 <p>Delivered successful projects <b>for over 120 clients</b> across the UK – including public sector (councils, NHS, social enterprises) and private sector</p>	 <p><b>c.£19m</b> annual savings via new operating models facilitated</p>	 <p>Typical payback on our fees <b>within</b> <b>6 weeks</b> of new contract starting</p>	 <p>Our work covers all models and is <b>tailored</b> to meet our client's key drivers</p>	<p><b>100%</b> of procurements completed <b>without legal challenge</b></p>
<p>Successfully facilitated the establishment of <b>23 new</b> operating <b>models</b> across the UK</p> 	<p>Our work resulted in the <b>first ever</b> <b>licence granted</b> to a council to trade legal services from the Solicitors Regulation Authority</p> 	<p><b>Finalists</b> in CIPS 2014 and Go Excellence in Public Procurement Awards 2016 for outcomes of outsourcing projects</p> 	 <p><b>New operating models</b> developed for variety of services</p>	 <p><b>Great references and case studies</b> – just ask and we'll share</p>

# Desired requirements



- Council retain ownership of all land and buildings
- Ability to get more people, more active, more often – for the same investment or less
- Can achieve (or exceed) the requirement to deliver a £440k saving in the financial year 2018/19, and savings in subsequent years which meet the requirements of the MTFS
- Council retains control over strategy, pricing and programming
- Governance designed to encourage performance improvement and innovation
- Staff protections in place (pensions and T&C's)
- Facilities and services within scope have synergies and benefit from being together under single management body

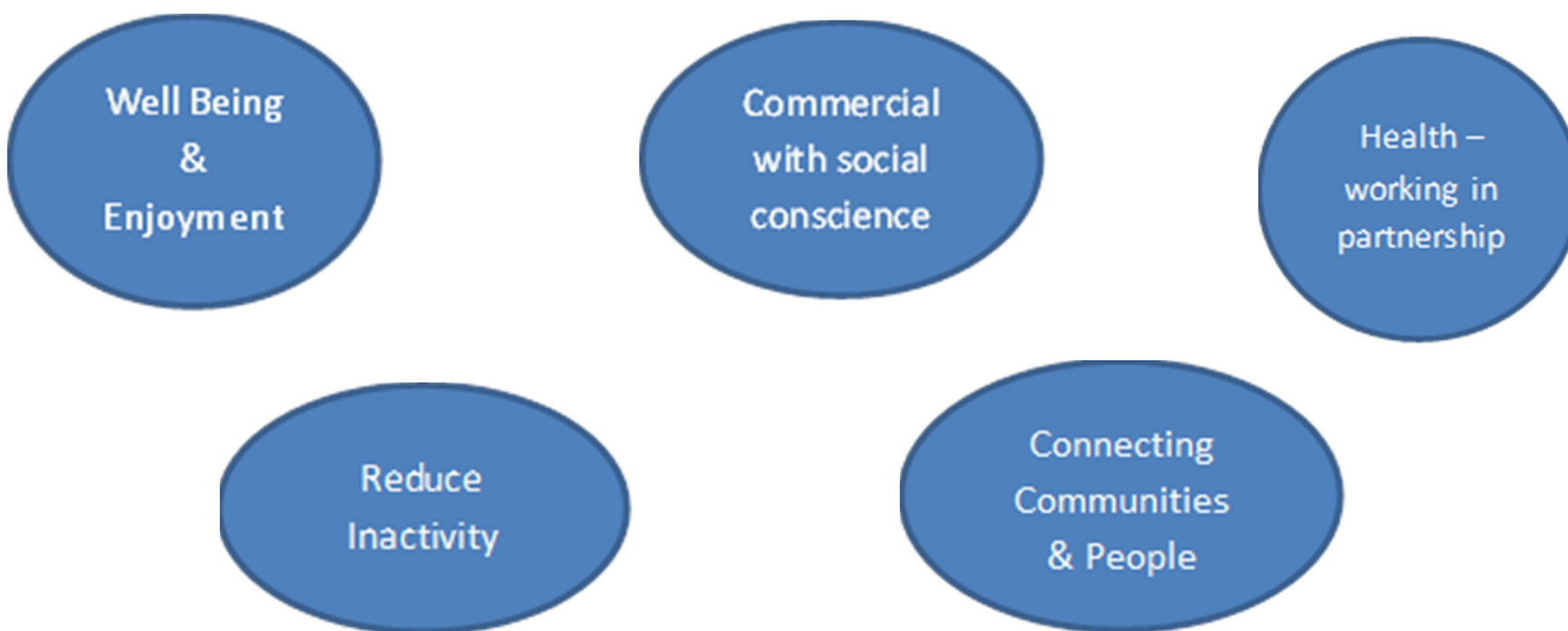
# Our brief – the scope of work



- Which model will be best able to deliver our required strategic objectives?
- Which model will be fit for the future – and aligned to the needs of new funding partners (including health commissioners) ?
- What is possible within the new procurement regulations (2015)?
- What are the timescales for delivery?
- What are the estimated financial savings from each model?
- What is the scope to improve existing services?
- What is the potential for elements of the services capable of commercial exploitation – including catering and retail and business units.
- How can investment for assets be secured?
- How do we demonstrate that we have reflect the views of the (c.1700) respondents to the community survey.



# Provide Good things to see, do and visit



# Management options available?



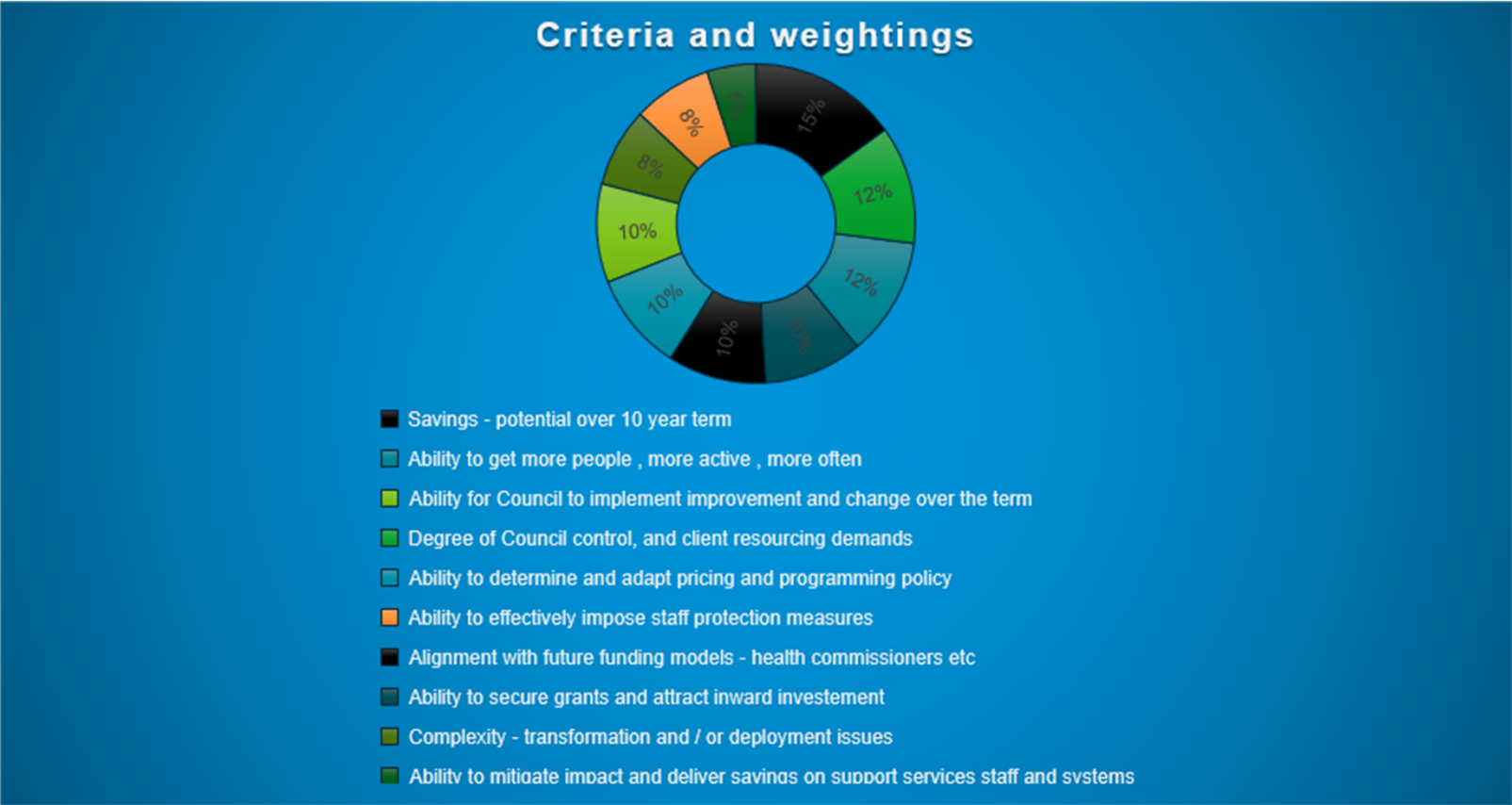
## Council controlled

- In House – Status Quo
- In House – Transformed
- Local Authority Trading Company

## Outsourced


- Trust /Charity
- Not for profit company / hybrid
- “Private sector”

# Summary of Weightings



# Summary of Options



<b>REDDITCH BOROUGH COUNCIL</b> 	
Option Name	Total Score
<b>In-House Services Transformation</b>	66.40%
<b>Local Authority Trading Company (LATC)</b>	82.40%
<b>Locally Established Charitable Trust / Mutual</b>	67.20%
<b>Outsource to a Specialist Operator</b>	69.40%

# VAT Position



- Recent case to allow Councils to class income on sports activities as exempt
- Additional income £162k

## **Partial Exemption Calculation**

- Allows up to 5% of the VAT reclaimed to relate to an exempt activity
- The council already has bereavement income as exempt
- Total VAT recovered £5.3m – 5% = £267k
- In 2016/17 we recovered £149k VAT on services that are exempt
- This meant the Council were £118k within the limit.
- We recover £92k VAT on leisure activities
- Therefore we would be recovering £92k + £149k = £241k ( within £27k of the limit)
- If we go over this we lose all of the £267k VAT we currently have the ability to recover
- £27k VAT is a relatively minor capital programme at any of our assets
- If lose all the VAT we would gain £162k but potentially lose £267k = net loss £105k

# Questions – matters arising



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

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

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**REDDITCH BOROUGH COUNCIL****Executive Committee****31<sup>st</sup> October 2017****JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY - ADDENDUM**

Relevant Portfolio Holder	Cllr Debbie Taylor
Portfolio Holder Consulted	
Relevant Head of Service	Guy Revans
Ward(s) Affected	All
Ward Councillor(s) Consulted	N/A
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

- 1.1 The Joint Municipal Waste Management Strategy for Herefordshire & Worcestershire was first published in 2004 and covers the period 2004 to 2034 (the Headline Strategy is included at Appendix 2). It is a joint strategy and was adopted by the six Worcestershire district councils, Worcestershire County Council and Herefordshire Council (reflecting the partnership across Worcestershire and Herefordshire in relation to a shared waste disposal service).
- 1.2 The existing Strategy needs to be amended to reflect the changes in national policy, local provision and projections for future demand that have occurred since the current Strategy was adopted.
- 1.3 Further to a comprehensive review of the JMWMS in 2011, an Addendum has been produced (Appendix 1) to update the Strategy on achievements and to ensure that it remains relevant and fit for purpose.

**2. RECOMMENDATIONS**

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

**the Addendum to the Joint Municipal Waste Management Strategy (JMWMS) for Herefordshire and Worcestershire 2004 - 2034 be adopted.**

**3. KEY ISSUES****Financial Implications**

- 3.1 None directly rising from this report.

**Legal Implications**

- 3.2 None directly rising from this report.

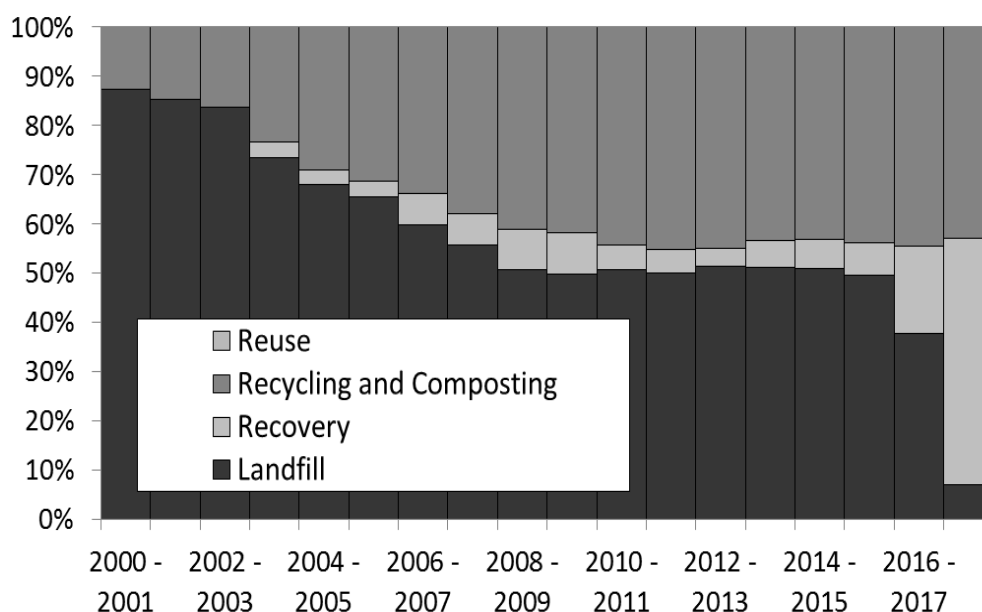
**REDDITCH BOROUGH COUNCIL****Executive Committee****31<sup>st</sup> October 2017****Service / Operational Implications**

- 3.3 The JMWMS underwent a complete review in 2009 to reflect significant developments in national waste policy and required changes to our waste management service. The JMWMS was adopted by all partner authorities in 2009 and in 2011 when it was refreshed to include an updated residual waste options appraisal which took into account the site location for the proposed Energy from Waste (EfW) facility
- 3.4 Key objectives of the adopted JMWMS were as follows:
- a. For all authorities to collect the same materials for recycling through a commingled collection system whilst restricting frequency or container capacity to prevent waste and increase recycling.
  - b. To develop alternative waste treatment solutions to promote sustainable waste management, balancing environmental, social and economic impacts.
- 3.5 Redditch Borough Council were introduced an alternate weekly household waste collection service using 240 litre wheeled bins for commingled recycling and residual waste in 2007 and two years later in response to these objectives, Redditch along with the other waste collection authorities was able to benefit by sending recycling to EnviroSort.
- 3.6 In 2014 Herefordshire Council and Worcestershire County Council agreed a variation to the waste disposal service with their contractor, Mercia Waste Management, to design, build and operate a 200,000 tonne per annum EfW facility. This facility became fully operational in March 2017 and produces enough electricity to power 32,000 homes.
- 3.7 An Addendum to the JMWMS strategy has been produced that reflects these achievements, including the following updates and information:
- i) Information on changes to national waste management policy being the introduction of the Waste (England and Wales) Regulations 2011, which transposed much of the EU Waste Framework Directive into UK law.
  - ii) Required waste producers to apply the Waste Management Hierarchy where waste prevention is highest priority and disposal to landfill is lowest. The JMWMS for Herefordshire and Worcestershire uses the Waste Hierarchy as one of its fundamental Principles (Principle 2).
  - iii) Required councils who did not provide a separate collection of glass, paper, plastics and metal to undertake an assessment to demonstrate whether providing a separate collection is necessary to ensure high quality materials for recycling and whether this would be Technically, Environmentally or Economically Practicable (TEEP). The partner councils jointly carried out an assessment which found that changing to separate collection of individual materials would not be Technically,

**REDDITCH BOROUGH COUNCIL****Executive Committee****31<sup>st</sup> October 2017**

Environmentally or Economically Practicable and this is available as a supporting document (found on Worcestershire County Council's website: [http://www.worcestershire.gov.uk/info/20232/recycling\\_and\\_waste/1015/waste\\_strategy](http://www.worcestershire.gov.uk/info/20232/recycling_and_waste/1015/waste_strategy))

- iv) An update of waste management data including waste growth predictions which are expected to continue to grow proportionate to growth in household numbers.
- v) An update on recycling, recovery and disposal performance which in respect of recycling has seen little change in performance since the 2011 refresh due to constraints on resources. However significant improvement in recovery and disposal performance is predicted following the recent opening of the new EfW facility and performance since 2000 is illustrated in the figure below:

**Municipal Waste Disposal Routes 2000-2017**

- 3.8 Due to there being no new objectives or policy at a national level, a light touch approach has been taken in reviewing the JMWMS focusing on refreshing the waste growth and performance data. Advice from an experienced and qualified waste management consultant commissioned by Worcestershire County Council on behalf of the partnership, supported this approach and informed the refresh.
- 3.9 The Addendum (see Appendix 1) does not attempt to set new objectives or policy, and should be read in conjunction with the existing JMWMS (found on Worcestershire County Council's website (see 2.9).
- 3.10 A summary of progress to date in achieving the targets set out in the strategy is included below:

REDDITCH BOROUGH COUNCIL**Executive Committee****31<sup>st</sup> October 2017**

<b>2011 Target</b>		<b>Actual</b>	<b>Updated target</b>
<b>1</b>	In order to ensure that this target is robust, we are currently developing a meaningful target that will enable us to monitor our carbon footprint and set targets for reduction.	No target set	Carbon emissions are measured by respective councils in line with their carbon management plans. There are no plans to separately measure and report emissions from waste management services.
<b>2</b>	To achieve the national reductions in household residual waste (waste not re-used, recycled or composted) of 35% by 2015 and 45% by 2020, based on 2000 levels.	Worcestershire achieved a 42.3% reduction and Herefordshire a 49% reduction	The target remains 45% reduction by 2020.
<b>3</b>	To work towards achieving national recycling/composting levels of household waste of 45% by 31st March 2015 and 50% by 31st March 2020.	The partnership achieved 40% in 2014/15, with Redditch Borough achieving 31% in 2016/17.	The aspiration of meeting the 2020 target remains but the Partnership is only committed to maintaining current levels of recycling and composting, making improvements where financially viable.
<b>4</b>	To meet the requirements of the Household Waste Recycling Act 2003 to collect at least 2 recyclable materials from each household by end 2010	All councils collect glass, paper, plastic, metals and cardboard.	Target achieved and no further target set as we are meeting our statutory requirements
<b>5</b>	By 2015 or earlier if practicable, we will recover value from a minimum of 78% of municipal waste.	The partnership recovered 49.2% of its waste in 2014/15.	The target remains 78% recovery of municipal waste, the partnership expects to achieve this in the current year 2017/18
<b>6</b>	To reduce the amount of biodegradable municipal waste landfilled in order to meet the yearly allowances set by Government under the Landfill Allowance Trading Scheme.	Scheme abolished in 2013 and no longer applicable	Scheme abolished in 2013 and no longer applicable

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- 3.11 The Strategic Waste Management Board (SWMB), consisting of lead Members from all partners, senior officers (Heads of Service level and above). A workshop was carried out on 22 January 2016, where Members and officers provided the following feedback which has been reflected in the Addendum to the JMWMS:
- i. None of the councils have any plans to change their waste collection regime.
  - ii. Any measure of the impact of council waste management on climate change should be simple and relate only to waste disposal services.
  - iii. Recognition that the 50% recycling target will be difficult to achieve without separate food waste collections or free garden waste collections.
  - iv. Consensus that the existing 50% recycling target should be retained but the difficulties in achieving the target should be explained in the review.
  - v. Agreement that a 90% diversion from landfill target was feasible for 2030.
- 3.12 The next review of the JMWMS will be in 2022 or earlier if a significant change is required, for example due to change in national policy.

**Customer / Equalities and Diversity Implications**

- 3.12 None directly rising from this report

**4. RISK MANAGEMENT**

- 4.1 The key risk identified in the strategy is that our performance currently falls short of the 2020 50% national recycling target. The addendum provides an update on our current performance and although we are committed to maintain our current level of performance explains how increasing performance is not possible with current staffing and budget constraints.

**5. APPENDICES**

Appendix 1 - Waste Strategy for Herefordshire and Worcestershire: A Review.  
Appendix 2 - JMWMS for Herefordshire and Worcestershire 2004 – 2034, Headline Strategy.

**6. BACKGROUND PAPERS**

- 6.1 JMWMS for Herefordshire & Worcestershire 2004-2034  
6.2 TEEP Assessment (December 2014)

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# Waste Strategy for Herefordshire and Worcestershire: A Review

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## Introduction

Herefordshire & Worcestershire's Joint Municipal Waste Management Strategy: *Managing Waste for a Brighter Future* (herein the Strategy) was first published in 2004. It was prepared and adopted by the eight local authorities across Herefordshire & Worcestershire (the Partnership).

A detailed review and republication of the Strategy was completed in 2011. This set a suite of principles, policies and targets for the management of municipal waste across both counties. As part of this, and in line with Government guidance, the Partnership committed to review the Strategy at least every 5 years.

This Addendum provides a summary of the 2016 review of the Strategy. In particular it includes:

- information on significant changes/ developments in Government waste management policy since 2011, including potential future changes to European policy;
- updates on waste management data including waste growth predictions; and
- commentary on performance against key principles, policies and targets within the Strategy.

The Addendum does not attempt to set new objectives or policy, and should be read in conjunction with the existing Strategy.

The review process and the production of this Addendum have been undertaken by the Strategic Waste Management Board (SWMB), which represents the eight authorities across Herefordshire & Worcestershire.

## Key Changes Since 2011

### Policy

There have been limited changes to national waste management policy since 2011. The *Waste Management Plan for England* was published in 2013. This did not introduce new policies but instead provided an update on the current waste management situation in England and brought existing waste policies under the umbrella of one national plan.

The *Waste Regulations 2011 (as amended 2012)*, implemented in January 2015, require everyone involved in waste management, including waste producers, to take all reasonable measures to apply the waste hierarchy. Commitment to the waste hierarchy is already, and continues to be, a key principle of the Strategy.

These regulations also aim to improve the quality and quantity of material being collected for recycling by placing a duty on waste collectors to ensure recyclable material (particularly glass, paper, plastics and metal) is collected separately where it is necessary to ensure the

recovery of high quality recyclables and where this is technically, environmentally or economically practicable (TEEP). The authorities within Herefordshire & Worcestershire have undertaken an assessment of their waste collections services to ensure compliance with the Regulations. This assessment has been issued to the Environment Agency and a full copy is available (found on Worcestershire County Council's website:

[http://www.worcestershire.gov.uk/info/20232/recycling\\_and\\_waste/1015/waste\\_strategy](http://www.worcestershire.gov.uk/info/20232/recycling_and_waste/1015/waste_strategy)

The European Commission's Circular Economy Package '*Closing the Loop – an EU action plan for the Circular Economy*' was formally published in December 2015. A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life. The Package aims to extract the maximum value and use from all raw materials, products and waste, fostering energy savings and reducing greenhouse gas emissions.

