



# Executive Committee

Tue 5 Feb  
2019  
7.00 pm

Committee Room Two  
Town Hall  
Redditch

**REDDITCH** BOROUGH COUNCIL

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a  
difference*

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**If you have any queries on this Agenda please contact  
Jess Bayley**

**Town Hall, Walter Stranz Square, Redditch, B98 8AH  
Tel: (01527) 64252 Ext: 3268**

**e.mail: [jess.bayley@bromsgroveandredditch.gov.uk](mailto:jess.bayley@bromsgroveandredditch.gov.uk)**

# Executive

Committee

Tuesday, 5th February, 2019

7.00 pm

Committee Room 2 - Town Hall  
Redditch

## Agenda

### Membership:

|        |   |                                 |
|--------|---|---------------------------------|
| Cllrs: | Matthew Dormer<br>(Chair)                         | Bill Hartnett<br>Gareth Prosser |
|        | David Bush (Vice-<br>Chair)                       | Mike Rouse<br>Craig Warhurst    |
|        | Tom Baker-Price<br>Greg Chance<br>Brandon Clayton |                                 |

### 1. Apologies

### 2. Declarations of Interest

To invite Councillors to declare any Disclosable Pecuniary Interests and / or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.

### 3. Leader's Announcements

### 4. Minutes (Pages 1 - 12)

### 5. Redditch Borough Council's Community Lottery (Pages 13 - 36)

The Executive Committee is asked to note that the Overview and Scrutiny Committee will be pre-scrutinising this report at a meeting on Monday 4th February. Due to the short time available between the Overview and Scrutiny and Executive Committee meetings any recommendations arising from the pre-scrutiny of this report will be tabled at the Executive Committee meeting on 5<sup>th</sup> February.

### 6. Independent Remuneration Panel Report and Recommendations for 2019/20 (Pages 37 - 52)

### 7. Arrow Valley Countryside Centre - Change of Operator (Pages 53 - 58)

### 8. Council Tax Support Scheme and Wider Support Framework (Pages 59 - 68)

Appendix 2 to follow.

### 9. Business Case - Domestic Waste Collection Resources (Pages 69 - 98)

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## **10. Housing / Housing Revenue Improvement Plan - Progress Report** (Pages 99 - 134)

The Executive Committee is asked to note that the Overview and Scrutiny Committee will be pre-scrutinising this report at a meeting on Monday 4th February. Due to the short time available between the Overview and Scrutiny and Executive Committee meetings any recommendations arising from the pre-scrutiny of this report will be tabled at the Executive Committee meeting on 5<sup>th</sup> February.

## **11. Performance Report** (Pages 135 - 146)

## **12. Medium Term Financial Plan - Update Report** (Pages 147 - 162)

## **13. Overview and Scrutiny Committee** (Pages 163 - 174)

## **14. Minutes / Referrals - Overview and Scrutiny Committee, Executive Panels etc.**

To receive and consider any outstanding minutes or referrals from the Overview and Scrutiny Committee, Executive Panels etc. since the last meeting of the Executive Committee, other than as detailed in the items above.

## **15. Advisory Panels - update reports**

Members are invited to provide verbal updates, if any, in respect of the following bodies:

- a) Constitutional Review Working Panel – Chair, Councillor Matthew Dormer;
- b) Corporate Parenting Steering Group – Council Representative, Councillor Gareth Prosser;
- c) Grants Panel – Chair, Councillor Greg Chance;
- d) Member Support Steering Group – Chair, Councillor Matthew Dormer; and
- e) Planning Advisory Panel – Chair, Councillor Matthew Dormer.



## Executive

### Committee

Tuesday, 8 January 2019

## MINUTES

#### Present:

Councillor Matthew Dormer (Chair), Councillor David Bush (Vice-Chair) and Councillors Tom Baker-Price, Greg Chance, Brandon Clayton, Bill Hartnett, Mike Rouse and Craig Warhurst

#### Also Present:

Councillor Joe Baker

#### Officers:

Kevin Dicks, Sue Hanley, Jayne Pickering, Deb Poole, Judith Willis, Becky Talbot, Clare Flanagan, Chris Forrester, Paul Spooner and Amanda Delahunty

#### Senior Democratic Services Officer:

Amanda Scarce

#### 68. APOLOGIES

Apologies for absence were received from Councillor G. Prosser.

#### 69. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 70. LEADER'S ANNOUNCEMENTS

The Chair circulated a written update on the Leader's Announcements.

#### 71. MINUTES

##### RESOLVED that

the minutes of the meeting of the Executive Committee held on 11<sup>th</sup> December be approved as a correct record and signed by the Chair.

.....  
Chair

**72. HOUSING ALLOCATIONS POLICY UPDATE**

The Portfolio Holder for Housing introduced the report and in so doing highlighted a number of areas, including the consultation which had taken place and the responses received, which were detailed within the report. The new policy would ensure that the Council was better able to prioritise its limited supply of social housing, whilst also taking into account changes to legislation. It also included more robust consequences for those tenants who were in breach of their tenancy agreements. The Portfolio Holder for Housing also took the opportunity to thank the management and officers for their support and hard work in delivering this revised policy.

Following presentation of the report Members discussed a number of areas in more detail:

- Disappointment in the limited number of responses received to the consultation and the ratios of responses used to make amendments to the policy.
- Community Contribution for Key Workers and Volunteers – 65% of respondents supported this proposal.
- Priority for Armed Forces, which was part of the legislative requirements and the inclusion of Domestic Abuse victims. Armed forces personnel are catered for through legislation. Victims of domestic abuse are usually dealt with under homelessness legislation which is the highest priority that can be awarded, however during the consultation period new statutory guidance was issued requesting that those who are placed in a refuge or interim accommodation receive preference in the allocations policy and the proposed policy has been amended to reflect this.
- Groups which may be unfairly disadvantaged by proposals – which included single parents, low income families and care workers, (which were not covered by key work definition). It was confirmed that if these had been included it was likely that it would skew the policy and it had been confirmed that it was justifiable to not give them preference.

Officers confirmed that in order to implement the new policy a new system was required and that this would be procured in the coming months. It was acknowledged that significant work needed to be carried out to ensure the policy was implemented as smoothly as possible and that work would commence shortly to begin this process. This included the introduction of a new form for all new applicants. Revised data would also be gathered for those already in the system.

During consideration of this item an amendment was proposed by Councillor Bill Hartnett, which requested that the policy be monitored to ensure it was fit for purpose and that after 12 months of implementation, or sooner if necessary, it be reviewed and/or amended to enable it to deliver its aims. This amendment was seconded by Councillor Greg Chance.

Councillor Hartnett explained that it was good practice to include within any new policy a review and monitoring process to ensure that the changes were working and meeting the needs of those requiring the service. A number of Members responded by stating that this was normal practice for the Council and they saw no need for a specific recommendation to be made to cover this. Should there be a need for further changes to be made then these would be brought back to the Executive as and when necessary. It was also highlighted that the Overview and Scrutiny Committee could at any time request an update on any Council policy or process, so there were systems in place to ensure that the policy was fit for purpose. It was also argued that with such a major change to the policy and the need for a new system to administer it that it would take more than 12 months to get a true view of how it was working. There was also flexibility within the policy for managers to have flexibility with particular cases should the need arise.

Both Councillors Hartnett and Chance explained that they were not opposed to the policy but believed that such substantial changes required a review and monitoring process to be built in to it in order for those using the service to be able to see that the Council listened to any concerns which were raised and to protect those affected by the changes.

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

Following a further brief discussion it was

**RESOLVED that**

- a) **the results of the consultation on the draft housing allocations policy be noted; and**
- b) **the new housing allocations policy be adopted and implemented by the Council.**

**73. DEVELOPMENT PARTNER TO PROGRESS THE POSSIBLE REDEVELOPMENT OF WINYATES AND / OR MATCHBOROUGH DISTRICT CENTRES AND SURROUNDING AREAS**

The Portfolio Holder for Economic Development, Town Centre and Commercialism introduced the report and took the opportunity to thank officers for their hard work put in to getting to this stage. He

advised that this was a long overdue project, the dated centres no longer met the requirements of the local residents and it was hoped that the improvements would bring a much improved and better outcome to the whole area.

The Interim Head of North Worcestershire Economic Development and Regeneration (NWEDR) provide Members with a summary of the report, which included the following areas:

- The aim of the soft market testing, with the support of Homes England would be to refine the proposals and scheme that could be delivered.
- The need to attract new investment in the areas to mitigate the costs to the Council.
- The One Public Estate (OPE) bid for £200k to support the costs of the initial process.
- The Homes England Delivery Partner Panel and the experience they had in delivering similar projects.
- The importance in setting out the Council's proposals and being clear about the terms of any proposals moving forward.
- Consultation with residents would take place following completion of this initial stage.