The Package puts forward revised legislative proposals on waste which include: 65% recycling for municipal waste and 90% diversion from landfill, by 2030. The Partnership fully supports the principles behind the 'circular economy' and will closely monitor how the UK Government responds to the EU proposals, and how this may impact this Strategy going forward.

## Infrastructure

Since publication of the Strategy, the Partnership has made significant progress in plans to divert residual waste from landfill. Worcestershire County Council and Herefordshire Council have a long term contract with Mercia Waste Management (MWM) for the delivery of their responsibilities as Waste Disposal Authorities. As part of the contract, MWM obtained planning permission, has managed the construction of and is now operating, an Energy from Waste (EfW) facility at Hartlebury. This facility will divert an additional 200,000 tonnes of municipal waste from landfill.



*Envirecover Energy from Waste facility under construction.*

The Partnership also continues to invest in their existing processing and collection capabilities. EnviroSort, the Partnership's Material Reclamation Facility has just been refurbished to include the provision of a glass breaker and improved fire protection system.

## Funding

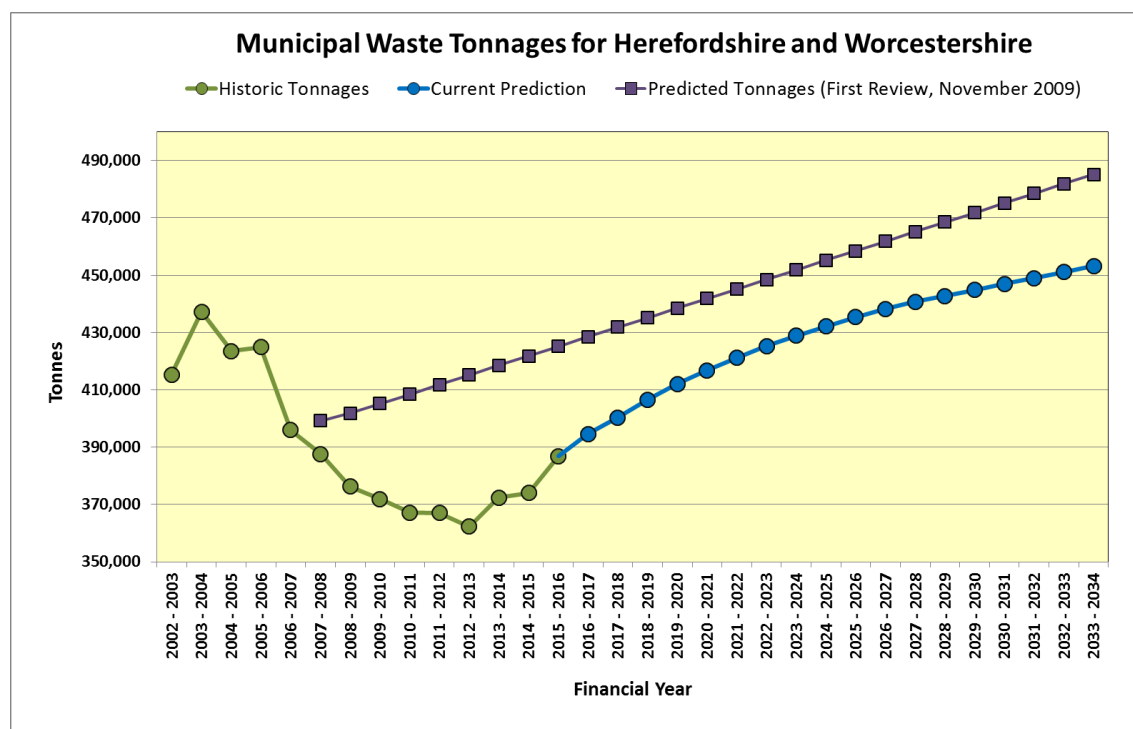
Since 2011, there have been significant cuts to local authority funding. Waste management services across Herefordshire & Worcestershire have had to make efficiency savings of more than £2,000,000. Therefore each authority has had to make very difficult decisions prioritising how funding is allocated. As a result, the aspirations and targets set within the Strategy are increasingly challenging, and in some cases, given the level of funding available, now unrealistic.

## Waste Growth

The total municipal waste arising within Herefordshire & Worcestershire in 2015/ 16 was 387,000 tonnes. This has increased by 10,700 tonnes since 2009/10. However, this has been largely down to an increase in the number of households within the authorities. In reality, the amount of municipal waste generated per household has fallen from 1.23 tpa in 2009 to 1.13 tpa in 2015.

The number of households within both Herefordshire & Worcestershire is expected to increase significantly over the next twenty years. As such, although the amount of municipal waste generated per household is not expected to increase, the total amount of municipal waste will. The latest household projection figures have been obtained from the authorities and incorporated into the revised waste projections presented below.

The Partnership will continue to closely monitor waste arisings within the authorities and update predictions against changes to household projections as they become available.



## Climate Change

The Partnership continues to understand the importance of viewing waste as a resource and seeks to provide waste management services that work towards minimising greenhouse gas emissions.

The waste collection authorities within Herefordshire & Worcestershire all request environmental policies incorporating carbon footprint information when tendering for services. Work has also been undertaken to optimise the efficiency of waste collection rounds to help reduce fuel consumption.

The recovery of residual waste through the EfW at Hartlebury and its subsequent diversion of waste from landfill, is significantly reducing the carbon footprint of waste management activities across the authorities. The EfW exports electricity directly into the national grid which will help reduce our reliance on fossil fuels. Opportunities for exporting heat from the facility are continually being explored and, if implemented, will provide additional carbon reductions.

### Update on Target 1 – Monitoring our Carbon Footprint

Greenhouse gas emissions from waste management activities within Herefordshire & Worcestershire will be reduced by the changes outlined above. The authorities are in the process of collating waste collection and waste disposal data to estimate the carbon impact of their services. However, due to the considerable fund and staff constraints being placed on the authorities, additional, more detailed, monitoring of the greenhouse gas emissions from waste services is not considered to be necessary or appropriate at this time.

## Waste Prevention

Waste prevention is a key principle of the Strategy. The Partnership continues to promote waste prevention through support and publicity of the national waste prevention initiatives *Love Food Hate Waste* and *Master Composters*. A Waste Prevention Officer and a Waste Education Officer are in post to help support waste prevention initiatives across the authorities.

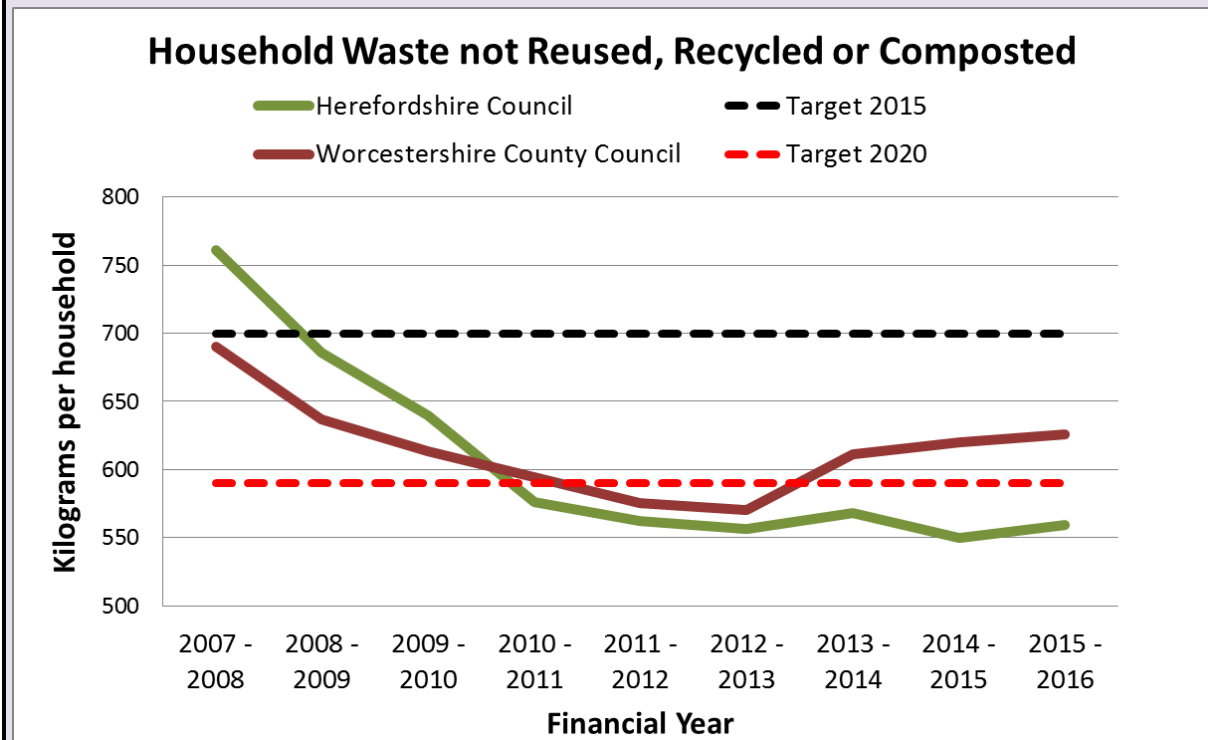
To help encourage reducing the amount of residual waste produced, waste collection authorities now place restrictions on residual waste collections through bin size/ sack number limits.

Reuse has been introduced to a number of the household recycling centres (HRCs) across Herefordshire & Worcestershire. This not only reduces waste to be managed but also supports a number of charities and 3<sup>rd</sup> sector organisations.

The Partnership understands the importance of coordinated education and awareness raising to promote effective waste prevention. Reduced funding means that the scope for implementing such campaigns is limited at this time. However, where practicable, the authorities will work together to ensure a coherent waste prevention message is publicised.

### Update on Target 2 – Reduction in the amount of Household Waste not Reused, Recycled or Composted.

Herefordshire & Worcestershire currently produce 559 and 626 kilograms respectively of household waste per household (kg/hh) that is not reused recycled or composted<sup>1</sup>. The Partnership has been successful in achieving the 2015 target of reducing residual household waste by 35% of year 2000 levels. The target for 2020 (a 45% reduction based on 2000 levels) is becoming increasingly challenging due to the significant reductions in funding. However, the Partnership will continue to do whatever is feasible and affordable, to reduce residual waste through waste prevention and increases to recycling/ composting.



<sup>1</sup> 2015-16, NI191 figures from Waste Data Flow



## Recycling and Composting

The authorities across Herefordshire & Worcestershire have continued to expand their kerbside recycling collection service which is now available to 100% of properties across the Partnership area. To provide consistency to residents, a common core waste collection service is provided across all the authorities that offers a commingled collection service for materials including paper, card, cartons, cans, plastic and glass<sup>2</sup>. A garden waste collection service is also available to the majority of residents for an additional charge.

Recycling and composting at HRCs continues to improve with the sites now recycling more than 70% of material brought into the site. Recycling of plasterboard is now available, and trial schemes are in operation for the recycling of carpets and mattresses at selected HRCs.

Street sweepings collected by the authorities street cleansing teams are now also recycled.

Bring sites across the Partnership area are being rationalised to reflect the increase in coverage of the kerbside collection service. However, the waste collection authorities are continuing to investigate options for brings sites to recycle material not collected at kerbside, for example textiles and waste electronic & electrical equipment.

A declining, and for some materials, volatile market for recyclable material has provided additional challenges to the Partnership's desire to increase recycling. For example, in 2012 the Partnership recycled more than 12,000 tonnes of timber. However, since 2013, the economics of recycling timber has changed significantly and, as a result, the majority of the timber collected is now used as a biomass fuel for energy production. Whilst this still diverts this material from landfill, it does reduce the amount of material recycled across the Partnership.

In 2014/15, the recycling and composting rate across Herefordshire & Worcestershire was 40%. If the recycling of timber had remained an option for the authorities then the Partnership's target of 43% recycling and composting by 2014 would have been achieved.

### Update on Target 3 – Household Recycling & Composting Targets

The Partnership's current recycling and composting performance falls below the national recycling and composting targets of 45% by 2015 and 50% by 2020. The Partnership is still committed to supporting its contribution to the national target by maintaining the current level of performance and, where financially viable, introducing new initiatives to improve overall performance. However, current budget and staffing constraints mean that significant awareness raising to increase participation, or major changes to the services provided, to increase performance is not possible.

### Update on Target 4 – Household Waste Recycling Act

The Household Waste Recycling Act 2003 required local authorities in England to collect at least 2 recyclable materials from all households by 2010. Within the Strategy the Partnership committed to continue to meet this requirement. In fact, the Partnership has exceeded these expectations by collecting glass, plastic, metals and paper from more than 95% of households.

<sup>2</sup> Glass collection is not available to the small proportion of properties that are classified as 'hard to reach' and as such are offered a bag rather than bin collection for recyclables.

## Recovery

The Partnership has made significant progress on plans to maximise recovery of residual waste and divert it from landfill. The EfW at Hartlebury is diverting an additional 200,000 tonnes of municipal waste from landfill. The facility exports electricity directly into the national grid. It has also been enabled to operate as a combined heat and power (CHP) plant which will allow the recovery of heat, when an appropriate user becomes available.

### **Update on Target 5 – Recovery Target**

The Partnership aimed to recover value from a minimum of 78% of municipal waste by 2015. A delay in the procurement and build of the EfW has meant that this target has not yet been achieved. However, now that the facility is fully operational, the recovery rate for the Partnership is expected to exceed the target. If a viable market becomes available for the recycling of bottom ash produced as part of the EfW process, then recovery would be further increased.

## Disposal

The Partnership, through the activities outlined above is committed to diverting waste away from landfill through prevention, recycling, composting and recovery.

### **Update on Target 6 – Reduction in Biodegradable Municipal Waste Landfilled.**

The Strategy committed to reduce the amount of biodegradable municipal waste landfilled in line with allowances set by Government under the Landfill Allowance Trading Scheme. This Scheme was abolished as part of the Government's Waste Policy Review, and as a result, there is no mechanism for measuring or monitoring performance against this target. The specifics of this target are no longer appropriate and should no longer be considered part of the Strategy. However, the principle behind it, to divert biodegradable waste away from landfill, is still valued by the Partnership, and will be delivered through the Recovery Target (Target 5) described above.

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# Waste Strategy

for Herefordshire and Worcestershire

## Managing waste for a brighter future



The Joint Municipal Waste Management Strategy  
for Herefordshire and Worcestershire 2004 - 2034  
First review August 2011

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## Foreword

Not so many years ago, waste was not the issue it is today. We did not create the volume of waste we do now, and all that went in the bin was mainly ash, kitchen waste and some packaging - which ended up on the local tip. Now we live in changing times. The advent of consumerism and a more affluent and throwaway society has led to changes in our lifestyle and the way goods and materials are packaged.

In 2009/10 the cost of dealing with municipal waste in the two counties of Herefordshire and Worcestershire was £51 million and the costs are increasing. Landfill tax is currently set at £56 per tonne and with a year on year increase will reach £80 per tonne from April 2014. New treatment facilities are needed to treat our waste so that we can meet the changes in legislation. We must make tough decisions as to how to tackle the problem.

Driven by Government and European legislation and a higher social awareness, we all need to rethink how we deal with our waste.

This reviewed Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire sets out the problems, looks at our success to date, where we are now and how we can move forward.

As communities, we must reduce the amount of waste that is produced. This is a key element to our strategy. We must reduce, re-use, recycle and compost more. We must also think of waste as being a resource from which as much value as possible should be recovered.

This reviewed Strategy has been developed by the Joint Members Waste Resource Management Forum made up of elected representatives from all the local authorities in Herefordshire and Worcestershire.

The successful introduction of household recycling schemes across the two counties has shown we can all play our part. Together we can make a difference.

Councillor Anthony Blagg  
Chairman of Joint Members Waste Resource Management Forum August 2011



## 1.0 Introduction

### 1.1 Why do we need a Strategy?

- 1.1.1 The next two decades will continue to see waste management in the United Kingdom transformed. The challenges presented by climate change, along with ever more stringent Government targets and new UK and European legislation will drive these changes. At the same time the service expectations of our customers continue to rise year on year. If the transformation is to be successful and actively engage our communities there needs to continue to be a well thought out local Strategy in place to guide all important decisions and commitments.
- 1.1.2 The need to achieve efficiencies in the delivery of public services has also made it increasingly important for all partners to work together through an integrated Strategy which encompasses collection and disposal functions. The purpose of this first revision is to clarify key issues, give clear direction on waste management in the two counties and set out and co-ordinate general principles, policies and targets across all authorities in Herefordshire and Worcestershire.
- 1.1.3 The aim of this Strategy is to decrease waste production and increase the recovery of value from waste (to re-use it, recycle it, compost it, or recover value in other ways) by treating waste as a resource.
- 1.1.4 The Strategy will also encourage and ensure that partnerships continue to be developed between all the parties involved in the management of municipal waste in the two counties of Herefordshire and Worcestershire, decreasing reliance on landfill and ensuring that waste management is sustainable and provides value for money for local communities, tax payers and fee paying customers.



*"The council have made it easier by providing two wheelie bins, it is like they are organising you. I could have done it before but didn't."*  
Wychavon resident.

### 1.2 How has the Revised Strategy Been Developed?

- 1.2.1 This first revision, replaces the original Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire published in 2004.
- 1.2.2 This Strategy has been prepared by the Joint Members Waste Resource Management Forum which represents the eight local authorities across Herefordshire and Worcestershire.
- 1.2.3 In reviewing the Strategy we have looked at the wide range of options available to us, for example preventing and re-using waste, recycling and composting waste and dealing with any remaining waste that cannot be re-used or recycled.
- 1.2.4 The possible environmental effects of the Strategy have been considered by undertaking a systematic appraisal known as a 'Strategic Environmental Assessment'. The results of this process have ensured that the Strategy addresses all of the relevant environmental issues. The Strategic Environmental Assessment is included as Annex F.

### 1.3 Consultation

- 1.3.1 Successfully implementing the Strategy is not just a matter for Local Authorities. Everyone within our communities has an active role to play and we have sought the views and support of everyone who has a stake in this process including householders, local businesses, the Environment Agency, the waste management industry, the community, voluntary sector and the waste management contractors partnering the Councils. Annex H contains full details of the consultation process and outcomes.



- 1.3.2 The consultation process proved invaluable in developing a revised Strategy. Focus Groups enabled us to seek the views of residents that without this opportunity may not have provided us with their valuable input. We received an excellent response to the public postal survey with a response rate of over 20%. We were also pleased to receive responses from a variety of stakeholders and interested parties who provided us with detailed and challenging comments reflecting a range of views and issues. We would like to thank everyone who took the time to get involved and respond. This input has helped us to develop a more relevant and robust Strategy.
- 1.3.3 The Strategy is available via the internet and in order to minimise environmental impact, hard copies will only be provided on request.

## 1.4 What This Strategy Does Not Cover

- 1.4.1 Firstly, this Strategy does not consider the location of any waste management facilities. For Worcestershire this will be covered by a new Waste Core Strategy which is now being prepared by the County Council and in Herefordshire by the Local Development Framework (LDF). The Joint Municipal Waste Management Strategy focuses on what needs to be done in order to make decisions about what processes, technologies and facilities are needed in order to meet the challenges over the next two decades.
- 1.4.2 Other than the relatively small amounts of commercial waste collected and disposed of by the Waste Collection and Disposal Authorities in Herefordshire and Worcestershire, the revised Strategy does not cover other waste types such as industrial or construction wastes. The collection, treatment and disposal of these are not the responsibility of the Local Authorities that have prepared this document. The priority at this stage is to develop a Strategy for wastes for which we do have a statutory responsibility – i.e. municipal waste. The Waste Core Strategy and LDF will, however, deal with the planning issues relating to all controlled wastes.

## 1.5 Period Covered by the Strategy

- 1.5.1 The Joint Municipal Waste Management Strategy covers a period of thirty years (2004 – 2034) and will continue to be reviewed at least every five years, taking into account any new guidance, targets or changes in legislation and new technology or other significant development.

## 1.6 Other documents

A series of annexes accompany this headline document:

Annex A	Waste Growth
Annex B	Waste Prevention Options Appraisal
Annex C	Recycling & Composting Options Appraisal
Annex D	Residual Waste Options Appraisal
Annex E	Scoping Report to inform Strategic Environmental Assessment
Annex F	Strategic Environmental Assessment
Annex G	Achievements so Far
Annex H	Consultation process and outcomes
Annex I	Action Plan
Annex J	Glossary



## 2.0 Our Principles for Municipal Waste

Over the next 20 – 25 years we aim to change the way that municipal waste is managed in Herefordshire and Worcestershire. Our principles are as follows:

### Principle One

#### Meeting the challenge of Climate Change by viewing waste as a resource

What we do about waste is a significant part of how we treat our environment. Cutting down on the amount of waste produced, reducing our use of natural resources, recycling materials and recovering energy from those we can no longer use, is a vital part of moving us towards more sustainable living. The Partnership will view waste as a resource and seek to maximise the resource potential of waste. We will understand the environmental impacts of any decisions and aim to ensure policies, collection and treatment methods reduce the impact of resource depletion and Greenhouse Gas emissions.

### Principle Two

#### Commitment to the Waste Hierarchy of which Waste Prevention is the top

The principle upon which the Strategy is built is that of waste prevention, the top of the Waste Hierarchy as in Waste Strategy for England 2007. Through making opportunities available, designing appropriate collection systems and raising awareness, the Partnership will endeavour to ensure that everyone in our communities can play an active role in ensuring that the amount of waste is reduced before it enters the waste stream.

The Partnership will continue to promote waste prevention through a variety of campaigns and initiatives that will be reviewed to ensure that the most effective campaigns, targeting key waste streams such as food waste, are implemented.

### Principle Three

#### Influencing Government, Waste Producers and the Wider Community

The Partnership will lobby Government to do more to combat the production of excess waste material. Where possible we will work with waste producers to understand what can be achieved together in reducing the amount of waste that is produced. We will endeavour to influence commercial waste producers in an attempt to marry up the increasing recycling, composting and waste prevention performance in municipal waste management with that of commercial waste.

The Partnership will prioritise awareness raising and engagement as a means to increase the performance of waste prevention and recycling/composting initiatives. We see this as a vital tool to engage all stakeholders. Targeted and co-ordinated campaigns will ensure consistency across the authorities.

The Partnership will ensure its officers and Members are fully aware of the aims and objectives (through the principles, policies and targets) of the Joint Municipal Waste Management Strategy.

### Principle Four

#### Continued Commitment to Re-use, Recycling and Composting

The Partnership will continue to improve the efficiency and operation of its core recycling service. We will adopt a pooled target for re-use, recycling and composting, however there will be a minimum performance level that each authority will need to meet. We will aspire to achieve the long term national recycling and composting targets, however, we will not compromise the environmental and economic performance of schemes just to meet notional, non statutory targets.



### **Principle Five** **Minimising The Use Of Landfill**

The Partnership has recognised that the landfilling of wastes is at the bottom of the Waste Hierarchy and for good reason. This waste of resources will be avoided where other options are environmentally and economically beneficial. If utilising waste treatment capacity beyond our own borders is more economically viable and environmentally sound than landfilling waste within our counties, then this will be looked at as an option.

### **Principle Six** **Partnership**

The Partnership will ensure knowledge, best practice and experience are shared and will work together to ensure that this Strategy is implemented. We will aim to adopt a common approach across the counties in areas of waste policy.

The Partnership cannot carry out the Strategy alone. We will actively develop partnerships with all sectors.

### **Principle Seven** **Monitoring and Review**

The Partnership will ensure that it keeps up to date in implementing the best possible management systems that are needed to deliver this Strategy using a flexible and integrated approach to the waste treatment methods used. We will ensure we understand the material we collect and the impacts of the services we provide.

The Strategy will be reviewed at least every five years to determine progress and update it in the light of new legislation, new technology or other significant developments. Regular communication with partners and the public will take place to ensure that all stakeholders are aware of progress and involved in changes made.

### **Principle Eight** **Customer Focus**

As part of the development and implementation of this Strategy, the Partnership will continue to engage with local people and other partners about the way in which waste is managed in Herefordshire and Worcestershire. We will design the services that we provide around the customers that we serve seeking to balance the longer term need to reduce the amount of waste generated and disposed of with the range and type of services necessary to meet our customers needs.

### **Principle Nine** **Value for Money**

The Partnership will work to deliver the Joint Municipal Waste Management Strategy in the most effective, efficient and economic way. We will aim to view waste collection and disposal costs holistically to ensure they provide best value and a cost benefit to the Partnership and our customers.

### **Principle Ten** **Consideration of Social, Environmental and Economic Impacts**

The Partnership will consider the holistic business case in terms of social, environmental and economic impacts in its approach to waste management across the counties.

## 3.0 Policies, Targets and the Way Forward

### 3.1 General Policies

- 3.1.1 Through the consultation, an overwhelming majority of people felt that dealing with waste and recycling is everyone's responsibility and that it is important for the councils to spend money on waste and recycling services.
- 3.1.2 This chapter sets out the policies and targets that we have agreed to achieve our principles. We have developed a number of general policies which relate to the overarching principles of our Strategy as below:

#### Policy 1

Local Authorities in Herefordshire and Worcestershire will adopt the following Waste Hierarchy as a template for their approach to Waste Management, ensuring that waste is prevented wherever possible first before considering other options.



#### Policy 2

The Local Authorities will ensure that waste management in Herefordshire and Worcestershire provides good value for money to local communities, taxpayers and fee-paying customers.

#### Policy 3

The Local Authorities will design the services that they provide around the customers that they serve seeking to balance the longer term need to reduce the amount of waste generated and disposed of with the range and type of services necessary to meet our customers needs. This will include a range of core kerbside services for commingled recyclables and residual waste together with additional services for other waste streams that may be provided on a charged for basis.

#### Policy 4

The Local Authorities are committed to achieve existing and future waste targets set within the local area.

#### Policy 5

The Local Authorities will seek to adopt and implement sustainable procurement policies and practices for goods and services (including waste management services) that they buy that actively seek to minimise waste and support the use of re-used and recycled materials.



*"The council should collect a wider range of plastics for recycling"*  
Bromsgrove resident.



**Policy 6**

The Local Authorities will continue to work towards a consistent and transparent approach in developing and monitoring performance.

**3.2 Climate Change**

- 3.2.1 Reducing the carbon footprint of waste management activities within the two counties will be achieved through our obligation under the Landfill Allowance Trading Scheme and target 1 below.
- 3.2.2 Through the consultation, the majority of people felt that there was a link between how waste is dealt with and climate change.

**Policy 7**

The Local Authorities will actively seek to provide waste management services in a manner that minimises greenhouse gas emissions and other impacts that contribute to Climate Change.

**Target 1**

In order to ensure that this target is robust, we are currently developing a meaningful target that will enable us to monitor our carbon footprint and set targets for reduction.

**3.3 Waste Prevention**

- 3.3.1 As a result of the waste prevention measures introduced as part of the Strategy in 2004, the growth in municipal waste arisings in the two counties has stopped and waste is now starting to decline (see 2.3 in Annex G for municipal waste growth from 2000/01 to 2007/08). In future years to 2034, it is estimated that municipal waste will only grow in line with the increase in the number of households across the counties identified in the Regional Spatial Strategy (see Annex A).
- 3.3.2 An important way of reducing residual waste will be through a combination of alternate weekly collections and/or decreasing container capacity over time. This is now referred to as the 'Core Collection Service'.

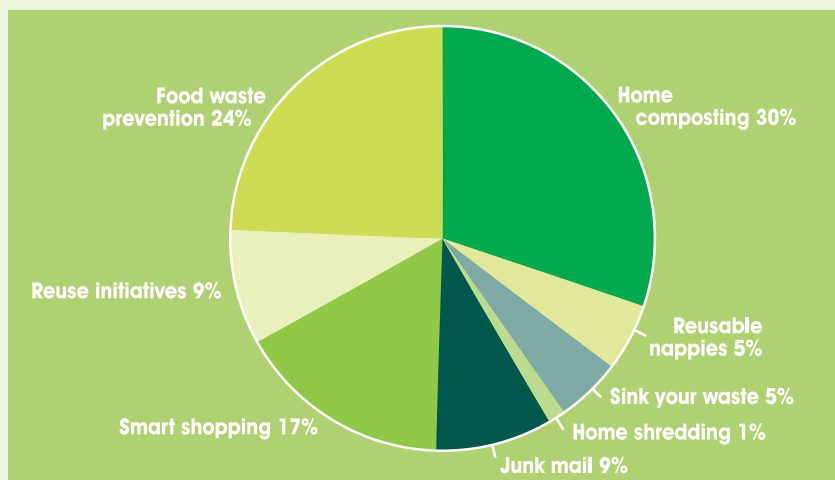
**Policy 8**

The Core Collection Service:

1. All authorities will collect the same materials for recycling through a commingled collection;
2. All authorities will prevent waste and increase the amount recycled through restricting:
  - a) Collection frequency and/or
  - b) Container capacity



- 3.3.3 An assessment of options for waste prevention has been carried out and is included as Annex B. The diagram below shows the potential relative contribution of Prevention and Re-use measures to total avoidable waste at 2020/21 levels:



- 3.3.4 The assessment of options indicates that home composting, food waste prevention, 'smart shopping', and both re-use and junk mail initiatives could have the biggest impact in terms of reducing both waste collection and disposal costs.

### Policy 9

The Local Authorities will implement uniform waste prevention initiatives across the counties to reduce the kg/household of waste collected and disposed of but not recycled, composted or re-used as a minimum in line with the aims of National Waste Strategy for England 2007.

- 3.3.5 Home composting continues to provide the single most effective potential prevention measure. Our approach is to promote home composting to reduce the environmental impacts of disposing of compostable waste. We will continue to promote home composting through the sale of subsidised compost bins and provide advice to residents through the 'Master Composter' scheme. Home composting also reduces collection and disposal costs and ensures that value is recovered from the waste material.
- 3.3.6 The authorities are working with agencies on national campaigns to prevent waste such as Waste Resource Action Programme's food waste reduction and 'Shop Smart' campaigns. We are also working at a local level to develop initiatives such as recruiting and training volunteers to promote waste prevention and give advice.
- 3.3.7 Herefordshire and Worcestershire continue to be innovative in developing and promoting the 'Sink your Waste' campaign for food waste disposers and thus preventing food waste from entering the municipal waste stream.

### Policy 10

The Local Authorities will continue to develop and implement the most sustainable ways of processing green and kitchen waste within the household.

- 3.3.8 We will seek to minimise the amount of unsolicited mail that we receive and deliver and we will continue to promote the 'Jilt the Junk Mail' campaign to raise awareness of the issue and encourage



people to register with the Mailing Preference Service and Royal Mail's door-to-door service in a bid to help them reduce the amount of unsolicited mail that they receive.

- 3.3.9 The European Union Packaging Directive encourages producers to reduce packaging and recycle and recover packaging waste and now most bottles, jars, cans and plastic containers are lighter than they were before 2000. However, there is still a problem of excess packaging around many products. The Government is also working with the retail sector, primarily through the Courtauld Commitment which aims to design out packaging waste growth, deliver reductions in packaging waste and identify ways to reduce food waste. The Authorities will seek to minimise packaging in the procurement of goods, continue to lobby for reduced packaging and support local initiatives to reduce the usage of disposable carrier bags through local organisations and initiatives.

### Policy 11

The Joint Members Waste Resource Management Forum for Herefordshire and Worcestershire will lobby for measures to combat waste growth in areas such as product design, packaging and other producer responsibility issues, which are most effectively pursued at the national and international levels.

- 3.3.10 We need to continue to build upon the success of current waste prevention initiatives where practicable and financially viable, ensuring that they continue to deliver effective results. Our approach will be to encourage and achieve waste prevention. The Waste Prevention team employed by Herefordshire and Worcestershire Councils promotes these initiatives in partnership with all the authorities.
- 3.3.11 Our Waste Prevention Target is:

### Target 2

To achieve the national reductions in household residual waste (waste not re-used, recycled or composted) of 35% by 2015 and 45% by 2020, based on 2000 levels.

#### Achieving the target:

The aim of the target is to achieve reductions in the amount of household waste that is not re-used, recycled or composted as set by the Government in Waste Strategy for England 2007. This will be done by concentrating on waste prevention, i.e. limiting the amount of non recyclable waste collected, promoting re-use and home composting and maximising on the amount recycled and composted through collection and disposal systems.

Authority	Kg per household 2000	2009/10 performance	Target March 2015	Target March 2020
Herefordshire	1,077	640	700	592
Worcestershire	1,075	614	699	591



*Value foods have lots of packaging but there is no choice but to buy them because of the cost of alternatives"*  
Herefordshire resident.



### 3.4 Re-use

- 3.4.1 We will continue to actively encourage, develop and promote re-use initiatives wherever practicable and financially viable. We acknowledge the strengths of the Third Sector in helping to deliver our objectives and that if the market can deal with "waste", costs to the authorities can be reduced. We will continue to support the work of the charitable and not-for-profit sector, in particular those Third Sector organisations which are involved in the Social Enterprises Waste and Recycling Forum (SEWAR) which has been set up by the Waste Prevention team.
- 3.4.2 We acknowledge the role of other sectors in supporting these operations and this continues to be supported through payment of re-use credits.
- 3.4.3 'Freecycle', and other internet-based waste exchange initiatives are an ideal way for local residents to exchange unwanted goods. We will continue to promote this volunteer led project by conducting training sessions on how to register and use this website and by raising the profile of Freecycle.
- 3.4.4 We will continue to promote alternative ways of disposing of unwanted furniture and appliances.
- 3.4.5 We are looking at the option of providing two recycling/re-use centres in Worcestershire. These could accept a full range of materials for recycling and re-use. Where practicable re-use facilities will be provided at all Household Waste Sites.
- 3.4.6 The authorities will investigate ways in which material collected through bulky waste collections can be diverted to re-use organisations and will continue to promote re-use organisations at the point of bookings for bulky items being made.
- 3.4.7 Textiles are collected by third sector agencies, charity shops, bring banks and at Household Waste Sites. The Authorities will not be collecting textiles as part of the Core collection service and therefore wherever possible we will work with the Third Sector to enable them to continue to provide bring banks and kerbside collections of textiles.



*"Children should be educated about recycling so it becomes part of their lives"*  
Wychavon resident.

#### Policy 12

The Local Authorities will work with both the Third Sector and contractors to provide routes for goods and materials to be re-used.

### 3.5 Recycle/Compost

- 3.5.1 Recycling and composting are the gateways to changing attitudes as they enable communities to play their part. They ensure that valuable natural resources are recovered and reduce the demand for virgin materials. The ultimate aim of the Local Authorities is to have a fully integrated collection system that meets the needs of customers and is complementary to the waste treatment and recycling methods used.



- 3.5.2 Our approach is to provide a common core waste collection service with commingled recycling collected from the household and sorted at our EnviroSort Material Reclamation Facility in Worcestershire. Recycling collections will be adapted to suit local priorities and delivered according to need.
- 3.5.3 The commingled recyclate will include glass, paper, card, cartons, cans and plastics. This range of materials will be extended if and when possible in accordance with recycling market demand.
- 3.5.4 We will actively support the market to stimulate demand for additional types of recycled plastics and glass through our procurement of goods.
- 3.5.5 In addition to the core collection service some authorities have introduced chargeable garden waste collections according to identified local customer demand in order to increase the amount of waste recycled and composted. Authorities may choose to operate paid for collections of garden waste where both additional collection and disposal costs will be considered and agreed prior to service implementation. However, the Partnership's preferred approach is to promote home composting.
- 3.5.6 Outside of Wychavon there are no current plans to introduce separate collections of food waste.
- 3.5.7 Treatment processes may separate some of the material left in the residual waste stream so that it can be recycled.
- 3.5.8 We are actively exploring ways of recycling street sweepings.



### Policy 13

The Local Authorities are committed to achieve targets set within this Strategy and have regard to the national targets set out in Waste Strategy for England 2007 for recycling, composting and recovery.

- 3.5.9 With the provision of the EnviroSort facility the authorities will seek to expand recycling services to the commercial sector. In line with Waste Strategy 2007, the Authorities are keen to explore options for encouraging businesses to recycle waste and to introduce chargeable recycling collection services to them wherever possible.
- 3.5.10 Bring recycling sites still have a significant part to play, even where there is substantial kerbside collection. There is certainly a need for these facilities where it is not possible to provide a kerbside collection – for example in remote rural or hard to reach urban areas. Bring recycling sites may also offer the best opportunity for collecting other materials not collected through kerbside schemes e.g. textiles.
- 3.5.11 We acknowledge the role of other sectors in supporting these operations and this continues to be supported through payment of recycling credits.
- 3.5.12 The authorities will work to have standardised products collected through bring recycling sites and will look at the option of contracts covering wider areas.



### Policy 14

The Local Authorities will continue to provide and enhance bring recycling sites, where considered beneficial, and to supplement kerbside collection schemes and facilities provided at Household Waste Sites.

- 3.5.14 To emphasise the recycling aspect at all Household Waste Sites, they will all be re-branded as **Household Recycling Centres**.
- 3.5.15 Household recycling centres play a significant role in diverting waste away from landfill for recycling and composting and are a key interface with the public. They provide a local facility where the public can recycle a wide range of materials.
- 3.5.16 Household recycling centres will continue to provide facilities for residents to dispose of garden waste for composting and a place where they are also able to buy back the composted material as soil conditioner.



### Policy 15

The Waste Disposal Authorities, in conjunction with their partners, will maximise the potential of Household Recycling Centres to make sure that they provide a quality service and enable maximum recycling/re-use wherever possible.

- 3.5.17 Our Re-use, Recycling and Composting Targets are:

*"There are no recycling facilities at the flats where I live"  
Redditch resident.*

### Target 3

To work towards achieving national recycling/composting levels of household waste of 45% by 31st March 2015 and 50% by 31st March 2020.

Achieving the Target:

The aim of the target is to achieve the minimum recycling and composting levels that the Government has set in Waste Strategy for England 2007. The Authorities have committed and will continue to commit funding and set their fees and charges in order to reach the targets through a combination of approaches including promotion, communication, collection and treatment processes

The Partnership has set a target of 43% recycling/composting before 31st March 2014. As new collection and treatment methods are introduced, the Partnership will review its ability to exceed this target in line with the 2015 national target of 45%

### Target 4

To continue to meet the requirements of the Household Waste Recycling Act 2003.

#### Achieving the Target:

The aim of the target is to meet the requirements of the Household Waste Recycling Act 2003, which requires all Local Authorities in England to provide a kerbside collection of at least 2 recyclable materials from all households by 31st December 2010 unless the cost of doing so would be unreasonably high or comparable alternative arrangements are available. This is an essential part of the overall Strategy to achieve Government targets and diversion from landfill.



### 3.6 Recovery

- 3.6.1 We live in a changing world, with new technologies emerging that should deliver more sustainable waste management solutions. The Partnership needs to ensure that this Strategy is flexible so that we can take advantage of these new technologies, as well as established and proven technologies, thereby enabling us to meet the challenging targets for the future.
- 3.6.2 The residual options appraisal (Annex D) examines a range of options for the introduction of residual waste treatment capacity for Herefordshire and Worcestershire. These strategic options were appraised against a number of environmental, social and economic criteria in order to identify the option(s) that perform best overall. The Partnership has examined these options and the conclusions of the appraisal and agrees that they should inform the decision on any application for planning permission for a waste treatment solution for Herefordshire and Worcestershire. The appraisal will be reviewed in the light of any decisions on the waste treatment solution for Herefordshire and Worcestershire.
- 3.6.3 Recovering value from waste includes recycling, composting and treatment methods which produce a useful by-product, such as energy.
- 3.6.4 Through the consultation, an overwhelming majority of people felt that any left over waste which cannot be recycled, composted or re-used should be used as fuel to produce energy such as electricity. Minimising the impact on the environment was highlighted as the most important consideration in deciding what to do with left over waste.

*"People need more information about the options for treatment that recovers value, such as energy, from waste"*  
Herefordshire resident.



#### Policy 16

Waste management methods will promote sustainable waste management by considering and balancing environmental, social and economic impacts. Both established and emerging technologies will be considered to enable a flexible approach to the waste treatment methods that will be adopted.

- 3.6.5 Our Recovery Target is:

#### Target 5

By 2015 or earlier if practicable, we will recover value from a minimum of 78% of municipal waste.

##### Achieving the Target:

The aim of this target is to achieve the Best Practicable Environmental Option (BPEO) for Herefordshire and Worcestershire that was identified in July 2003 through a portfolio of treatment options- i.e. a minimum of 33% of municipal waste to be recycled and/or composted, a maximum of 22% landfilled and the remainder for energy recovery. Whilst recognising that the BPEO is no longer part of planning guidance, it remains as an adopted policy within Herefordshire and Worcestershire.



### 3.7 Disposal

- 3.7.1 It has long been recognised within the two counties, that reliance on landfill is not a long term, sustainable option and our principle is to reduce use of landfill as much as we can. However landfill will continue to play a part in the way waste is managed within Herefordshire and Worcestershire as landfill is the only suitable disposal route for certain waste streams and process residues. Whatever other treatment methods are used, the Partnership will aim to recycle and recover the maximum amounts possible and reduce reliance upon landfill in line with the BPEO target.

#### Policy 17

The Local Authorities will increase recovery and diversion of biodegradable waste away from landfill in line with the EU Landfill Directive to ensure we achieve, as a minimum, the requirements of the Landfill Allowance Trading Scheme.

- 3.7.2 Our Disposal Target is:

#### Target 6

To reduce the amount of biodegradable municipal waste landfilled in order to meet the yearly allowances set by Government under the Landfill Allowance Trading Scheme. In particular in target years as below:

102,684 tonnes during April 2012 to March 2013

71,851 tonnes during April 2019 to March 2020

The trading scheme will be used to buy and sell allowances where this is appropriate.

#### Achieving the Target:

The aim of the target is to ensure that the Authorities meet the requirements of the Landfill Directive, which requires that the amount of bio-degradable waste that is sent to landfill is reduced. The introduction of the Core collection service waste prevention and the new residual waste treatment processes will enable these targets to be met.

### 3.8 Awareness Raising

- 3.8.1 Building on past success the Partnership will continue to raise awareness of waste issues with Elected Members and our communities. We also need to continue to effect behavioural change through delivery of the Core collection service. Raising awareness of the efficiency of our services is also an important part of our promotional activities.
- 3.8.2 Whilst it is important that there is collaboration and joint working to share good practice and be more cost effective, it is also important that the Local Authorities continue to develop their own initiatives and publicity programmes to accommodate local needs.
- 3.8.3 The Partnership recognises the importance of continuing to build on good media relationships to ensure that opportunities for awareness raising and publicity are used to maximum effect wherever possible.





- 3.8.4 The development and promotion of web sites and consistent use of web based material and enquiry portals also offer an important way of raising awareness, providing information and dealing with customer enquiries.
- 3.8.5 The next generation will be living with the effects of Climate Change and it is important to influence their behaviour now. Schools through their work with young people and the wider community have a vital role working towards a more sustainable future, both in educating the young people themselves and through their parents and the wider family. The Partnership will continue to provide recyclable collections to schools and increase the amount of schools that have a recycling collection wherever practicable.

### Policy 18

The Local Authorities will continue to work together on waste prevention, re-use and recycling schemes and raise awareness of the links between these and Climate Change.

### Policy 19

The Local Authorities will continue to raise awareness of resource management issues and link with national campaigns and promotions where appropriate to achieve maximum impact and results.

## 3.9 Partnerships

- 3.9.1 Joint working between local authorities is becoming increasingly important as a means of delivering quality services to residents and meeting the UK's Landfill Directive obligations at affordable cost. This approach is particularly important in two-tier areas, where responsibilities for waste collection and waste disposal are split between different authorities. As new, more sustainable ways of managing waste are introduced, it is becoming increasingly important to integrate collection and disposal which also brings the potential to generate efficiencies.

*"If people knew what happened to recyclables then they are likely to recycle more"*  
Malvern Hills resident.



- 3.9.2 In Herefordshire and Worcestershire, the local authorities have adopted a partnership approach to joint working through the Joint Member Waste Resource Management Forum and the Joint Officer Waste Resource Management Forum, which work very successfully and have developed this Strategy. The Member Forum will continue to consider future governance arrangements as new guidance is produced and any changes in legislation are announced. Delivery of the Strategy will require that the authorities continue to work together in order to meet objectives in the most effective, efficient and economic way.
- 3.9.3 The Third Sector, voluntary and community groups have a valuable role to play and can be innovative and bring a fresh perspective to waste management issues. The expertise and experience that some of these groups have in collecting and re-using materials and in education and awareness raising will have an important part to play in delivering the Strategy.



*"A charge for collection of garden waste would encourage people to compost at home"*  
Herefordshire resident.

### Policy 20

Re-use and recycling of waste materials by the commercial, voluntary and community sector will be actively encouraged and in appropriate circumstances supported and facilitated including through the use of partnership working.

## 3.10 Planning and Economic Opportunities

- 3.10.1 The economics of waste is changing. As the landfill tax increases, other waste treatment options become more cost effective for both local authorities and their partners, businesses, schools and any organisation that produces or handles waste. As new markets develop we will look to adopt alternative ways of dealing with waste which are more sustainable and cost effective.
- 3.10.2 Opportunities for more sustainable waste management, such as through the installation of food waste disposal units and provision of compost bins, will be explored through the local planning process for new housing developments wherever possible.

### Policy 21

Opportunities for more sustainable waste management will be actively sought in all new developments as part of the planning process. Where necessary representations to Government will be made through the appropriate channels to seek amendments to planning legislation to support this and the other aims of this Strategy.

### Policy 22

The Strategy will be aligned with key spatial and planning policies as they develop to ensure they are mutually supportive.



### 3.11 Transport

- 3.11.1 Efficient use of transport is a key factor in developing and implementing a sustainable waste management strategy. Currently, wherever practicable and cost effective, the transportation of waste and recycled materials is minimised through provision of local sites and by compacting materials. In the short to medium term, waste may need to be transported to national facilities in order to ensure that we meet the requirements of the Landfill Directive.
- 3.11.2 Adoption of a carbon footprint approach to transport where 'waste miles' are measured will support the decision making process for the provision of the core and local services.



#### Policy 23

The Local Authorities will design and operate collection, transfer, associated transport and treatment systems to minimise the overall carbon emissions (including "waste miles") arising from these elements of waste management activities and measured through target 1 of the Strategy.