Members raised concerns around the number of new market and affordable homes suggested and what proportion of Council Housing Stock would be included, as currently there was the potential loss of 29 Council Houses. It was highlighted that this was something which had been discussed in detail at the Overview and Scrutiny Committee and that a recommendation had been put forward following its pre-scrutiny exercise. The Chair advised that the project was at its earliest stage and that such detail would follow on from this. The Portfolio Holder for Economic Development, Town Centre and Commercialism advised that the Council's ambition was to improve the area and the housing through the project; however it was difficult to be prescriptive at this early stage. It was confirmed that any developer would be expected to support the Council's current planning policy in respect of housing stock.

The Chair drew Members' attention to the additional papers pack 2, which contained the recommendation from the Overview and Scrutiny Committee. Councillor Hartnett proposed the recommendation and it was seconded by Councillor Chance.

The proposed additional recommendation stated the following:

“assurances be given that no Council housing stock or business unit assets would be lost from the redevelopment of the Winyates and Matchborough district centres.”



The Chair invited Councillor Joe Baker, Chair of the Overview and Scrutiny Committee to speak. Councillor Baker thanked the Chair for the opportunity to do so and advised that the Committee had discussed the report in detail and had expressed concerns regarding the re-development, as they had been mindful of mistakes which had been made in previous projects; particular reference being made to Church Hill. It was important that Ward Members were consulted and listened to as they had a wide local knowledge of the centres. Mistakes which had been made with previous projects had been costly and it was therefore also important to protect the Council from any unexpected additional costs at a later date. However, Councillor Baker went on to say that the Committee's major concern had been the loss of Council housing stock and any income from other sources such as retail units in the centres. Whilst the inclusion of affordable housing was welcomed this covered a wide spectrum and it was important to ensure that the current Council housing stock numbers were retained at best, but hopefully improved upon. Anecdotally, a Member commented that there had been involvement in previous projects by the relevant Ward Councillors through a number of meetings.

Whilst the Portfolio Holder for Economic Development, Town Centre and Commercialism understood the sentiment behind the recommendation it was felt that it would be difficult at this early stage to support such a restriction. He suggested that he would support an alternative wording, which did not include reference to business unit assets.

Councillor Baker reiterated that the Committee had simply asked for assurances that there would be no loss, whilst accepting that it was difficult to predict what the final project outcome would look like, although it was the housing stock which was the most important area for consideration. Councillor Hartnett also commented that it was important that the Council maintained any income stream available from the business units, particularly in light of the difficult financial times the Council was currently facing.

On being put to the vote the recommendation was lost.

Councillor Hartnett proposed a further addendum to (i) of the recommendations included within the report in agenda pack, that "protects and enhances the number and quality of RBC Housing stock currently provided at both sites and further protects and replaces the income generated by RBC business units existing currently." This was seconded by Councillor Chance.

The comments that had previously been made to explain why this was not possible were reiterated and after further discussion and with the agreement of Councillor Hartnett, his proposed addendum was withdrawn, and the addition of (b) below was made to the recommendations within the report. It was

**RESOLVED that**

- a) **the proposal for a comprehensive approach to the redevelopment of Matchborough and Winyates District Centres and the creation of up to 400 new market and affordable homes as party of the development be noted;**
- b) **assurances be given that there will be no net loss in Council housing stock in the future development of the Matchborough and Winyates District Centres;**
- c) **the bid for One Public Estate (OPE) funding to support the Council in the feasibility study and the options appraisal for such a development as detailed in Appendix 1 be noted;**
- d) **the Council agrees to work with Homes England and its Delivery Partner Panel to 'soft market test' its proposals with members of the panel at no additional cost to the Council, and with no ongoing obligation; and**
- e) **the establishment of a partnership board involving Redditch Council, Homes England, Worcestershire County Council and Arrow Vale Academy to oversee the continuing work on all aspect of the project be noted.**

**74. JOINT DISCUSSION - A JOINT PAY SCALE**

Members considered a report which provided them with an update in respect of the current position regarding the National Pay Award which introduced changes to the National Pay Spines and the impact of this on the Council.