### 3.12 Other Waste Streams

- 3.12.1 The authorities have a duty to collect certain other materials such as clinical waste and street sweepings. The Action Plan for these waste streams will be included in Annex I.

#### Policy 24

Individual policies will be prepared for specific waste streams where this is considered the best approach to preventing, re-using, recycling and recovering value from waste arising in these streams.



## Managing waste for a brighter future



**REDDITCH BOROUGH COUNCIL****Executive Committee**

31st October 2017

**COMMERCIALISATION & FINANCIAL STRATEGY 2017 - 2020**

Relevant Portfolio Holder	Councillor John Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering – Director of Finance and Resources Deb Poole, Head of Transformation & Organisational Development Guy Revans – Head of Environment
Ward(s) Affected	All
Ward Councillor(s) Consulted	n/a
Key Decision	No

**1. SUMMARY OF PROPOSALS**

- 1.1 To agree for recommendation to Council the new Commercialisation and Financial Strategy 2017 - 2020.

**2. RECOMMENDATIONS**

**The Executive is asked to RECOMMEND to the Council**

- 2.1 that the Commercialisation and Financial Strategy 2017- 2020 attached at Appendix 1 be approved and adopted.**

**3. KEY ISSUES**

- 3.1 The strategy broadly outlines Redditch Borough Councils (RBC) approach to commercialisation and financial sustainability and should be considered as an extension of our existing transformation programme. Assumptions and detailed estimates for savings realised / income achieved are addressed within the detail of the Medium Term Financial Plan.
- 3.2 The strategy adopts a broad view of commercialisation, including all aspects of the ongoing transformation programme. This programme includes service reviews and redesign, shared services, revenue generation, pricing and maximising the value of our assets.
- 3.3 There will increasingly be a need to adopt a culture of actively looking for commercial opportunities without losing focus upon the transformation programme, existing customer base and the quality and ethos of public service delivery.
- 3.4 Services making positive financial contributions, either through commercial activity or internal efficiency, shall increasingly be considered as the norm.

**REDDITCH BOROUGH COUNCIL****Executive Committee****31st October 2017**

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In line with our systems thinking principles our staff will be involved in identifying and developing opportunities to transform and commercialise our services.

- 3.5 This strategy advocates that the commercialisation approach is open to all services (or elements of services). The approach initially is to pick a number of key opportunities. This will ensure organisational learning is built up, services and processes are transformed and redesigned, and projects resourced in the longer term without the need for extensive support.
- 3.6 The draft strategy (Appendix 1) has been designed to cover priority opportunities. A Commercialisation Programme Board has been established and has identified and prioritised three work streams that provide the greatest opportunities in terms of the council becoming more commercial. These are:
- Use of land and assets
  - Contracts
  - Income including fees and charges

**Financial Implications**

- 3.7 There are limited financial implications arising directly from this strategy.

**Legal Implications**

- 3.8 There are no legal implications arising directly from this strategy.

**Service / Operational Implications**

- 3.9 The strategy will help to provide a clear direction for service areas around the Council's approach to commercialisation. It will also help to ensure all parts of the Council design and deliver appropriate services to meet the needs of our communities.
- 3.10 The strategy has been discussed at the Commercialisation Programme Board and at Corporate Management Team. The Unions have also been consulted on its contents.

**Customer / Equalities and Diversity Implications**

- 3.11 There are no customer/equalities and diversity implications arising directly from this report.

**4. RISK MANAGEMENT**

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

**Executive Committee**

**31st October 2017**

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**5. APPENDICES**

Appendix 1 - Commercialisation and Financial Strategy 2017 - 2020

**AUTHOR OF REPORT**

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# Commercialisation and Financial Strategy

Redditch Borough Council  
2017 – 2020

<b>Authors:</b>	Deb Poole - Head of Transformation & Organisational Development Guy Revans – Head of Environment Jayne Pickering – Director of Finance and Resources
<b>Date:</b>	13/09/2017
<b>Release Version:</b>	V1.3

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## **1. Commercialisation in Context**

### **1.1 Overview**

This document outlines Redditch Borough Councils (RBC) approach to commercialisation and should be considered as an extension of our existing transformation programme.

There have been some excellent examples within our Council of shared services, transformation and cost saving initiatives being successfully carried out. These initiatives include; comprehensive sharing of services, redesigning services using a systems thinking approach, re-letting and re-negotiating contracts and consideration of other operating models.

Whilst excellent progress has been made there is a recognition that these measures alone will not be enough offset the significant funding pressures that RBC has experienced and further envisage in the coming years.

This strategy adopts a broad view of commercialisation, including all aspects of our ongoing transformation programme. This programme includes service reviews and redesign, shared services, revenue generation, pricing and maximising the value of our assets. All without compromising our corporate principles (see below) or our commitment to customer care.

#### **Our Corporate Principles**

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

## 1.2 Commercialisation Strategy Drivers

The following key drivers have informed the development of this strategy:

- The Council has an ambition to be more financially sustainable in order to continue to deliver quality services to our residents;
- The Councils need to reduce waste in all services is forcing it to look at operating costs, methods of service delivery and operating models;
- The Council needs to ensure that the chosen methods of service delivery always make most effective use of resources;
- The Council needs to support services for local people as well as raise money to invest in the strategic purposes and priorities detailed in the Council Plan.
- The Council will need to make significant additional income and make better use of assets to offset the ongoing reduction in budgets

## 1.3 Commercialisation Vision

*Our vision is for Redditch Borough Council to become a systems thinking organisation that is efficient, effective, innovative and entrepreneurial.*

This will be achieved by exploiting service transformation and commercial opportunities through trading, to ensure services are put onto a more sustainable long term footing.

## 1.4 What do we mean by commercialisation

Commercialisation for RBC has been defined as encompassing the following areas:

Shared services;  
Transformation and efficiency;  
Investments;  
Marketing and selling of services and income generation opportunities;  
Pricing analysis (fees and charges);  
Consideration of concessions;  
Better use of Council assets;  
Better contract management;  
Continuous improvement in procurement;  
Digital and online options.

There will increasingly be a culture of services actively looking for additional opportunities without losing focus upon our ongoing transformation programme, existing customer base and the quality and ethos of public service delivery.

Services making positive financial contributions, either through commercial activity or internal efficiency, shall increasingly be considered as the norm. In line with our systems thinking principles our staff will be involved in identifying and developing opportunities to transform and commercialise our services.

This strategy advocates that the commercialisation approach is open to all services (or elements of services). The approach initially is to pick a number of key opportunities. This will ensure organisational learning is built up, services and processes are transformed and redesigned, and projects resourced in the longer term without the need for extensive support.

## **1.5 Our Commercialisation Principles**

- We will ensure that there is a culture within our organisation that embraces change and that the work force has the appropriate skills to deliver successful commercial activities.
- All business cases will use the approved business case template and will include a robust options appraisal, market analysis, business modelling and full costings.
- We will challenge individuals or services that do not follow the approved transformation and business case frameworks.
- We will explore and exploit as many options for alternative methods of service delivery as possible.
- We will create an environment where people are encouraged and able to take considered risks and accept that some ideas may fail.
- Ensure that services will be fit for purpose and fit to compete in the market place.
- Be honest about current performance and accept that not all current services are ready for market.
- Be prepared to invest now for a return in the future.
- Carefully consider any requirement for a concession and understand why a concession is being offered.
- We will continually measure and review of our portfolio of external service offerings to ensure that they are delivering good financial returns and value to our residents and customers.
- Act in a socially responsible way and consider the impact of our business plans on the wider market place.
- To consider and risk assess who will be affected by stopping, changing or charging for any of our services.
- Whatever we do should contribute to the delivery of our strategic purposes.
- Consider opportunities to work with or facilitate the work of community partners to improve the efficiency and/or quality of service provision.

## **1.6 Links to Council strategies and policies**

In devising the Commercialisation and Financial Strategy we have been mindful of the need for it to align with and complement other key documents that contribute towards the overall success of the Council. In particular, this strategy has been aligned to:

- Council Plan 2017-2020;
- Medium Term Financial Strategy
- Investment and Acquisitions Strategy
- Risk Strategy
- Equalities Strategy
- Engagement Strategy
- Branding and Marketing Guidelines
- Approved business case model

## **2. Key aims & objectives**

- The overarching aim of the strategy is to deliver a financial return which contributes to the councils spending plans and helps deliver services and council plan priorities for the local community.
- To deliver this aim we will develop a programme of work that identifies potential commercial opportunities, ensuring that the agreed commercial principles are applied.
- We will ensure that the commercialisation programme is properly resourced and managed to successfully deliver the aims of the strategy.
- We will develop a structure to ensure fledgling commercial opportunities are nurtured and supported.
- We will seek to strengthen our reputation with residents, local businesses, the Local Government sector, staff, other customers, partners, and stakeholders in general.
- We will ensure that strategic and operational transformation programmes are undertaken across all major service areas, to enable us to seek more innovative approaches to delivery, drive out waste and challenge existing approaches to best meet the needs of our communities.
- We will support non-statutory services to reduce their subsidy including reducing overheads and increasing income in order to reduce risk of closure or reduction in service.
- Actively engage in market development and market shaping where no such market currently exists and using customer insight and data to manage specification and demand.
- Explore alternative investment models to support service delivery e.g. through social investment.

- Invest and use our financial strengths to deliver a financial return.
- Become a services provider to new and existing customers both from within the local authority environment and beyond, particularly where we are uniquely placed to do so.
- Use the commercial knowledge acquired through this programme to gain a competitive advantage.

### **3. Creating the right environment**

Careful consideration will be given to creating the right environment within the organisation to nurture innovative ideas and develop them into robust project proposals. This will involve the following activities:

- Carryout a culture and skills review to establish if we have the culture and skills that will enable commercialisation to thrive. This review will also determine whether new governance arrangements and ways of working are required to achieve the maximum benefits from our commercialisation programme;
- Continue the communications campaign to draw in ideas from staff and generate new ideas;
- Use a framework for development of new propositions to be taken forward to outline business case stage;
- Ensuring that staff have the correct skills to successfully deliver our programme;
- Procure external support and expertise when necessary;
- Adopting a project management approach for the implementation of the programme;
- Ensuring new proposals have the right support from the Commercialisation Programme Board, Councillors and stakeholders.

### **4. Priority opportunities**

The Council is already exploring a number of priority commercial opportunities. A Commercialisation Programme Board has also been established and has identified and prioritised three work streams that provide the greatest opportunities in terms of the council becoming more commercial. These are:

- Use of land and assets
- Contracts
- Income including fees and charges

In addition, the Council is currently investigating setting up a trading arm or arms to support the delivery of new revenue streams and have secured Local Government Association productivity expert funding to support this work.

Commercial opportunities resulting from these three work streams will be developed and assessed during 2017/18 and other opportunities will also be considered and developed by the Commercialisation Programme Board and brought to Executive Committee where appropriate.

In view of the potential opportunities, the intention is to move at pace with the implementation of this strategy. The programme to support this, together with key dates, will be detailed in a commercialisation project plan monitored through the Commercialisation Programme Board.

## **5. Outcomes**

Taking the approach outlined within this strategy is believed to be the most appropriate for Redditch Borough Council, as it offers a number of key benefits, many of which have already been covered elsewhere within this strategy, including:

- Providing a real, tangible opportunity to make a contribution to the Medium Term Financial Strategy;
- Staff development – new skills will be acquired and can be transferred to other opportunities internally;
- Taking an approach of raising standards and generating revenue at the same time;
- Helping to provide a competitive advantage in key markets;
- Giving RBC an enhanced reputation as an innovative and forward thinking organisation;
- Transforming the organisation into an innovative workplace;
- Bringing benefits to the local economy;
- Ensuring the sustainability of non-statutory services that would otherwise be stopped due to lack of funding.



## **Financial Strategy 2017 - 2020**

### **6. The Financial Strategy**

The Financial Strategy sets out the Council's strategic approach to the management of its finances and provides a framework to enable the Medium Term Financial Plan to be developed to include indicative budgets and Council Tax levels over a four year period.

The overarching strategy informs the medium term financial planning of the Council which will deliver detailed plans of the respective budgets for the General Fund and Capital Programme. The objective of these plans is to deliver a sustainable budget over the medium term.

As referred to in the Commercialisation Strategy as the Council looks towards its financial challenges for 2018/19 onwards it is likely that this shift towards behaving more commercially and considering new funding models will continue. Increasing income generation is key to ensuring that the Council has a core funding stream to support our future service delivery whilst Government funding is reducing. However, we must also ensure focus is given to how we take advantage of new forms of local government finance, for example, through business rates growth.

A robust financial strategy and planning mechanism is essential to turn the Council Plan and strategic purposes into action within the communities of Redditch. The priorities are set out in the Council's Plan for 2017-2020. The Financial Strategy also informs the Council's capital strategy, treasury management strategy and the preparation of annual budgets. These financial plans support the Council Plan in defining the funding available to deliver the councils services.

The Financial Strategy draws on the strength of the Council's corporate governance and control environment as set out in the latest Annual Governance Statement. This provides assurance that the Council's governance and financial arrangements can be relied upon to achieve its plans and policies.

There are a number of ways that the Council will ensure that it achieves financial sustainability. The assumptions and the detailed estimates for the savings realised / income achieved will be addressed within the Medium Term Financial Plan over the four year period. Whilst referred to in the commercialisation strategy the financial strategy framework presents how consideration of these themes can be progressed into tangible savings and additional income for the Council.

### **7. Generating income from Council services through charging, trading and investment**

- Cost recovery – assess the ratio of income to expenditure across all services with the aim to improve recovery of cost to 100% depending on nature of

service, ability to recover income and impact on the delivery of the strategic purposes. Consider increasing fees to cover expenditure whilst managing the impact on those suffering hardship

- Fees and Charges – review any areas where the Council is not currently charging and consider appropriate fee levels that balance the need for income generation and hardship.
- Identify areas of expertise and explore opportunities for trading with other Councils and organisations within the legislative boundaries.
- Review Council assets to ensure they support the delivery of the strategic purposes.
- In all cases where service redesign required or additional income realised , clear business cases are to be developed using the approved '5 case model' to ensure a consistent approach to reporting is undertaken and appropriate information is provided for the decision making body.
- Generate new marketing opportunities to ensure all opportunities are explored for generating income.
- Regularly review grant opportunities that may be available for the Council to support new initiatives.
- Ensure the Council Tax and Business Rates base are accurate to ensure all income can be recovered from residents and businesses.
- Work with community partners to explore efficiencies through joint and/or community led service delivery models.

## **8. Reducing costs by improving efficiency and removing waste from the system**

- Regularly review contract arrangements (including shared services) with the aim to reduce cost or improve service delivery.
- Develop digital access to reduce costs and improve choice of access method for the community.
- Explore different payment methods to reduce costs and provide greater customer choice. For example, reduce the use of cash and cheques and encourage more direct debits and online payments.

## **9. Increasing Capital and Revenue returns by delivering housing and economic growth**

- The Investment and Acquisition Strategy gives a structured approach to assess schemes based on robust criteria to enable a revenue rate of return to be secured for future projects. Assets will be reviewed to identify those with

the greatest potential for delivering enhanced capital value and/or revenue income.

- Review asset base to identify any areas of vacant land that may be used for investment opportunities to generate income, increase employment, skills and business rate growth.

#### **10. Exploring the impact of changes in Government funding for the Council**

- Review the impact of the Business Rate Legislation, impact on the Council and potential changes to pool arrangements.
- New Homes Bonus – assess the impact of future changes to methodology and ensure that all housing developments are included.
- Provide greater financial modelling of funding streams to enable informed decisions to be made across a number of scenarios.

This overarching financial strategy will ensure that the Council has a framework in place to address the future challenges and will inform the detailed Medium Term Financial Plan over the next four years.

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**REDDITCH BOROUGH COUNCIL****EXECUTIVE  
COMMITTEE****31<sup>st</sup> October 2017****LOCAL COUNCIL TAX SUPPORT SCHEME 2016/17**

Relevant Portfolio Holder	Cllr John Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Amanda Singleton
Ward(s) Affected	All
Ward Councillor(s) Consulted	None Specific
Key Decision / Non-Key Decision	Key Decision

**1. SUMMARY OF PROPOSALS**

- 1.1 The Council Tax Support Scheme must be reviewed annually.
- 1.2 The report proposes no changes, with the exception of applying the uprating figures determined by the Government.

**2. RECOMMENDATIONS**

**The Executive Committee is asked to RECOMMEND that**

- 2.1 No changes are made to the Council Tax Support Scheme for 2018/19.**

**3. KEY ISSUES****Financial Implications**

- 3.1 As Members are aware, changes were made to the Council's Local Council Tax Support Scheme with effect from April 2014, which resulted in support being capped at 80% of Council Tax liability so that all working age claimants would pay a minimum of 20% towards their Council Tax Liability.
- 3.2 It is proposed that there are no changes to the level of support provided by the Council, and as previously agreed the various allowances be uprated in line with the Secretary of State's annual announcement. This will ensure that the scheme is affordable given the year on year reduction of funding for local support schemes.

**Legal Implications**

- 3.3 On 1 April 2013 Council Tax Benefit was abolished and replaced by a new scheme of Council Tax support called "Council Tax Support Schemes". Under s13A and Schedule 1A of the Local Government Finance Act 1992 (inserted by s10 Local Government Act 2012), each local authority was required to make and adopt a Council Tax Support Scheme specifying the reductions which are to

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apply to the amounts of council tax payable within their districts

- 3.4 Statutory Instrument 2012/2885, "The Council Tax Reduction Schemes (Prescribed Requirements)(England) Regulations 2012" ensured that certain requirements prescribed by the Government were included in each Scheme (subsequently amended by S.I. 2012/3085)
- 3.5 As the billing authority the Council is required by the Local Government Finance Act 2012 to consider whether to revise its scheme or to replace it with another scheme, for each financial year.
- 3.6 The Authority must adopt its scheme, and make any revisions, no later than 31 January in the financial year preceding the one when it will take effect, so that it will be necessary for the Council's 2018/19 scheme to be in place by 31<sup>st</sup> January 2018.
- 3.7 Paragraph 3 to Schedule 1A into The Local Government Finance Act 1992 set out the preparation that must be undertaken prior to the adoption or revision of a scheme, including prescribed consultation requirements. As the recommendation is that no revisions to the current scheme should be made for the financial year 2018/2019 (to which this report applies), the requirement to consult does not have to be met. However, officers will publicise the fact that the current scheme is to continue, subject to up-lift in rates as set by the Department of Work and Pensions, as referred to at 3.8 below.
- 3.8 Instruction is received from the Department of Work and Pensions on an annual basis, of changes to benefits rates and personal allowances. These must be taken into account for housing benefit calculations and it streamlines the claims process if they are also applied to the Local Council Tax Support Scheme

**Service / Operational Implications**

- 3.9 Officers continue to provide support to any person liable for council tax who is experiencing severe hardship. This may be in the form of personal budgeting advice, short term financial support, debt management advice, or support to maximise income.
- 3.10 Officers work with the local DWP, Locality Teams, Connecting Families and local job coaches to provide a holistic approach to financial support needs.

**Customer / Equalities and Diversity Implications**

- 3.11 The 'uprating' of the benefits rates and personal allowances to be taken into account, in line with the Secretary of States announcement on those that must be taken into account for other benefits, will potentially result in small changes to the amounts of support provided. These will vary according to circumstances and will be minimal

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- 3.12 The benefit cap is not applied in respect of council tax support as it outside of the national benefits scheme.
- 3.13 A 'hardship' scheme, with a budget of £25k per annum, remains in place to support any liable person who has been caused financial hardship by changes to Council Tax Support.
- 3.14 The hardship scheme is administered through the Financial Independence Officers, which ensures that a full financial assessment takes place and all avenues of support can be explored.
- 3.15 Through this scheme 188 awards were made totalling £25,138 in 2016/17. In the current financial year we have made 106 awards to the value of £15,725.
- 3.16 No changes to the current hardship scheme are proposed.

**4. RISK MANAGEMENT**

- 4.1 Any changes to council tax support whilst increasing council tax income to the Council and our major preceptors has financial implications for our residents and therefore officers ensure that support on managing finances and advice on other potential benefits is made available.

**5. APPENDICES****6. BACKGROUND PAPERS**

Held in Revenues Service

**AUTHOR OF REPORT**

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Tel.: 01527 881241

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**REDDITCH BOROUGH COUNCIL****EXECUTIVE COMMITTEE**31<sup>st</sup> October 2017**DISCRETIONARY NON-DOMESTIC RATES REVALUATION SUPPORT SCHEME**

Relevant Portfolio Holder	Cllr John Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Amanda Singleton, Head of Customer Access and Financial Support
Ward(s) Affected	All
Ward Councillor(s) Consulted	None Specific
Key Decision / Non-Key Decision	Key Decision

**1. SUMMARY OF PROPOSALS**

- 1.1 Non-Domestic Rating law provides for periodic revaluations of the Rateable Values from which a ratepayer's liability for rates are calculated. Revaluations can lead to significant increases in the rates payable by some ratepayers. Relief from the effects of revaluation are provided for through transitional relief under which large increases in rates are phased in over a number of years.
- 1.2 The last revaluation took place in April 2010 and therefore the 2017 revaluation resulted in a number of businesses at a national level facing large increase in their rates liability.
- 1.3 The Government has provided local authorities with funding so that they may design their own local schemes to support ratepayers facing significant increases in their bills. The report asks for agreement on the criteria for allocating this additional relief.

**2. RECOMMENDATIONS****2.1 Executive Committee is asked to RECOMMEND that:**

**2.1.1 The criteria for allocation of Discretionary Revaluation Support as appended to this report in Appendix 1 are adopted.**

**2.1.2 The Executive Director of Finance is provided with delegated authority, after consultation with the relevant portfolio holder, to adjust the percentage relief awarded in years 2018/19 and onwards in order to ensure that the maximum level of support is provided to businesses and that the Government funding meets the overall costs of the relief.**

**3. KEY ISSUES****Financial Implications**

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- 3.1 The Government has provided funding for the award of Discretionary Revaluation Support. The amount of funding available to Redditch Borough Council for the award of the scheme will be:

Amount of Discretionary Funding awarded (£000s)			
2017/18	2018/19	2019/20	2020/21
124	60	25	4

- 3.2 The level of funding available to the authority for award of the relief has been fixed and will not be adjusted should the costs of the scheme exceed Government funding. Therefore if the overall costs of Revaluation Support exceeds funding the authority would be required to meet a proportion of the costs.
- 3.3 The availability of Government funding could not be used as criteria to refuse relief. The scheme has been designed to ensure that the costs of relief remain within the allocated funding whilst maximising support for eligible ratepayers. Projections for the costs of relief are contained within Appendix 2.
- 3.4 Authorities are required to consult their major precepting authorities on the scheme as a condition of funding. The authority is mindful of the condition for relief and precepting authorities have been provided with a copy of the proposed Revaluation Support Scheme. The precepting authorities provided comments on the scheme indicating their agreement with the principles and distribution of relief.
- 3.5 The rules for varying an award of Discretionary Relief require one year's notice prior to the removal of the relief. The award of relief then continues to the end of the year in which removal would take effect. This requirement for notice provides a risk that adjustments to awards cannot be made should circumstances change and potentially limit the authority's ability to control the costs of the relief.

**Legal Implications**

- 3.6 Billing authorities have the power to award discretionary relief under Section 47 of the Local Government Finance Act 1988. Section 47 prevents the award of relief to any billing authority or precepting authority.
- 3.7 The Non-Domestic Rating (Discretionary Relief) Regulations 1989 (The Regulations) provide the requirements for notifying ratepayers of their entitlement to relief, and limiting the authorities powers to vary or alter the decision.
- 3.8 The criteria for the award of relief have been designed to account for the legal requirements of the act and regulations. All relief will be conditional upon eligibility criteria and rules for calculating relief.

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**State Aid**

- 3.9 State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers is likely to amount to State Aid. However the Revaluation Support Scheme for ratepayers will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (1407/2013)2.
- 3.10 The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years). It is necessary for the authority to establish that the award of relief will not result in a business receiving more than €200,000 of De Minimis aid.
- 3.11 The Revaluation Support Scheme is designed to be state aid compliant. Undertakings receiving relief will be required to declare that the total of any relief that they have received is De Minimis as a condition of the receipt of relief.

**Service / Operational Implications**

- 3.12 The operation of the Revaluation Support Scheme will provide the Customer Access and Financial Support Service with an additional administrative and operational requirement. To minimise the impact on the service the Revaluation Support Scheme is designed to ensure that relief is calculated automatically and will not require a manual recalculation on changes in circumstances.
- 3.13 The software used for the administration does not - at the point at which the Scheme has been designed - provide the functionality for the award of relief. The Scheme has therefore been designed on the basis of discussions with the Council's software provider as to how the functionality will be developed.

**Customer / Equalities and Diversity Implications**

- 3.14 None

**4. RISK MANAGEMENT**

- 4.1 The criteria for the award of the relief have been designed to limit the financial risks to the authority and to ensure that the overall cost of the relief remains within the level of Government Funding.
- 4.2 Reporting on the costs of Non-Domestic Rates relief are produced on a monthly basis and these reports will be used to highlight any financial risks associated with the costs of the relief.

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**5. APPENDICES**

Appendix 1 - Discretionary Revaluation Support Criteria

Appendix 2 - Projected Costs of Discretionary Revaluation Support

**6. BACKGROUND PAPERS****None****7. KEY****AUTHOR OF REPORT**

Name: David Riley – Financial Support Manager

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Tel.: 01527 548 418

**Appendix 1****Redditch Borough Council – Discretionary Revaluation Support Scheme****Background**

- 1 Following the national revaluation of non-domestic rates premises the Government announced a discretionary fund of £300m over four years from 2017/18 to support those businesses that face the steepest increases in their business rates liability.
- 2 The Government's intention is that every billing authority in England will be provided with a share of the £300m to support their local businesses. The support will be provided by way of Discretionary Rates Relief awarded under section 47 of the Local Government Finance Act 1988.
- 3 Redditch Borough Council has developed a Discretionary Revaluation Support Scheme which has been designed to provide support to businesses affected by the revaluation and to ensure that support is provided in line with the Government's principles for relief.

**Qualifying Criteria for Discretionary Revaluation Support**

- 4 Discretionary Revaluation Support Relief will be provided where the following qualifying criteria are met.
  - The rateable value for the property is less than £200,000.
  - The increase in rates payable as a result of the 2017 revaluation is greater than 12.5% after award of all other applicable relief
  - The ratepayer occupied the premises on 31 March 2017 and 1<sup>st</sup> April 2017.
  - The ratepayer occupies fewer than 4 hereditaments within England.
  - The ratepayer occupies the premises for ordinary commercial business purposes.
  - The premises are not used for an excluded purpose.
  - The ratepayer has submitted a State Aid declaration.
  - The premises meet the definition of a relevant non-domestic hereditament as contained within The Non-Domestic Rating (Unoccupied Property) (England) Regulations 2008.
- 5 Commercial Business Purposes will be the use of the premises in connection with the ordinary functions of a business either through:
  - a. the retail provision of goods or services to the general public;

- b. the production, manufacture or storage of goods for sale to businesses or the general public; or
- c. the office administration of a commercial businesses or enterprise.

This is not intended to be a definitive list of commercial business purposes but is indicative of those activities and uses which we will consider to be suitable for Discretionary Revaluation Support.

6 Excluded purposes for the operation of Discretionary Revaluation Support are:

- The use of the premise as a Car Park;
- The use of the premises as a school or educational establishment;
- The use of the premises for banking, pay-day lending, or betting shops;
- The use of the premises as a hospital, health centre, or health care surgery; and
- The use of the premises for Governmental purposes, for example the use as a Job Centre, or offices of the Civil Service or Executive Agencies of Central Government.

### Calculation of Revaluation Support Relief

7 Revaluation Support Relief will be calculated after any or all of the following have been applied:

- a. Exemptions from rating or mandatory rate reliefs;
- b. Transitional Relief or Premium;
- c. Any applicable discretionary rate reliefs awarded under existing local schemes or national mandated Government schemes.

8 The level of relief will be calculated as a percentage of the increase in rates above the transitional limit for medium properties (12.5% in 2017/18) payable between the current rates year and immediately preceding rates year. The level of the relief to be provided in each year will be

Rate Year	2017/18	2018/19	2020/21	2021/22
% Relief on Increase	85	45	20	0

9 The costs of relief for 2018 and subsequent years cannot be adequately forecast as the effect of adjustments to rateable values following appeals is not known. The Executive Director of Finance will have delegated authority to alter the level of relief to be provided in 2018 and subsequent years to ensure that:

- a. Support to ratepayers as a whole is maximised in each subsequent year; and
- b. The overall costs of the relief remain within the authority's share of the Government funding.

### **Notification of Revaluation Support**

- 10 Discretionary Revaluation Support will be awarded automatically on a year by year basis. Ratepayers will be advised of the amount of relief they will be awarded and the end date of the relief.
- 11 In year one ratepayers will be advised that the award of relief is conditional on a declaration that the relief is state aid compliant and that they meet the requirement to occupy fewer than 4 hereditaments within England
- 12 The notification of Revaluation Support will include the conditions under which the relief may be removed or adjusted.

### **Adjustment and Removal of Revaluation Support**

- 13 Revaluation Support will be awarded as percentage of the increase in rates liability year on year. Therefore where there is a reduction in liability as a result of a change in the rateable value of the property the level of relief will be reduced accordingly.
- 14 Relief will not be awarded on the element of rates liability relating to any increase in rateable value effective after 1<sup>st</sup> April 2017.
- 15 The relief is conditional on a state aid declaration being made if a declaration that the relief is state aid compliant is not received then relief will be removed.

### **Appeals in Relation to Revaluation Support**

- 16 Entitlement to Revaluation Support and the level of relief to be awarded will in most cases be clear. However, in the first instance appeals against a refusal to award relief will be determined by the Financial Support Manager.
- 17 Appeals must state clearly the reasons why the ratepayer qualifies for relief in accordance with the Revaluation Support Scheme or, as applicable, the reasons why the calculated relief is incorrect.

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## Appendix 2

**Projected Costs of Discretionary Revaluation Support Scheme****1 Potential Qualifiers for Revaluation Support Scheme**

The Government provided principles and assumptions relating to the distribution of the funding for Discretionary Relief Schemes. The assumptions were that the rateable property has a rateable value for 2017/18 that is less than £200,000 and the increase in the rateable property's 2017/18 bill is more than 12.5% compared to its 2016/17 bill. Analysis has indicated the potential qualifiers sorted by the Valuation Office Agency's analysis codes

Property Description	Number of Properties	Total 2017 Liability £	Total Increase in Liability £
Petrol Filling Station and Premises	2	115,678.50	21,305.00
Vehicle Repair Workshop Premises	2	30,887.52	3,783.52
Garage and Premises	1	16,245.16	2,088.16
Showroom and Premises	1	70,413.00	15,262.00
Hotel and Premises	2	108,472.77	22,108.77
Public House and Premises	5	125,618.59	20,658.39
Offices and Premises	15	146,970.78	33,876.32
Car Park and Premises	7	180,555.30	35,661.20
Restaurant and Premises	1	7,775.46	999.46
Café and Premises	2	53,934.64	10,956.64
Shop and Premises	18	342,538.36	58,423.36
Bank and Premises	1	37,114.35	4,640.35
Showroom and Premises	1	46,942.00	10,094.00
Retail Warehouse and Premises	1	8,330.85	1,070.85
Warehouse and Premises	2	45,623.05	5,729.05
Miscellaneous Commercial	2	40,268.84	5,050.84
School and Premises	23	278,788.48	96,085.73
Library and Premises	1	57,480.00	6,552.00
Museum and Premises	1	21,229.58	2,623.58
Workshop and Premises	3	20,132.89	4,073.89
Concrete Batching Plant and Premises	2	23,277.09	2,944.84
Leisure Centre and Premises	1	73,287.00	8,378.00
Theatre and Premises	1	17,078.24	2,195.24
Miscellaneous Leisure	1	8,747.39	1,124.39
Surgery and Premises	5	62,311.29	7,924.29
Health Centre and Premises	2	35,663.23	4,479.73
Hospital and Premises	1	16,800.55	2,159.55
Fire Station and Premises	1	27,416.87	3,408.87
Communication Station and Premises	1	9,302.78	1,195.78
Totals	106	2,028,884.56	394,853.80

## 2. Adjustment to potential qualifiers based on local criteria

The legislation governing awards of discretionary relief precludes the award of relief to Precepting Authorities, therefore any properties occupied by Redditch Borough Council have been removed from the list of potential qualifiers.

In addition the relief will be targeted at:

- i) ratepayers that face the most significant increases in their rates bills, and
- ii) smaller and medium sized businesses.

It should not be provided to governmental or public sector organisations.

Relief will be provided to

- a) Properties that were occupied at 1<sup>st</sup> April and 31<sup>st</sup> March 2017 therefore ensuring that relief is provided to ratepayers affected by revaluation
- b) Properties used for commercial businesses
- c) Properties which are not Car Parks; Schools or Educational Establishments; Health Centres, Hospitals or Surgeries; Banks or Financial Services
- d) Ratepayer's occupy less than 4 premises with England

When adjusted for local factors the potential qualifiers are

Property Description	Number of Properties	Total 2017 Liability £	Total Increase in Liability £
Petrol Filling Station and Premises	1	36,643.50	4,431.00
Garage and Premises	1	16,245.16	2,088.16
Showroom and Premises	1	70,413.00	15,262.00
Hotel and Premises	2	108,472.77	22,108.77
Public House and Premises	3	43,091.26	5,447.06
Offices and Premises	6	149,210.78	18,538.28
Restaurant and Premises	1	7,775.46	999.46
Café and Premises	1	25,673.64	7,541.64
Shop and Premises	9	150,794.43	19,094.43
Showroom and Premises	1	8,330.85	1,070.85
Warehouse and Premises	2	45,623.05	5,729.05
Miscellaneous Commercial	2	40,268.84	5,050.84
Workshop and Premises	2	20,132.89	2,587.89
Miscellaneous Leisure	1	8,747.39	1,124.39
Totals	33	731,423.02	111,073.82

### 3. Property Level Analysis of Costs

Relief will be provided on the increase in rates bills at the following percentages

Rate Year	2016/17	2017/18	2018/19	2020/21
% Relief on Increase	85	45	20	0

The expected costs of the relief are:

Property Rateable Value	85% Relief	45% Relief	20% Relief
61500	2,791.35	1,477.77	656.79
82500	3,883.62	2,056.03	913.79
34750	1,623.23	859.36	381.94
81000	4,004.98	2,120.28	942.35
21000	910.22	481.88	214.17
147000	12,972.70	6,867.90	3,052.40
20500	849.54	449.76	199.89
26250	955.73	505.98	224.88
31750	1,259.14	666.60	296.27
35250	1,774.94	939.67	417.63
62500	2,214.88	1,172.58	521.15
29750	955.73	505.98	224.88
41500	2,002.49	1,060.14	471.17
92000	3,504.35	1,855.25	824.55
65500	2,943.06	1,558.09	692.48
55000	1,729.43	915.58	406.92
72500	3,458.85	1,831.15	813.85
27500	898.08	475.46	211.31
72500	3,337.48	1,766.90	785.29
22000	1,061.93	562.20	249.87
76500	3,766.35	1,993.95	886.20
40500	1,848.75	978.75	435.00
22250	895.05	473.85	210.60
23500	1,137.78	602.35	267.71
55500	2,700.33	1,429.59	635.37
25750	1,304.66	690.70	306.98
37000	1,380.50	730.85	324.82
157000	15,288.10	8,093.70	3,597.20
75000	3,034.08	1,606.28	713.90
35000	1,638.40	867.39	385.51
21250	864.71	457.79	203.46
21250	1,011.93	535.73	238.10
101000	6,410.39	3,393.74	1,508.33
<b>Totals</b>	<b>94,412.75</b>	<b>49,983.22</b>	<b>22,214.76</b>

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**REDDITCH BOROUGH COUNCIL****EXECUTIVE COMMITTEE****31<sup>st</sup> October 2017****MEDIUM TERM FINANCIAL PLAN 2018/19 - 2021/22 – BUDGET ASSUMPTIONS**

Relevant Portfolio Holder	Cllr John Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering ( Exec Director)
Wards Affected	<b>All</b>
Ward Councillor Consulted	None specific

**1. SUMMARY OF PROPOSALS**

- 1.1 To recommend the budget assumptions to be used in preparing the detailed 2018/19 budget and provisional budgets for 2018/19 - 2021/22.

**2. RECOMMENDATIONS**

- 2.1 **That Executive recommends to Council that the revenue assumptions detailed in 3.4 be incorporated into the budget setting process.**

**3. KEY ISSUES****Financial Implications**

- 3.1 The Council is legally obliged to set a balanced budget. The budget setting process is complex and must be undertaken in a planned way. It is equally important that assumptions used in the preparation of the budget are agreed, reasonable and consistently applied by all services. A number of recommendations from the Councils External Auditors, Grant Thornton, are addressed by ensuring robust assumptions and a transparent planned approach is undertaken when agreeing the budget. It is proposed that a 4 year financial model is prepared for the Medium Term Financial Plan.
- 3.2 The budget forecasts will be based on a number of assumptions, known levels of expenditure and anticipated levels of resources. It is anticipated that the Autumn Budget 22<sup>nd</sup> November will confirm the assumptions relating to external funding and financial pressures that the Council may face over the next 4 years. There are a number of areas of the Council's budget where risks to the projections contained in this report have been identified. The most significant of these are:-

- The Autumn Budget and associated implications.

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- Confirmation of the New Homes Bonus will reduce to four years from 2018/19. This accounts for a significant level of funding and any further reductions in allocation would have a detrimental impact on the Councils financial position
- Potential additional resources from the proposed Worcestershire Business Rate 100% pilot.
- Monitoring of the 2017/18 budget will provide Executive with regular updates on any pressures/savings for the Council. Any associated on going implications will be incorporated into the budget projections for 2018/19 and future years.
- Savings – The detailed plans to deliver the level of savings required for 2018/19- 2021/22 are currently being considered in line with the efficiency plan. It is accepted that the savings require clear monitoring to ensure they are being delivered.
- Specific Grants and Contributions – The number and amount of specific grants received by the Council may be lower/higher than anticipated. The budget assumes no increase or reduction in specific grants. If the grant decreases, the associated expenditure must also be reduced to reflect the reduction in the grant received.
- Council Tax – Central Government provided a cap on the amount of Council Tax increase a Local Authority could make before a referendum of the local residents was required. The budget assumes a £5 increase in 2018/19-2021/22
- Council Services- The impact of the economic climate on the residents of Redditch and the increased demand this may have for Council Services could impact on cost of services as could general demographic changes.
- Inflation - Impact of changes in the price of goods and services used by the Council compared to the percentage assumed in the budget projections.
- Fees and charges income – Impact of any economic slowdown on levels of usage of charged for Council services could lead to income levels not being achieved.

3.3 The timing of the Autumn Budget means that this report is based on the available information at this point in time. Future reports will make Executive aware of any changes that impact on the current budget assumptions.

**EXECUTIVE COMMITTEE****31<sup>st</sup> October 2017**

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- 3.4 As part of the budget setting process the Council makes a number of assumptions in respect of the key elements of the Council's revenue budget. The following paragraphs in this section outline the areas where these assumptions are made.

**Council Tax**

The budget assumes an increase in Council Tax for 2018/19-2021/22 of £5.

**Pay Inflation**

The budget assumes that the pay award will be 2% for 2018/19-2021/22. This has increased from the previous assumption of 1% and reflects the current view on public sector increases.

**Superannuation Rates**

The 3 year actuarial valuation has provided certainty of the forward rate 2017/18 to 2019/20 at 14.7%. In order to achieve a discount from our pension costs the Council has made an advance payment of 90% of the anticipated future payments 2017/18 to 2019/20. This has achieved an average saving of £102k per annum after allowing for interest cost. For the medium term financial plan it is assumed that this will be repeated in 2020/21 to continue receiving this discount.

The Council has made an advance payment of the backfunding also providing certainty for 2017/18 to 2019/20. As with the forward rate an advance payment has been made but for all the backfunding costs 2017/18 to 2019/2. This has achieved an average of £127k per annum after allowing for interest cost. For the medium term financial plan it is assumed that this will be repeated in 2020/21 to continue receiving this discount..

The risk is the later years of the medium term financial plan following the next actuarial valuation in 2019 which will impact 2020/21-2022/23. Although it is planned to continue with the advance payment arrangements to achieve a discount the trend is for the underlying pension costs to increase.

**Price Inflation**

The budget assumes 0% inflation across the majority of the Council's non-pay expenditure budgets including grants that the Council gives out. Contractual arrangements and other significant inflation issues will be considered on a case by case basis. It is proposed that utilities are increased by 6% and Business rates increased 3.9% (business rates increase by the retail price increase in September).

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**Discretionary Fees and Charges**

Fees and Charges are reviewed on an annual basis and officers assess the impact of increases in income charges on the demand on the services. It is recommended that, in line with the current Medium Term Financial Plan the increase for 2018/19 – 2021/22 be 3.9%. The total additional income generated from the 3.9% increase is approximately £195k and therefore any reduction on 3.9% would have to be included as a budget pressure for 2018/19-2021/22. Service managers have been asked to analyse their current fees and charges taking into consideration cost recovery, current usage/demand with a view to optimising income to the Council. Any increase above 3.9% will be explained by officers within the fees and charges report in December.

**3.5 Capital**

Heads of Service will undertake a full review of the capital programme is currently being undertaken. This review will provide a four year capital programme for 2018/19-2021/22 this will take into consideration the estimated reduction in capital resources and the limited revenue available to fund capital borrowing in these years future years. Following this review a report to Executive in January 2018 will recommend the 4 year programme.

- 3.6 This is an initial report on the budget process which identifies the decision making, assumptions and principles. The forecasts will be refined over the coming months and further reports will be presented to Executive leading up to the approval of the budget and Council Tax in February 2018.

**Legal Implications**

- 3.7 The Council is under a duty to calculate the budget in accordance with Section 32 of the Local Government Finance Act 1992 and must make three calculations namely:
- An estimate of the Council's gross revenue expenditure; an estimate of anticipated income and a calculation of the difference between the two. The amount of the budget requirement must be sufficient to meet the Council's budget commitments and ensure a balanced budget. The amount of the budget requirement must leave the Council with adequate financial reserves. The level of budget requirement must not be unreasonable having regard to the Council's fiduciary duty to its Council Tax payers and non-domestic rate payers.



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**Service / Operational Implications**

- 3.8 Budget Holders will prepare budgets to enable services to be delivered to meet the Councils Strategic Purposes. It is expected that officers will work across the organisation to establish financial projections that best meet the wider community needs and identify any savings or additional income to fund any budget shortfalls.

**Customer / Equalities and Diversity Implications**

- 3.9 Clarity on budget assumptions will ensure services are delivered to meet customer needs and expectations

**4. RISK MANAGEMENT**

- 4.1 The risks associated with the budget process and calculations mainly relate to the uncertainties around external funding and the resulting pressures on the budget. To mitigate this risk officers will work on a number of scenarios to ensure all options can be reported to members in a timely fashion.

**AUTHOR OF REPORT**

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Tel: 01527-881400

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**Redditch Borough Council- Leisure Consultation 2017 Results**

This survey was available for completion on line and in paper format between Friday 11 August 2017 and 8 September 2017.

A total of 1669 valid surveys were completed within this period, including those which were partially completed. The number of responses provides the organisation with a 95% confidence level, i.e. a 95% probability the responses accurately reflect the attitudes of the population.

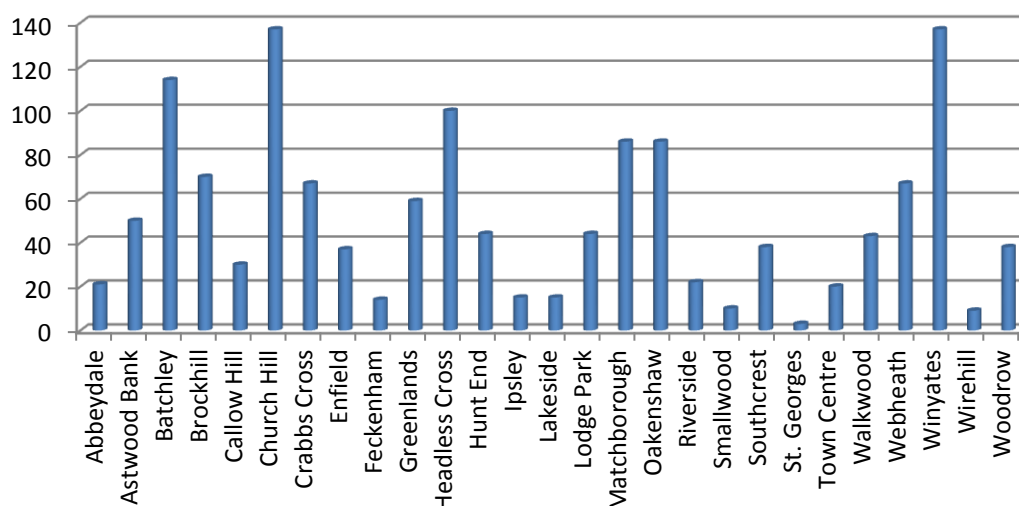
**Question 1****Are you completing this survey to give your views as:**

A Redditch resident	84.3%	(1402)
A non-Redditch resident	12.9%	(214)
A representative of a group/club/society	2.8%	(47)

Groups included independent sports teams/sessions, groups who utilise the Abbey Stadium, arts/theatre groups, children's/youth groups and allotment associations.