The Human Resources and Organisational Development Manager explained the background to the report and in so doing highlighted a number of points, including the following:

- As part of the two year pay award agreed nationally new national pay spines needed to be implemented from 1<sup>st</sup> April 2019.
- In order to close the significant gap this had created new spinal column points in some cases.

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- That although this Council and Bromsgrove District Council (BDC) had the same Job Evaluation Scheme, the pay models differed, which resulted in a level of risk of equal pay claims.
- The introduction of the National Pay Spines gave the opportunity to combine both authorities' pay models and therefore reduce that risk.
- The proposals before Members had been informally discussed with the Trades Unions, but formal consultation would take place once agreement at full Council was achieved.
- Councillor Chance made the point that normally when consultation was undertaken this was on more than one option which was not the case in this instance. Notwithstanding this the Labour Group would support the recommendation as long as the unions were in agreement.
- The main differences between the schemes of each authority were highlighted, with an example of the differing levels of pay.
- A new joint pay scale would go towards meeting some of the issues raised in the Peer Review.

Following presentation of the report Members discussed a number of areas in more detail:

- Implications of the current differing schemes on staff morale.
- The preferred option was to bring this Council's scheme in line with that used by BDC.
- The matter would be considered at BDC Cabinet and Council on 16<sup>th</sup> and 23<sup>rd</sup> January respectively.
- The importance of having the Trades Unions' support and holding meaningful consultation with them.
- The importance of staff relations and morale.

Following a further brief discussion it was

## **RECOMMENDED that**

- a) Model 1 be adopted and implemented with effect from 1<sup>st</sup> April 2019;**
- b) the commencement of formal consultation with the Trade unions with a view to reaching a Collective Agreement to implement a joint pay model across both Councils in lines with the revised National Pay Spine be agreed; and**

- c) the commencement of a Dismissal and Re-engagement process in the event that a collective agreement is not achieved be agreed.

**75. COUNCIL TAX BASE 2019/20**

The Executive Director, Finance and Resources explained that this report was the statutory calculation of the Council Tax Base for the equivalent Band D property, which needed to be notification to major precepting bodies. This needed to be agreed and taken forward to full Council.

**RECOMMENDED that**

- a) The calculation of the Council's Tax Base for the whole and parts of the area for 2019/20, be approved; and  
 b) In accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, the figures calculated by the Redditch Borough Council as its tax base for the whole area for the year 2019/20 be 26,096.0 and for the parts of the area listed below be:

|                     |                 |
|---------------------|-----------------|
| Parish of Feckenham | 370.1           |
| Rest of Redditch    | <u>25,725.9</u> |
| Total for Borough   | <u>26,096.0</u> |

**76. HOUSING REVENUE ACCOUNT INITIAL BUDGET 2019/20 TO 2021/22**

The Executive Director, Finance and Resources presented the report and in so doing highlighted the following:

- The report covered the budget and rent setting for the HRA account.
- The impact of the Welfare Reform and Work Act 2016 and the reduction in rents, together with details of the income that would have been generated.
- The average rent decrease and the impact of the 1% rent reduction over four years, together with the reduction in working balances as a result of this.
- Expenditure, including an increase in repairs and maintenance. It was anticipated that this would improve further following management and procurement changes.
- The need to increase the housing stock and funds set aside for this purpose.

Members commented on the work that had already been undertaken in respect of return void properties to stock and a small

number of new housing stock purchases, which would begin to improve the Council's position.

**RECOMMENDED that**

- a) **the draft 2019/20 Budget for the Housing Revenue Account attached to the report at Appendix A be approved;**
- b) **the actual average rent decrease for 2019/20 be 1%;**
- c) **the £5,729k allocated to Major Repairs Reserve in 2019/20 be applied to fund the HRA capital programme; and**
- d) **£4,619k be allocated to the acquisition of new dwellings funded from earmarked capital receipts (£1,386k) and the HRA capital reserve (£3,233k).**

**77. FEES AND CHARGES 2019/20**

Members' attention was drawn to the additional papers 1 agenda pack which contained revised fees and charges in respect of the crematorium and associated charges, which had been calculated with a higher percentage increase in error. It was noted that the Overview and Scrutiny Committee's Budget Working Group had scrutinised the report, in some detail, the previous evening.