**Question 2****Where do you live/which area does your group cover? If you are from outside of Redditch, please enter area in 'other area' box**

Breakdown of areas within Redditch (# of responses):



Number of respondents from other areas included:

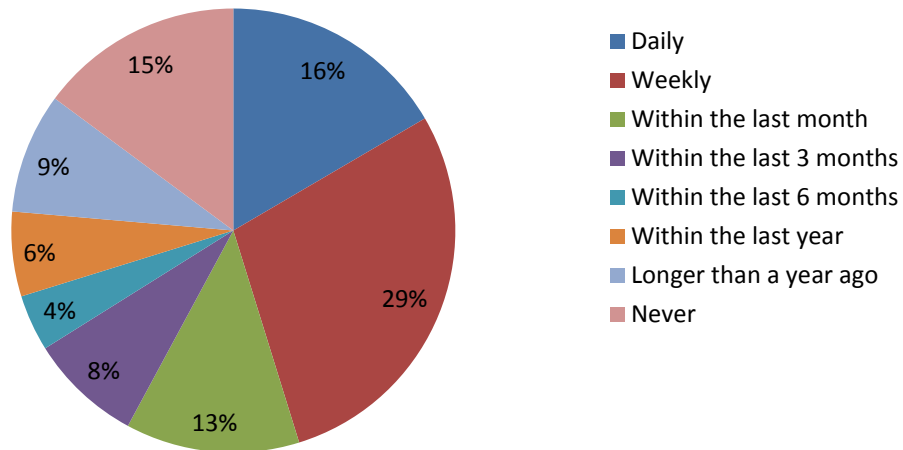
Bromsgrove	64	Wythall	8
Alvechurch	33	Alcester	7
Studley	27	Kings Norton	5
Birmingham	14		

32 groups identified as 'Borough wide'

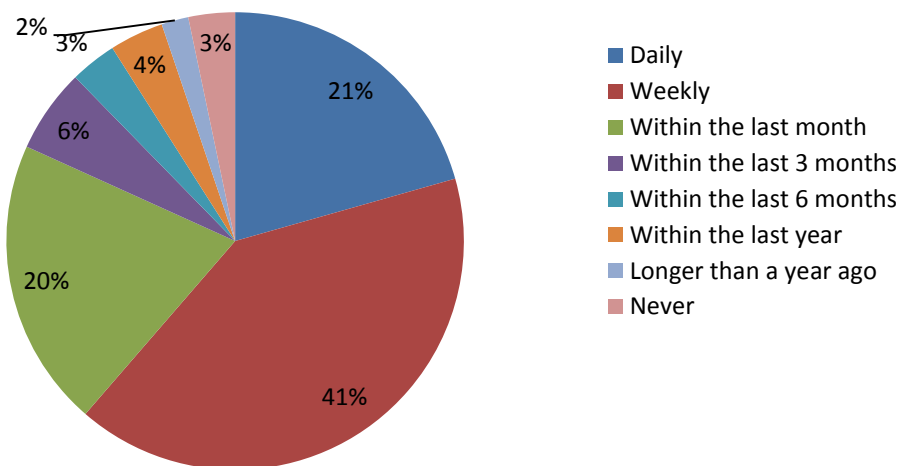
### Question 3

How often do you use the following Council run leisure and cultural facilities/services?

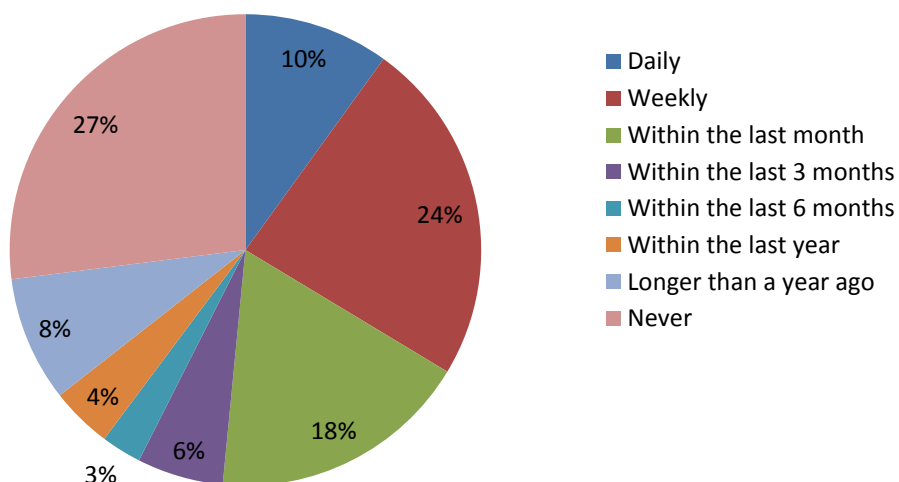
#### Abbey Stadium:



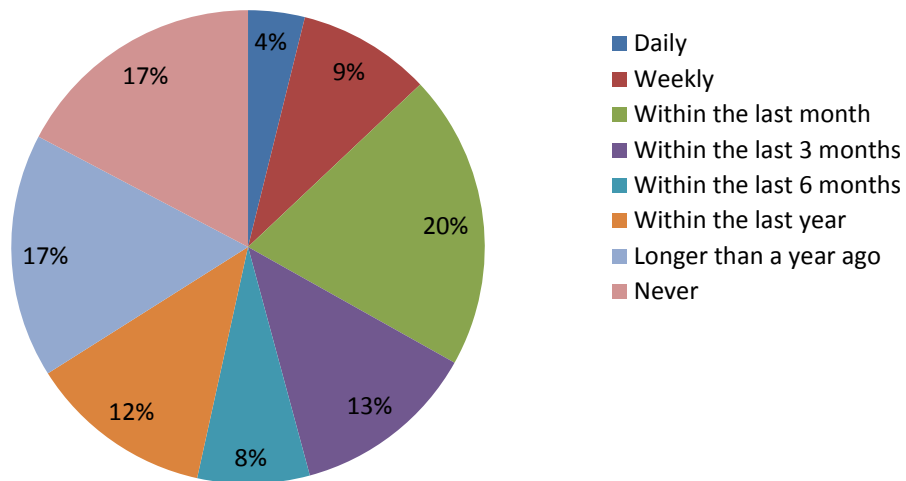
#### Parks:



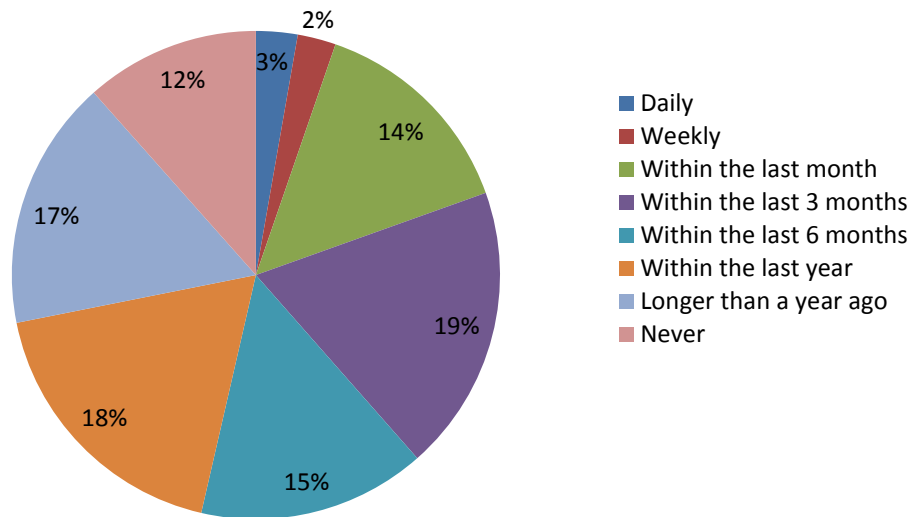
#### Play Areas:



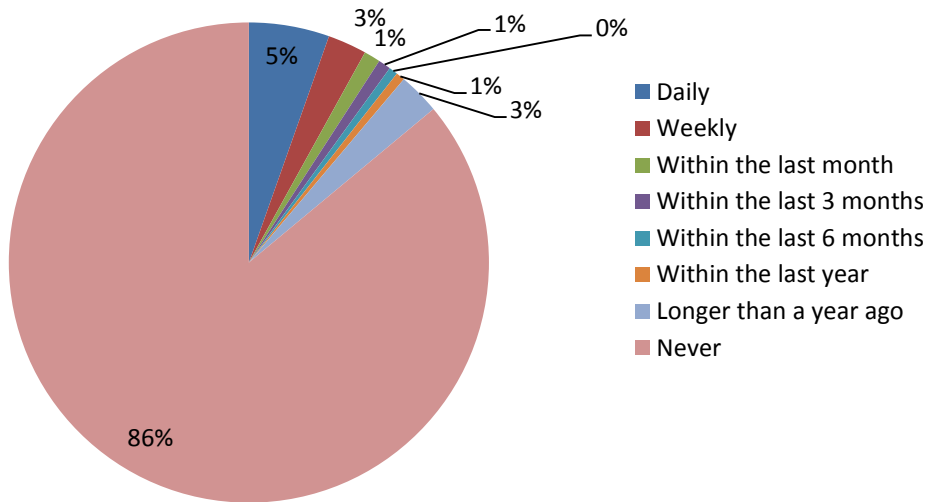
**Forge Mill / Bordesley Abbey:**



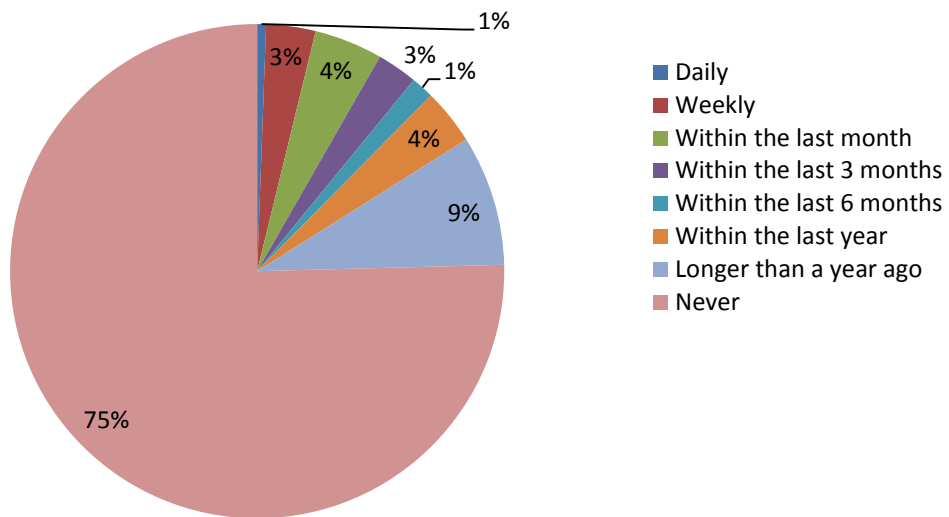
**Palace Theatre:**



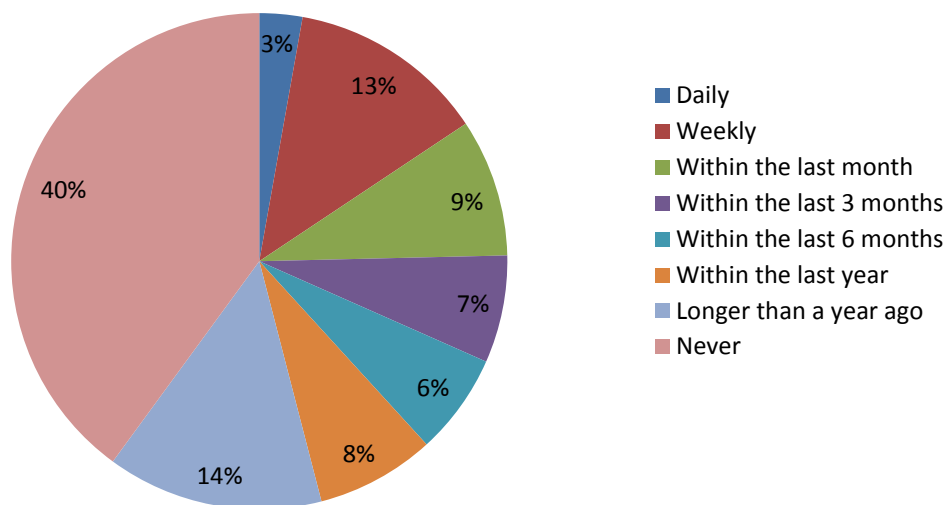
**Allotments:**



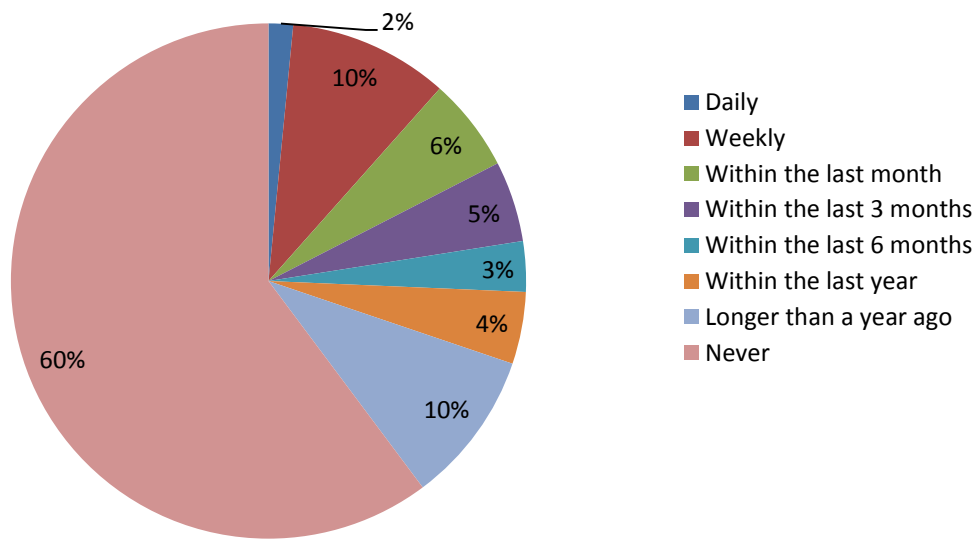
**Pitcheroak Golf Course:**



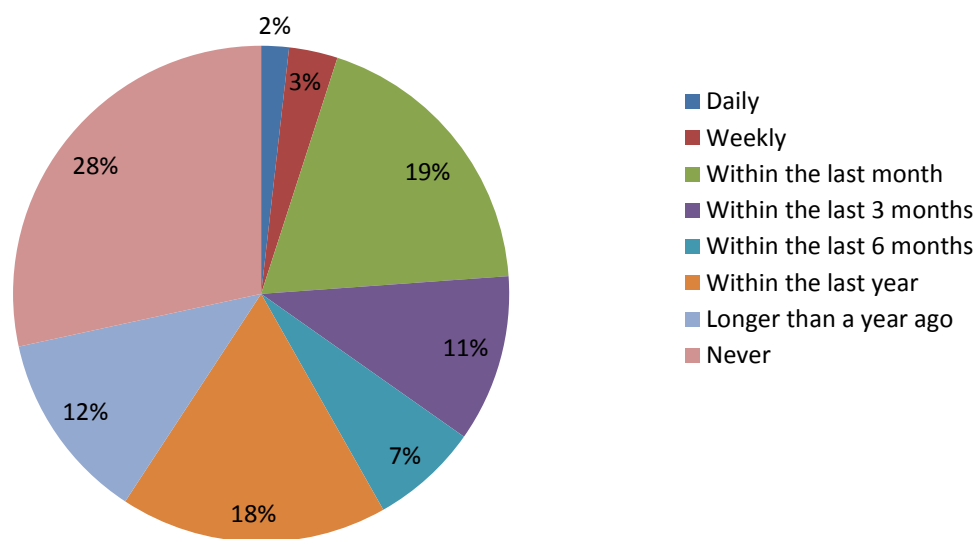
**Community Centres:**



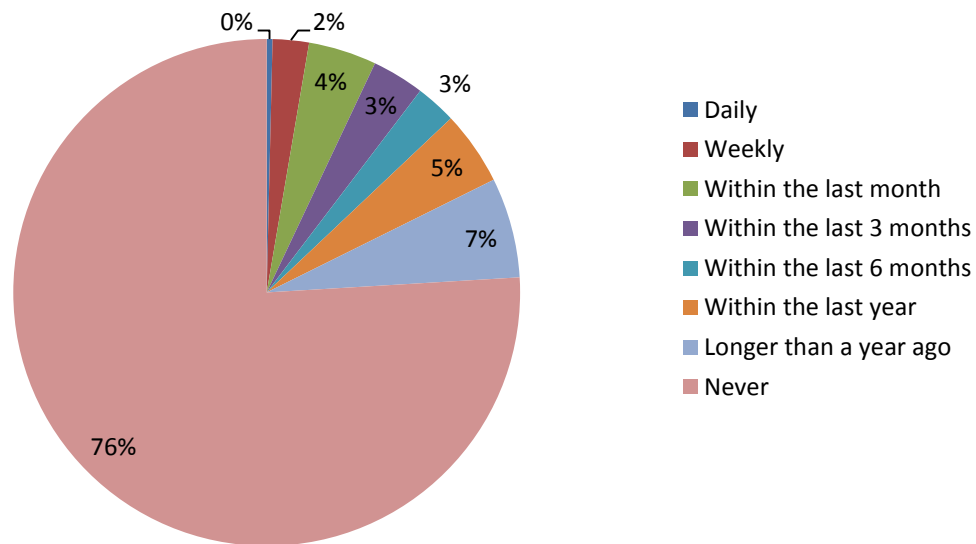
**Sports Development:**



Events:



Arts Development:



**Issues raised in the comments relating to frequency included:**

- Desire to have an allotment
- Difficulty accessing services- cost; Abbey Stadium too busy; live in a rural location; no transport
- Not understanding what sports development or arts development are
- Lack of advertising or promotion
- Removal of facilities, including the impact of the closure of Kingsley pool
- Maintenance of facilities and equipment

**Question 4****What would encourage you to use it / use it more?*****(Top answers for each)*****Abbey Stadium:**

- Better value for money (16.7%)
- More time (14.9%)
- Different opening/class times (14.5%)

**Parks:**

- Nothing (22.9%)
- More time (21.7%)
- Greater range of activities on offer (16.7%)

**Play areas:**

- Nothing (40.9%)
- Greater range of activities on offer (15.8%)
- More time (11.3%)

**Forge Mill / Bordesley Abbey:**

- Nothing (21.5%)
- More time (17.4%)
- Promotion/communication (17.3%)
- Greater range of activities on offer (17.2%)

**Palace Theatre:**

- Better value for money (19.2%)
- Nothing (18.4%)
- Promotion/communication (17.7%)

- Greater range of activities on offer (15.7%)
- More time (15.4%)

**Allotments:**

- Nothing (64.1%)
- More time (11.2%)
- Promotion/communication (7.3%)

**Pitcheroak Golf Course**

- Nothing (62.1%)
- More time (9.3%)
- Promotion/communication (7.8%)

**Community Centres**

- Nothing (31.2%)
- Greater range of activities on offer (22.4%)
- Promotion/communication (15.8%)

**Sports Development:**

- Nothing (35.1%)
- Greater range of activities on offer (16.4%)
- Promotion/communication (16.2%)
- More time (10.1%)

**Events:**

- Promotion/communication (23.7%)
- Greater range of activities on offer (22.7%)
- Nothing (18.3%)
- More time (13.1%)

#### Arts Development:

- Nothing (38.5%)
- Promotion/communication (21.3%)
- Greater range of activities on offer (15.5%)

- Facilities too busy
- Crèche
- Better maintenance/cleanliness
- Toilets at parks
- Negative impact of closing Kingsley /Arrow Vale
- Safety concerns
- Better parking
- Accessibility for people with disabilities
- More opportunities for working people

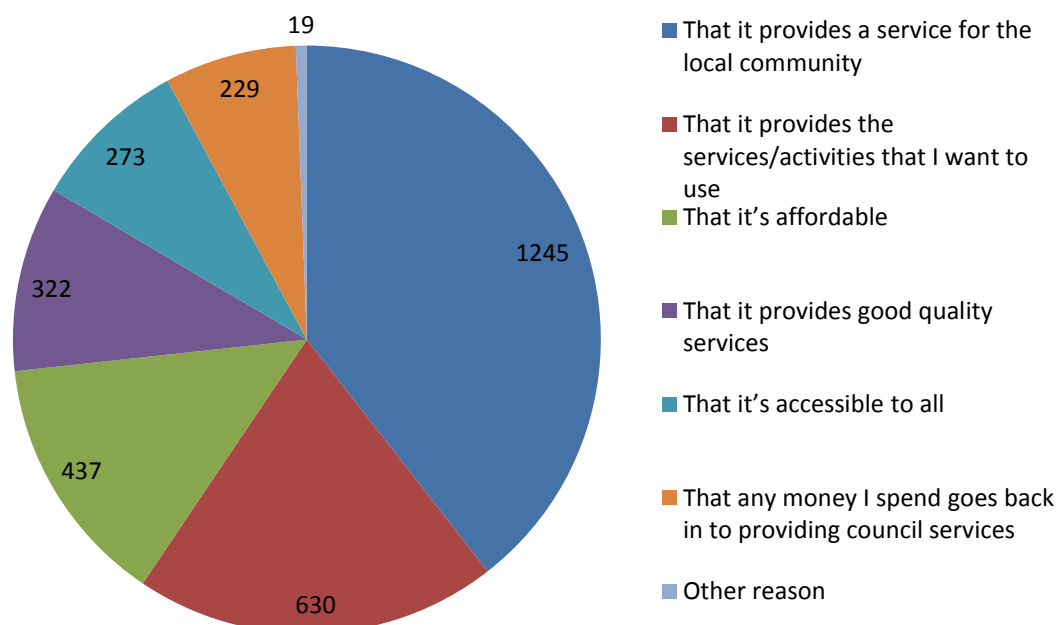
#### Comments/other reasons included:

- Discounts/offers
- More family focused

#### Question 5

**What do you value the most from the CURRENT leisure and cultural facilities/services provided by the council? Please rank the following statements in order, where 1 = most important and 7 = least important**

*The following is numbers of people who ranked each of the following statements as 1 'most important'. Please note; many people ranked all statements with a '1'.*



#### Comments/other reasons included:

- Importance of a focus on health
- User affordability
- Provides value for money

- Importance of being community focused
- Importance of being run by the Council
- Equal number of responses stated the importance of not for profit as provides profit

### **Question 6**

**Do you have any feedback in relation to the facilities/services currently on offer? If you use these services, please tell us what you value and if there are any issues, please tell us what they are and give any suggestions about how they could be improved.**

For each of the areas below, the responses have been categorised and sorted by whether they relate to what people value, what issues they have identified and any suggestions for improvement. Please note, either the top 3 categories (where there has been more than one comment) or any category which had over ten comments have been included under each heading (number of responses in brackets).

#### **Abbey Stadium**

<b>They value</b>	<b>Issues</b>	<b>Improvements</b>
Great facilities (90)	Cleanliness (72)	More general swim times (37)
Good offer (80)	Too expensive (56)	Better public transport (30)
Staff (39)	Poor staff attitude (25)	More affordable (28)
Value for money (19)	Demand is too high (20)	Easier/online class booking (27)
Concessions (12)	Adult swim too expensive (13)	Better communication (26)
	Closure of Kingsley (11)	Warmer pool (25)
		Longer opening hours (22)
		More classes (17)
		Better/modern showers (11)
		More swimming lessons (11)
		Spa/sauna/jacuzzi/steam (11)

#### **Parks**

<b>They value</b>	<b>Issues</b>	<b>Improvements</b>
Well maintained (59)	Cleanliness/littering (29)	Toilets at MS Park (65)
Green open spaces (19)	Dog fouling (21)	Café at MS Park (18)
Cleanliness (16)	Café poor standard (15)	Better toilets at AV Park (17)
Dog walking (13)	Dogs off lead (11)	Better maintenance (16)



	Toilets (11)	More local parks/revamp (16)
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### Play Areas

They value	Issues	Improvements
Variety equipment/activities (12)	Cleanliness/littering (23)	More local play areas/revamp (60)
Good maintenance (9)	Safety (general) (11)	Better maintenance (48)
Accessible (4)	Vandalism (10)	Modern all age play areas (39)
		Updating required (28)
		Toilets at MS Park (13)
		More equipment (12)

### Forge Mill/Bordesley Abbey

They value	Issues	Improvements
Good offer (41)	Entry/too expensive (7)	Better promotion/communication (57)
Local history/heritage (28)	Areas inaccessible for people with a disability/pushchairs (4)	Wider range of events/activities (23)
Great walks/dog walking (13)	Cleanliness/littering (3)	More events/activities (13)
	Cows (3)	Better public transport (11)
	Poor toilets (3)	

### Palace Theatre

They value	Issues	Improvements
Good offer (74)	Too expensive (74)	Better promotion/communication (38)
Great venue/facility (71)	Cramped/uncomfortable seating (8)	Wider range of shows (35)
Good value (14)	Cost of town centre parking (4)	More comedy acts (10)
Staff (14)		More for children (10)
Asset for town (11)		

### Allotments

They value	Issues	Improvements
Vital for community (10)	Poorly maintained (10)	Better promotion/communication (21)
Focus on health (9)	Poorly managed (6)	More provision (17)
Good value (6)	Security (3)	Community allotments (5)
	Toilets (3)	

**Pitcheroak Golf Course**

They value	Issues	Improvements
Great facility (14)	Too expensive (4)	Better promotion/communication (14)
Great café/restaurant (11)	Over provision (3)	Better maintenance (7)
Good value (10)	Poor value (3)	Sell it/build houses (4)

**Community Centres**

*\*please note, many people seemed confused between community centres and children's centres*

They value	Issues	Improvements
For communities (15)	Too expensive (6)	Better promotion/communication (40)
Good offer (11)	Closure of community centres (2)	Wider range of offer (24)
Great facilities (7)		Modernisation (16)
Local/good location (7)		

**Sports Development**

They value	Issues	Improvements
Couch to 5k (18)	Closure of Kingsley/Arrow Vale (7)	Wider range of offer (23)
Great facilities (17)		Better promotion/communication (22)
Range on offer (5)		More for children (8)
Staff/team (5)		

**Events**

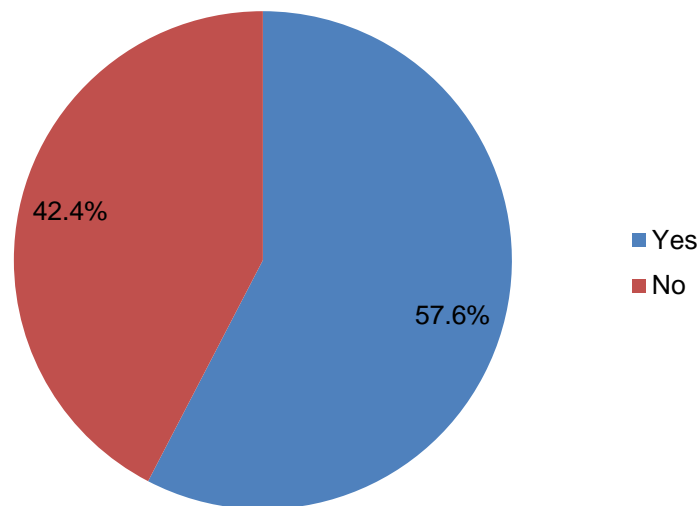
They value	Issues	Improvements
Morton Stanley Festival (21)	Waste of money (6)	Better promotion/communication (51)
Good offer (15)	Costs/expensive (3)	More events (26)
Fireworks (9)	Anti-social behaviour (2)	Wider range of events (14)
	Cycle race (2)	
	Litter (2)	
	Noise (2)	

**Arts Development**

They value	Issues	Improvements
Important resource (4)	Waste of money (3)	Better promotion/communication (45)
Pop-up gallery (2)	Underfunded (2)	More arts events (7)
	Waste of time (2)	Wider range of offer (7)

**Question 7**

**Do you access any leisure and/or cultural facilities/services e.g. gym, theatre, swimming, golf etc. outside of those provided by Redditch Borough Council?**

**Other locations used included:**

- Bromsgrove
- Studley
- Local facilities e.g. village halls
- Solihull
- University of Birmingham
- Birmingham theatres
- London theatres

**Reasons for using other locations included:**

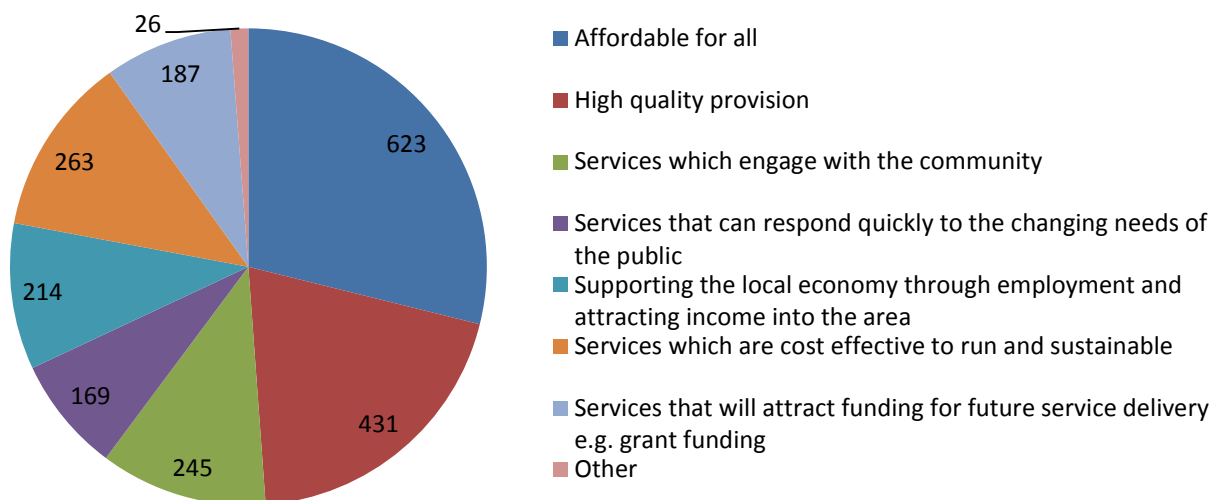
- Wider offer
- Better facilities
- More convenient

- Cheaper
- Better opening times
- Better quality

### **Question 8**

**Please tell us how important each of the following areas are to you in relation to the FUTURE delivery of the council's leisure and cultural services? Please rank the following statements in order, where 1 = most important and 8 = least important**

*The following is numbers of people who ranked each of the following statements as 1 'most important'. Please note; many people ranked all statements with a '1'.*

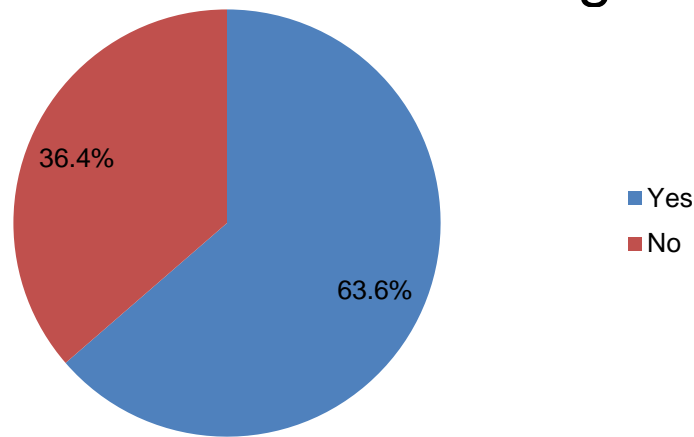


### **Frequent comments/other important issues included:**

- Importance of a focus on health
- User affordability
- Importance of being community focused
- Importance of being not for profit
- Importance of effective management

### **Question 9**

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



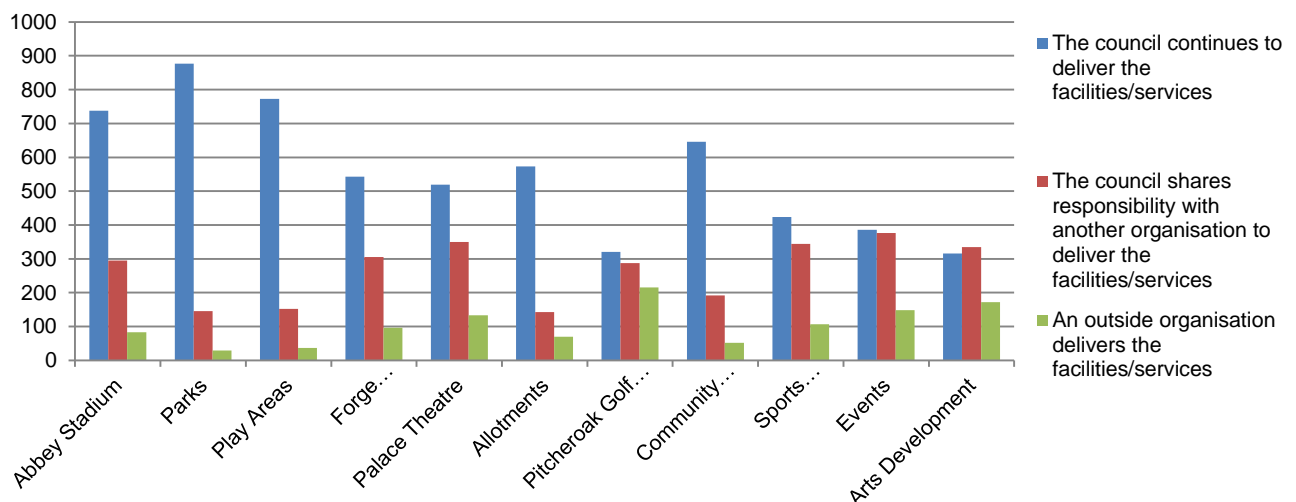
#### Reason/s of answer included:

- Everyone should have access
- Only those on Disability Allowance
- Everyone should pay the same
- Important for health and wellbeing
- Should be affordable for all
- Council should be supporting the vulnerable
- There are already enough free activities
- Working families struggle to afford too

#### Question 10

For each of the facilities/services listed please tick your preferred delivery model.

- The council continues to deliver the facilities/services
- The council shares responsibility with another organisation to deliver the facilities/services
- An outside organisation delivers the facilities/services



#### Comments included issues such as:

- Not enough information to make a decision on the best model
- The importance of financial viability of any model
- The importance of ensuring user affordability
- The importance of effective management and a well-run service, regardless of the delivery model
- The belief that the model should be not for profit
- That the model should be community focused
- The importance of protecting local community assets
- The desire for accountability
- The potential for fresh input

In particular relation to the Abbey Stadium, the below analysis breaks down the number/percentage of respondents for each frequency by their stated preferred delivery model (please note, the questions were not mandatory, so not every respondent chose to answer both):

	# using Abbey Stadium	Council continue (738 respondents)		Shared resp. (295 respondents)		Outside org. (83 respondents)	
		#	as % of AS users	#	as % of AS users	#	as % of AS users
Daily	242	136	56.2%	54	22.3%	20	8.3%
Weekly	418	218	52.2%	53	12.7%	15	3.6%
Within the last month	185	88	47.6%	29	15.7%	5	2.7%
Within the last 3 months	120	52	43.3%	21	17.5%	7	5.8%
Within the last 6 months	60	21	35.0%	10	16.7%	3	5.0%
Within the last year	90	35	38.9%	23	25.6%	4	4.4%
Longer than a year ago	128	58	45.3%	20	25.6%	6	4.4%
Never	217	62	28.6%	55	25.6%	17	4.4%

### **Question 11**

**Do you have any additional ideas or innovations that you think should be considered for either the running or the design of the facilities/services? This could include different ways to run a facility/service, areas to make savings, generate more income or deliver new facilities/services.**

**Ideas included:**

### **Abbey Stadium**

- Offer
  - More classes in general
  - More choice of classes
  - More general swim time
  - Online booking
  - More for non-members
  - Better timetable
  - More classes for parent and children
  - More classes for children and teenagers
  - Healthy lifestyle classes
  - Better weekend and evening offer
- Affordability
  - Cheaper
  - Cheaper for off-peak
  - Cheaper adult swim
- Engagement
  - Engage non-users
  - Engage with GP surgeries
  - Better promotion
- Opening times
  - Earlier
  - Extend opening hours
- Facilities
  - (\*especially if they are with children as they get very little swim)
  - More offers
  - Concessions/subsidies
  - Flexible membership
  - Remove joining fee
  - Loyalty scheme

- Refurbishment/redevelopment
- Spa/sauna/steam room
- Better maintenance/cleanliness
- Warmer pool
- Improved café
- More parking
- Better transport links
- Crèche
- Update equipment

There were numerous suggestions for specific sports or activities/facilities, such as tennis, outdoor pitches, climbing wall, badminton, ballroom dancing and an ice rink.

There were also comments stating that free swimming should be stopped to enable it to be cheaper for everyone; however, there were equally comments suggesting free exercise for older people or free personal training sessions.

## Parks

- Offer
  - More children's activities
  - More events/festival
  - Community clean-ups
  - Bike hire
  - Health and wellbeing activities
  - Better use of lake
- Management
  - Partnership working
  - Park wardens
  - Use volunteers
  - Sponsorship
  - More information and promotion
  - Bike hire
  - Dogs on leads
  - Enhancement of environment
- Facilities
  - Toilets
  - Splash pad
  - Landscaping/redevelopment
  - Better maintenance/cleanliness
  - Cafés/food concessions (\*more options; better managed for AVP)
  - Visitor Centre (MSP)
  - More parking (\*including charging)
  - Safety inc. better lighting or CCTV
  - Forest school
  - Lido
  - Zip wire
  - Cycle access
  - Dog washing facilities

The need for toilet facilities, particularly at Morton Stanley Park and improved cafés were significant responses, with the Countryside Centre at Arrow Valley Park being described as underutilised and the café in need of substantial improvement or alternative management.

## Play Areas

- Facilities
  - (More) Modern and challenging equipment
  - Splash pad
  - Better maintenance/cleanliness
  - Safety inc. better lighting or CCTV

- Multi-age facilities
- Toilets
- Offer
  - More events
- Management
  - Involve community
  - Play wardens
  - Sponsorship
  - More information and promotion

Having more play areas, particularly with up-to-date and challenging equipment and activities was important to many respondents, as was the inclusion of a splash pad which would attract more visitors.

### Forge Mill/Bordesley Abbey

- Facilities
  - Better transport links
  - Better catering facilities
  - More accessible
- Offer
  - Wider variety of events/displays
  - Use for weddings
  - Focus on archaeology/heritage
  - Work with schools/children's groups
- Management
  - More information and promotion
  - Involve/engage community
  - Charge more
  - Cheaper/free entry inc. concessions
  - Longer opening times
  - Access funding
  - Specialist provider to run (\*NT, EH)
  - Close/sell it

Utilising the venue for events and capitalising on the heritage were common responses; however the need for better advertng and promotion was frequently mentioned, as was having a wider variety of events and activities on offer

### Palace Theatre

- Affordability
  - Cheaper
  - Family offers
  - Remove booking fee
  - Loyalty scheme
- Offer
  - Wider variety of shows inc. music, comedians
- Facilities
  - Better acts/better quality
  - Summer activities
  - More matinees
  - Adult classes
  - Work with schools/children's groups
  - Work with local groups



- Free parking
- Comfier seating
- Management
  - More information and promotion
  - Involve/engage community
  - Better promotion
- Keep as Council run
- Close it/sell it/privatise it
- Sponsorship/external funding
- Improve online booking

Ensuring that The Palace was affordable for people was a very frequent response, particularly in relation to families being able to access shows together. Respondents also commented on having a wider and more diverse programme.

### Allotments

- Management
  - More information and promotion
  - Involve/engage community
  - Community run
  - Sell
  - Access grant funding
  - Greater investment
- Offer
  - Vegetable shows
  - Produce market
  - Gardening club
  - Summer BBQs
  - Work with schools/children's groups
- Facilities
  - Reduce plot size (more plots)
  - Better security and maintenance
  - More accessible (\*raised beds; level surfaces)
- Affordability
  - Reduce rent/peppercorn rent
  - Increase rent

Several respondents referred to the importance of effective management of allotments provision and involving the community in their running and development.

### Pitcheroak Golf Course

- Management
  - Sell/privatise it
  - More information and promotion
  - Involve/engage community
  - Council to collect green fees
  - Sponsorship
  - Council run café
- Improved staff attitude
- Facilities
  - Improve course/driving range
  - Better maintenance
  - Utilise popular café
- Offer

- More for young people
- Family days
- More competitions
- Taster sessions
- Events
- Affordability
  - Cheaper
  - Increase costs
  - 'Pay-as-you-go' coaching
  - Different memberships

Several respondents felt that the golf course may be better run by someone else or sold off entirely. Others felt the need for a greater focus on families and young people. Specific comments relating to the current management and delivery of the site were keen for the Council or the café to collect the green fees.

### Community Centres

- Management
  - More information and promotion
  - Involve/engage community
  - Community run
  - Sell underused assets
  - Caretakers for each centre
- Offer
  - Wider range of classes
  - Evening/weekend activities
  - More for children/young people
  - School holiday clubs
  - More events
- Facilities
  - Renovate centres
  - Better security and maintenance
  - Save energy (lights and heating)
  - More storage

For Community Centres, the importance of good advertising and a diverse range of activities for different age groups were frequent comments.

### Sports Development

- Offer
  - Focus on health
  - Wider variety of options
  - More at evenings/weekends
  - Taster sessions
  - Work with schools/children's groups
- Affordability
  - Cheaper
  - Cut funding
- Management
  - More information and promotion

- Involve/engage community
- Sponsorship
- Partnership working
- Generate income
- Utilise volunteers

The contribution of sports development to health and wellbeing was noted by several respondents. The desire for a wider range of activities for all demographics was also commented on. It was felt by some that the service needed to be promoted better.

## Events

- Offer
  - Different events/festivals/fayres
  - Focus on health
  - Stop events
  - More for all ages
  - More for families
  - Carnival
  - Year-round bandstand events
  - Different locations
- Affordability
  - Charge for entry
  - Review funding
- Management
  - More information and promotion
  - Involve/engage community
  - Sponsorship

There were a range of suggestions for different events and festivals which residents would like to see, from a Country and Western Festival to a Christmas Market and a Food Festival. Several comments related to the need for better promotion and advertising with sufficient notice to attend. Some respondents felt that certain events were not cost effective and should be stopped.

## Arts Development

- Offer
  - Wider range of events
  - Work with schools/children's groups
  - Support local artists
  - Arts Centre
  - Stop arts development
  - Arts and crafts courses
  - Concessions
- Management
  - More information and promotion
  - Involve/engage community
  - Partnership working
  - Community management

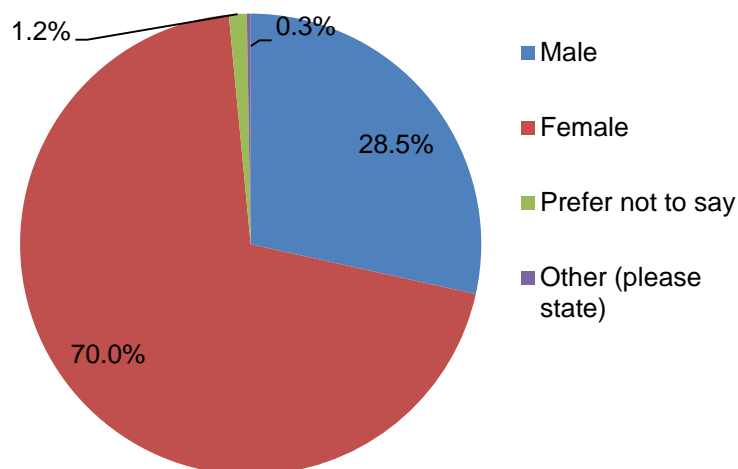
Suggestions included showcases for local artists, community based classes, film and literature festivals and a dedicated arts centre for Redditch. Several comments related to the need for better promotion and advertising of arts development in general and the need to involve schools and young people.

#### General comments included:

- Support everyone not just those on benefits
- Understand what residents want/need
- Utilise grants
- Increase audiences
- Outsource if not profitable
- Loyalty card
- Money off vouchers
- Look for good practice elsewhere
- Be inclusive- all ages, abilities and groups
- Introduce charges
- Prioritise community spending
- Communicate better
- Run things like a business
- Use venues across the Borough
- Work with community groups
- Use volunteers
- Deal with litter and anti-social behaviour
- Concern about recent closures
- Not enough toilets
- Play scheme during school holidays
- Adult learning classes during the evening

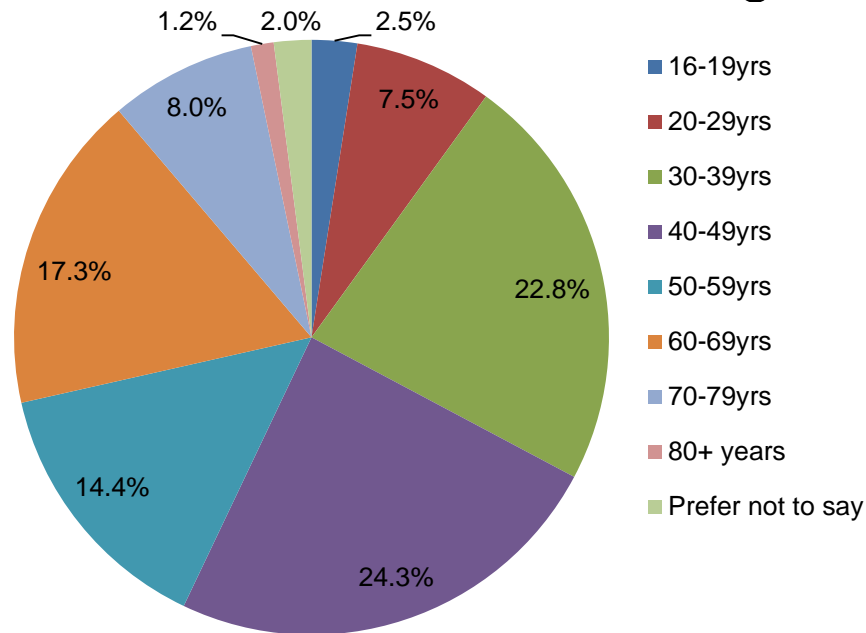
#### Question 12

What sex are you?



#### Question 13

Which of the following best describes your age?



#### **Question 14**

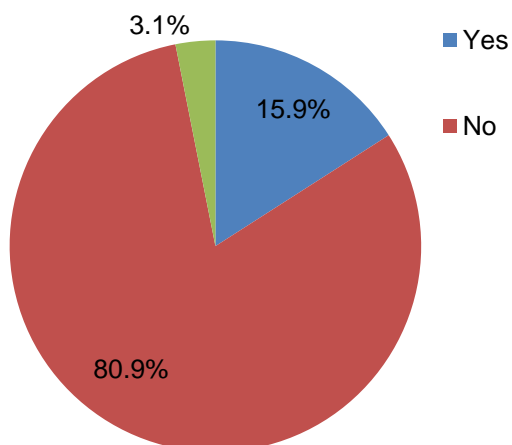
**Which of the following best describes your ethnic group?**

	Response Percent	Response Total
White - British, English, Northern Irish, Scottish or Welsh	91.0%	1025
White - Irish	0.7%	8
White - Gypsy or Irish traveller	0.1%	1
Any other white background (*please specify)	1.3%	15
Mixed or multiple ethnic - white and black Caribbean	0.6%	7
Mixed or multiple ethnic - white and black African	0.1%	1
Mixed or multiple ethnic - white and Asian	0.3%	3
Any other mixed or multiple ethnic background (*please specify)	0.4%	4
Asian or Asian British - Indian	0.2%	2
Asian or Asian British - Pakistani	0.5%	6
Asian or Asian British - Bangladeshi	0.1%	1
Asian or Asian British - Chinese	0.1%	1

Any other Asian (*please specify)	0.2%	2
Black, African, Caribbean or black British - Caribbean	0.4%	4
Black, African, Caribbean or black British - African	0.2%	2
Any other black British, African or Caribbean (*please specify)	0.1%	1
Other ethnic group - Arab	0.0%	0
Any other ethnic group (please specify in box below)	0.2%	2
Prefer not to say	3.6%	41
* Please specify:	0.0%	0
* Please specify:		27
<i>answered</i>		1126
<i>skipped</i>		543

### Questions 15 & 16

**Do you have a disability, long term illness or health condition?**



If yes, please indicate below (tick all that apply)		
Answer Choice	Response Percent	Response Total
1 Mobility e.g. climbing stairs, walking short distances	31.5%	63
2 Physical disability	15.5%	31
3 Learning disability	6.0%	12
4 Mental health	15.0%	30
5 Visual impairment	3.5%	7
6 Hearing impairment	12.0%	24
7 Prefer not to say	16.0%	32
8 Other (please specify):	33.5%	67
<i>answered</i>		200
<i>skipped</i>		1469



# Audit, Governance & Standards

## Committee

Thursday, 21 September  
2017

## MINUTES

### Present:

Councillor Jane Potter (Chair) and Councillors Natalie Brookes, Michael Chalk, Mark Shurmer, Yvonne Smith and Pat Witherspoon

Dave Jones – Independent Member for Audit and Governance (non-voting co-opted member of the Committee)

### Also Present:

Neil Preece – Grant Thornton (External Auditors)

Mary Wren – Grant Thornton (External Auditors)

### Officers:

Andy Bromage, Ray Cooke, Claire Felton, Paul Field, John Godwin, Jayne Pickering, Deb Poole, Paul Stephenson and Judith Willis

### Democratic Services Officer:

Debbie Parker-Jones

## 66. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were received on behalf of Councillors Tom Baker-Price and Andrew Fry, and Feckenham Parish Councillors Alan Smith and Slade Arthur.

Whilst not a member of the Committee, Officers also tendered apologies on behalf of Councillor John Fisher, Portfolio Holder for Corporate Management.

## 67. DECLARATIONS OF INTEREST

There were no declarations of interest.

## 68. MINUTES OF THE MEETING HELD ON 6TH JULY 2017

The minutes of the meeting of the Audit, Governance and Standards Committee held on 6th July 2017 were submitted.

.....  
Chair

## **Audit, Governance & Standards**

Committee

Thursday, 21 September 2017

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**RESOLVED that**

**the minutes of the meeting of the Audit, Governance and Standards Committee held on 6th July 2017 be confirmed as a correct record and signed by the Chair.**

### **69. MONITORING OFFICER'S REPORT - STANDARDS REGIME**

Members received a report from the Monitoring Officer outlining the current position in relation to standards regime matters.

Officers confirmed that no new complaints had been received since the last meeting of the Committee. The two ongoing Member to Member complaints had been resolved locally in agreement with the political group leaders. Officers stated that there had been very positive input from the Members involved, and that social media training would be provided for Members as a result of the complaints.

As previously advised, Officers confirmed that Members should speak with their group leader regarding any requests for training, which would then be considered by the Member Development Steering Group.

**RESOLVED that**

**the report of the Monitoring Officer be noted.**

### **70. AUDITED STATEMENT OF ACCOUNTS 2016/17**

The Committee was asked to approve (it having the power to so approve and not necessitating a recommendation to Council as stated in the report) the Council's Statement of Accounts for 2016/17.

The Chair referred to the Statement of Accounts Briefing which Officers had conducted for Members the previous week, which it was noted should have answered most questions that Members might have on the accounts. Members stated that the Briefing had been very helpful and informative and thanked Officers for this.

Officers provided an overview of the key statements. No changes had been made to the General Fund, which Officers were very pleased about, and there was a positive picture in relation to reserves and funds overall. Officers explained the positions with the Movement in Reserves Statement, Housing Revenue Account



# **Audit, Governance & Standards**

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and Capital Receipts. There was a significant profit on the Council's expenditure as the housing stock valuation had increased during the year. Officers also explained the Council's long term liability on the pension deficit, which had increased by £8m in a year, for which Members were advised there was a 19 year plan to reduce this to zero.

**RESOLVED that**

**the 2016/17 Statement of Accounts be approved.**

**71. INTERNAL AUDIT PROGRESS REPORT**

The Committee received the Internal Audit progress report which presented Members with progress on Internal Audit work for 2017/18. The Worcestershire Internal Audit Shared Services (WIASS) Manager presented the report and responded to Members' questions.

Members noted that all of the audit reports issued/completed since the previous update report had resulted in assurance levels of moderate or above. A number of other audits were currently ongoing, the assurance levels for which would be reported on at the next meeting. There were a number of medium priority recommendations arising from the 2017/18 audits, for which details of the Management Responses and agreed Action Plans were set out in the report. There were no high recommendations arising.

Following concerns previously raised by the Committee in relation to the lengthy/ongoing planned follows ups for the CCTV, Consultancy and Agency and Allotments audits, the relevant Heads of Service were in attendance and advised Members on the respective positions with these.

Officers explained the CCTV access rights issue and the required Team Leader authorisation which led to delays in the production of some data files. Members were advised that the issue could not be resolved at present, and that to mitigate any risk all staff within the department had received data protection training. Officers stated that they could look at the staffing issue as part of the Council's commercialisation and income generation agenda. In light of the cost implications associated with available software to address the issue, Officers agreed to speak with the internal auditors to see whether any paper copy alternatives could be introduced, bearing in mind any associated risk factors. Officers agreed to report back on the position with this at the next meeting.

## **Audit, Governance & Standards**

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Regarding Consultancy and Agency, Members were provided with an update on the ongoing review of the current Matrix system (used for procuring consultancy and agency staff), and the contract for this. The internal review included involvement from Human Resources, Finance and Procurement Officers. The existing contract with Matrix was due to expire in December 2017. The option of extending the contract for a further six months in order to conclude the internal review and allow time to undertake any procurement exercise that might be required was being looked into. Whilst the review was ongoing it was recognised that the Matrix contract was in place and working, and that as such that any risk to the authority was low.

In relation to Allotments, Officers advised that the majority of the required actions had now been completed. The only outstanding area related to a change in water charges, with the Council aiming to fully cover its water costs and which it was hoped would be concluded within the next couple of months.

Officers advised that any significant delays in agreed follow up actions would, in future, be taken to the Senior Management Team to ensure that actions were being carried out as soon as possible, or that where other factors impacted on this the position be reviewed as early as possible to agree any alternative course of action that might be needed. The WIASS Manager confirmed that Internal Audit appreciated that the position in relation to recommendations and agreed actions could change following audits, and in between planned follow ups. This meant that some recommendations could become surplus to requirements, or that adjustments to agreed actions might be needed. In such circumstances if Officers and Internal Audit could come up with solutions then they would do so. Mr Jones stated that such control processes should be in place, and that any planned follow ups that could be avoided should be.

The Chair thanked Officers for attending and stated that she hoped the Committee's frustrations with ongoing follow ups were understood, and requested that Officers aim to complete outstanding actions as promptly as circumstances would allow.

**RESOLVED that**

**the report and updates provided by Officers be noted.**

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Committee

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## **72. COMPLIANCE TEAM UPDATE**

Members received an update report on the work of the Compliance Team following the transfer of benefits fraud to the Department for Work and Pensions ('DWP') Single Fraud Investigation Service in February 2016. This was the second such report to Committee, the first having been considered by Members in February 2017.

Officers presented the report and responded to Members' questions in this regard.

The additional 10% income which was being awarded to the Council by the County Council (the other major preceptor), as a result of the proactive work being undertaken by Officers in relation to Housing Benefit and Council Tax Support, was noted. Members also noted the higher than anticipated Business Rates figure of £500k and the 3-month backlog at the Valuation Office, further details of which Officers would report on in the next report.

Officers referred to a request from Members in February regarding whether it was possible for details of actual monies recovered and agreed repayment timescales to be included in future reports. Officers advised that they had looked into this and that it was difficult to provide such information. It was noted that the Council Tax collection rate for 2016/17 stood at 96%. As recoveries were dealt with by the Revenues and Benefits Team as a whole it was not possible to say what proportion of the recoveries were directly attributable to the Compliance Team.

The DWP's remit over investigations, together with the Council's role in providing relevant information to the DWP and HM Revenue and Customs, was noted. The rollout of Universal Credit in the town at the end of October was also noted and the work being undertaken by Officers in preparation for this.

**RESOLVED that**

**the report be noted.**

## **73. RE-APPOINTMENT OF LEAD RISK AND FRAUD MEMBERS ON THE COMMITTEE**

The Committee were asked to consider the re-appointment of the Lead Risk and Fraud Members on the Committee for the year ahead.

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### **Committee**

**Thursday, 21 September 2017**

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Members were first asked to consider whether they wished to re-appoint to the roles, which they agreed they did.

In light of the item listed later in the agenda under the Committee's Work Programme to review the Independent Member appointment in 2018, and as Mr Jones – the current Independent Member – was also the Committee's Lead Risk Member, Mr Jones was asked whether he anticipated wishing to remain on the Committee for a second term of office. Mr Jones responded that provided the Committee and the matters which it considered continued to move forward in a progressive manner, then he would be happy to continue. It was therefore agreed that Mr Jones be re-appointed as the Lead Risk Member on the Committee.

Regarding the Lead Fraud Member appointment, and in Councillor Thain's (the current post holder's) absence, it was agreed that Officers would ask Councillor Thain outside of the meeting whether he would be willing to continue in this role.

#### **RESOLVED that**

- 1) Mr Dave Jones continue as the Committee's Lead Risk Member for a further 12 months; and**
- 2) Councillor David Thain be asked if he was willing to continue as the Committee's Lead Fraud Member.**

#### **74. SECTION 11 UPDATE**

It was noted that this report should not have been included on the agenda on this occasion.

#### **75. RISK MANAGEMENT STRATEGY**

Members were asked to consider the draft Risk Management Strategy ('the Strategy').

Officers explained the background to the Strategy and accompanying Risk Management Handbook for Managers. If approved by the Committee the Strategy and supporting Handbook would ensure that there was a robust framework in place for the identification and management of risks, which would be fed through the Corporate Management Team to fourth tier managers.

Mr Jones, Lead Risk Member on the Committee, fully endorsed the Strategy, which he stated appeared to be very compliant focussed. He asked how management would ensure the aims of the Strategy

## **Audit, Governance & Standards**

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were being achieved. Officers responded that the Risk Management Group would monitor this and would look at risk registers within the Council. Officers added that Mr Jones was welcome to attend the Risk Management Group's quarterly meetings, which Mr Jones stated he wished to do.

Members requested a copy of the Handbook, which Officers agreed to provide.

**RESOLVED that**

**the Risk Management Strategy be approved.**

### **76. COMMITTEE ACTION LIST AND WORK PROGRAMME**

#### Action List

#### Ref 1 – Statement of Accounts 2014/15: Inventories

Mr Jones provided an update on a meeting which he had had with the Stores Team regarding inventories.

He spoke on a number of key points and processes arising from the meeting which included: inventory levels (which had increased to £40k in the current year); purchases; controls; change management process; the high number of vehicles which were static and which not moved during his visit; and slow moving/obsolete stock.

Mr Jones queried whether, in light of the above, some sort of feasibility study should be undertaken into this area, to ensure that this was being operated in the best manner. It was queried whether this might be something for Overview and Scrutiny (O&S) to look at. Officers responded that they were conscious this was quite a specialist area and that this might not be appropriate for O&S. It was further noted that some elements also linked with Housing and Environmental Services. Members agreed that there were a large number of issues to be looked into and requested that the Head of Environmental Services be asked to prepare a briefing note for the Committee members on this, with a full report on the Stores position to follow at the next meeting of the Committee on 1st February 2017.

Action: Guy Revans to draft Briefing Note for Members and to take full Stores report to 1st February 2018 meeting.

# Audit, Governance & Standards

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Thursday, 21 September 2017

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Ref 2 – Debt Recovery Update – Quarters 1 and 2 2015/16:  
Measures Dashboard

Officers advised that debt recovery information was now being included in the Quarterly Finance Monitoring reports to Executive Committee.

Action: Item to be removed from Action List.

Ref 3 – Compliance Team Update: Monies Recovered and  
Repayment Timescales

It was noted that Officers had confirmed the position with this earlier in the meeting, as part of the latest Compliance Team Update report (Minute No. 73 above refers).

Action: Item to be removed from Action List.

Ref 4 – Treasury Management Strategy Statement and Investment  
Strategy 2017/18 to 2019/20: Yield Benchmark Data

It was noted that this action was due for completion in February 2018.

Action: Item to remain on Action List for February 2018 meeting.

Work Programme

The Work Programme was noted.

**RESOLVED that**

**the Committee's Action List and Work Programme be noted  
and the amendments and updates highlighted in the preamble  
above be agreed.**

The Meeting commenced at 7.00 pm  
and closed at 9.12 pm

.....  
Chair

## **Planning Committee**

**Wednesday, 13 September  
2017**

### **MINUTES**

#### **Present:**

Councillor Andrew Fry (Chair), Councillor Yvonne Smith (Vice-Chair) and Councillors Natalie Brookes, Michael Chalk, Matthew Dormer, Gareth Prosser, Jennifer Wheeler and Nina Wood-Ford

#### **Officers:**

Amar Hussain and Helena Plant

#### **Democratic Services Officer:**

Jan Smyth

#### **21. APOLOGIES**

Apologies were received on behalf of Councillors Roger Bennett and Wanda King. Councillor Natalie Brookes was confirmed as Councillor King's substitute for the meeting.

#### **22. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **23. CONFIRMATION OF MINUTES - 9TH AUGUST 2017**

##### **RESOLVED that**

**the minutes of the meeting of the Planning Committee held on 9<sup>th</sup> August 2017 be confirmed as a correct record and signed by the Chair.**

#### **24. UPDATE REPORTS**

The published Updates for the various Applications to be considered were noted.

.....  
Chair

## Planning Committee

Wednesday, 13 September 2017

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**25. PLANNING APPLICATION 2017/00467/FUL –  
75 THE SLOUGH, CRABBS CROSS, REDDITCH B97 5JR –  
MR JASON KLEANTHOUS**

Two storey front extension forming remodelled hall  
with additional first floor bedroom over and rear first floor  
alterations to form master bedroom with en-suite.

**RESOLVED that**

**having regard to the Development Plan and to all other material  
considerations, Planning Permission be GRANTED, subject to  
the conditions set out on pages 4 and 5 of the main agenda  
report.**

(Officers reported on Consultee responses received from Stratford on Avon District Council and the Council's Heritage Advisor, as detailed in the published Update Report, copies of which were provided to Members and the public gallery prior to the meeting commencing.)

**26. PLANNING APPLICATION 2017/00769/FUL -  
57 CRANHAM CLOSE, HEADLESS CROSS, REDDITCH B97 5AZ  
MR AND MRS PIETRASIAK**

Construction of rear two-storey extension to form lounge,  
office and garage extension. Raise existing roof to provide  
additional second storey accommodation of master bedroom  
with en-suite and roof space storage and dressing room.

The following people addressed the Committee under the Council's public speaking rules:

Mrs Emma Baker – objector  
Mr Ian Thornley – objector  
Mr Tom Evans – objector  
Mr Clive Berry, the applicant's representative.

**RESOLVED that**

**having regard to the Development Plan and to all other material  
considerations, Planning Permission be GRANTED, subject to  
the Conditions and Informative set out on pages 9 to 10 of the  
main agenda report.**

(Officers reported on additional photographs and comments that had been received from neighbours, as detailed in the published



## Planning Committee

Wednesday, 13 September 2017

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Update Report, copies of which were provided to Members and the public gallery prior to the meeting commencing.)

**27. LISTED BUILDING CONSENT APPLICATION 2017/00796/LBC -  
PALACE THEATRE, ALCESTER STREET, TOWN CENTRE,  
REDDITCH B98 8AE  
REDDITCH BOROUGH COUNCIL**

Strengthening work required to a deflecting purlin  
in the roof area above the auditorium.

**RESOLVED that**

**having regard to the Development Plan and to all other material considerations, Redditch Borough Council, being minded to approve Listed Building Consent subject to the Conditions and Informatives set out on Page 13 of the main Agenda report, requests that the Secretary of State for Communities and Local Government supports this view and GRANTS Listed Building Consent, subject to the said Conditions.**

The Meeting commenced at 7.00 pm  
and closed at 7.44 pm

.....  
CHAIR

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## Planning Committee

Wednesday, 11 October 2017

### MINUTES

#### Present:

Councillor Andrew Fry (Chair), Councillor Yvonne Smith (Vice-Chair) and Councillors Roger Bennett, Natalie Brookes, Michael Chalk, Matthew Dormer, Wanda King, Gareth Prosser and Pat Witherspoon

#### Officers:

Steve Edden, Helena Plant and Amar Hussain

#### Democratic Services Officer:

Jan Smyth

#### 28. APOLOGIES

Apologies for absence were received on behalf of Councillors Jenny Wheeler and Nina Wood-Ford. Councillor's Natalie Brookes and Pat Witherspoon were respectively confirmed as Councillor Wheeler and Councillor Wood-Ford's substitutes for the meeting.

#### 29. DECLARATIONS OF INTEREST

Councillor Andy Fry (Chair) an Other Disclosable Interest in Agenda Item 6 (Application 2017/00764/FUL – Mercian Square, Market Place, Town Centre, Redditch) as detailed in Minute 33 below.

Councillors Andy Fry (Chair), Yvonne Smith (Vice-Chair), Roger Bennett, Natalie Brookes, Mike Chalk, Matthew Dormer, Wanda King, Gareth Prosser and Pat Witherspoon declared collective Other Disclosable Interests in Agenda Item 7 (Planning Application 2017/00952/FUL – 84 Oakly Road, Southcrest, Redditch) as detailed in Minute 34 below.

#### 30. CONFIRMATION OF MINUTES - 13TH SEPTEMBER 2017

##### RESOLVED that

the minutes of the meeting of the Planning Committee held on 13<sup>th</sup> September 2017 be confirmed as a correct record and signed by the Chair.

.....  
Chair

# Planning

## Committee

Wednesday, 11 October 2017

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### 31. UPDATE REPORTS

The published Updates for the various Applications to be considered were noted.

### 32. APPLICATION 2017/00749/OUT THE GOLDEN CROSS PUBLIC HOUSE, UNICORN HILL, TOWN CENTRE, REDDITCH NEW RIVER RETAIL

Outline Planning for the erection of 8 apartments in a single block (matters of access and layout to be considered under the application)

Mr Abel Bunu, the Applicant's Planning Agent, addressed the Committee under the Council's public speaking rules.

#### **RESOLVED that**

**having regard to the Development Plan and to all other material considerations, authority be delegated to the Head of Planning and Regeneration to GRANT Outline Planning Permission, subject to:**

- 1) the satisfactory completion of a Section 106 planning obligation ensuring that:**
  - a) the Applicant provides contributions to the Borough Council in respect to off-site open space, pitches and equipped play, in accordance with the Council's adopted SPD; and**
  - b) a financial contribution is paid to the Borough Council towards the provision of wheelie bins for the new development; and**
- 2) the Conditions and Informative as set out on pages 9 to 11 of the main agenda report.**

### 33. APPLICATION 2017/00764/FUL MERCIAN SQUARE, MARKET PLACE, TOWN CENTRE, REDDITCH MRS DEBORAH BONHAM-BULLICK

Public Artwork to celebrate the life and works of John Bonham, Son of Redditch and drummer with Led Zepplin – 31<sup>st</sup> May 2048 to 25<sup>th</sup> September 1980

The following people addressed the Committee under the Council's public speaking rules:

**Planning**

## Committee

Wednesday, 11 October 2017

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Mrs Deborah Bonham-Bullick - Applicant,  
Mr Mark Richard - Sculptor  
Mrs Ros Sidaway - Applicant's Agent

**RESOLVED that**

**having regard to the Development Plan and to all other material considerations, authority be delegated to the Head of Planning and Regeneration Services to GRANT Planning Permission subject to the Conditions and Informatives set out on pages 17 to 18 of the main agenda report and minor changes to the layout with respect to re-siting of the wheelchair access, reduction in the extent of hard surfacing and possible minor re-siting of sculpture.**

(Officers reported on a late representation received from the Police Crime Risk Manager and Officer responses and an additional representation received from the Council's Arboricultural Officer, all as detailed in the published Update Report, copies of which were provided to Committee Members and public gallery prior to the start of the meeting.)

Officers also updated Members on late proposals for minor amendments to the scheme in terms of a slight change in the location of the disabled access, the reduction in hard surfacing and the position of the Memorial that would require further consideration. Members were therefore asked to agree to delegated powers being given to the Head of Planning and Regeneration Services to grant permission following consideration of the proposed amendments.)

(Prior to consideration of this matter, Councillor Fry declared an Other Disclosable Interest in that he had extended family connections to the Bonham family. Councillor Fry remained and participated and voted on the matter.)

**34. APPLICATION 2017/00952/FUL  
84 OAKLY ROAD, SOUTHCREST, REDDITCH  
MR BOON YENG**

Erection of 6 no. apartments with minor amendment of  
Application No. 2-16/282/FUL

**RESOLVED that**

**having regard to the Development Plan and to all other material considerations. authority be delegated to the Head of Planning and Regeneration Services to GRANT Planning Permission, subject to:**

# Planning

## Committee

Wednesday, 11 October 2017

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- 1) **The satisfactory completion of a supplemental Section 106 obligation to link this application to approved Planning Application 2016/282/FUL, to ensure:**
  - a) **contributions towards open space and playing pitches due to increased demand / requirements from future residents, as required in compliance with the SPD; and**
  - b) **contributions for refuse and recycling bins for the new development in accordance with Policy WCS.17 of the adopted Worcestershire Waste Core Strategy; and**
- 2) **the Conditions summarised on pages 22 and 23 of the main agenda report.**

(Prior to consideration of the Application, Councillors Andy Fry (Chair), Yvonne Smith (Vice-Chair), Roger Bennett, Natalie Brookes, Mike Chalk, Matthew Dormer, Wanda King, Gareth Prosser and Pat Witherspoon, declared a collective Other Disclosable Interest in this matter, in that the applicant was known to them. All Members remained and considered and voted on the matter.)

The Meeting commenced at 7.00 pm  
and closed at 7.57 pm