The Portfolio Holder for Corporate Management reiterated that the revised figures for the crematorium and associated charges now reflected the Council's view that this was not an area which should be increased any more than was necessary. It was also clarified that this service was able to cover its operating costs. The reduction in income from this would be covered within other areas to ensure that the Council had a balanced budget. It was also highlighted that a more sensible approach had been taken in respect of the Shopmobility services and no increase had been proposed.

The recommendation made by the Budget Scrutiny Working Group in respect of an investigating the potential to introduce special discount fees for frequent use of the Shopmobility service was noted.

**RESOLVED that**

**The fees and charges as included at Appendix 1 to the report be noted.**

**RECOMMENDED that**

**Council approve all fees and charges that are included in Appendix 1 to the report.**

**78. MEDIUM TERM FINANCIAL PLAN 2019/20 TO 2022/23 - UPDATE REPORT**

The Executive Director, Finance and Resources provided Members with an update on the Medium Term Financial Plan and confirmed that the final report would be received at the February meeting, and go forward to Council for approval. It was a four year plan which contained a number of assumptions for future years. The Overview and Scrutiny Committee had had the opportunity to pre-scrutinise the report at its meeting on 3<sup>rd</sup> January 2019. It was explained that a new approach had been taken this year in the planning and a table was included within the report which demonstrated the changes in the financial projections and budget gap for 2019/20 based on the original estimation of a £475k gap as presented in February 2018. This also included explanatory notes as to the reasons behind the changes, which resulted in the current gap of £496k. It was confirmed that since the report had been published this gap had further reduced. A number of areas were highlighted, including:

- Efficiency savings and unidentified pressures – these had been stripped out and only those which could be identified included.
- Negative
- Additional pay and inflation – this included additional costs from the National Pay agreement and Joint Pay Scale, which Members had already discussed at this evening's meeting.
- Negative Revenue Support Grant – this figure had originally been built in, however clarification had been received that this would not now be payable.
- Concern around the impact of changes to the New Homes Bonus scheme and the loss of funds in future years.
- Unavoidable costs and a number of small revenue bids. The majority of the capital bids referred to Section 106 funding.

The Portfolio Holder for Corporate Management thanked officers for their hard work and reiterated the need for the Council to look at working in different more innovative ways and was keen to ensure that savings were identified the unidentified savings no longer including within the figures provided. Discussions had been held with Central Government to raise concerns over future funding and lack of certainty moving forward. In the meantime the report set out the basis for delivering a balanced budget.

A number of areas were discussed by Members, including:

- The inclusion of the assumption that Model I would be the route taken in respect of the Joint Pay Scale model.
- The shortfall in respect of the revised fees and charges for the crematorium and associated charges would need to be met through other means.
- The reduction of £20k with the implementation of the new grants scheme format.

**RESOLVED that**

**the issues and the medium term financial plan gap be noted and that officers continue to review the position to enable a balanced budget to be presented to Executive on 5<sup>th</sup> February 2019.**

**79. OVERVIEW AND SCRUTINY COMMITTEE**

Whilst the Chair confirmed that the minutes were provided for information, it was highlighted that a recommendation at page 235 of the agenda had been overlooked at the previous meeting of the Executive. Members were therefore asked to consider this recommendation, which was in respect of the Enterprise System and recommended that there should be an all Member briefing on the subject of the new Finance System before council makes a decision on this subject on 28<sup>th</sup> January 2019.

The Portfolio Holder for Corporate Management responded that whilst he did not have any objection to such a briefing he felt that as the exact system had now been decided upon as yet, that a briefing on 28<sup>th</sup> January would be too early at this stage. He explained that as part of the procurement process it had become apparent that the original system that was being considered would become obsolete in the not too distant future and it had therefore been agreed that a further procurement exercise would be carried out with a view to a further, more advanced system being obtained.

**RESOLVED that**

**arrangements for an all Member briefing on the subject of the new Finance System be made at the appropriate time.**

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

The Chair confirmed that the Overview and Scrutiny Committee had made a recommendation in respect of the Development Partner to

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progress the possible redevelopment of Winyates and/or Matchborough District Centre and Surrounding Areas, at its latest meeting on 3<sup>rd</sup> January 2019 and this had been considered by the Executive Committee during the debate this evening.

## 81. ADVISORY PANELS - UPDATE REPORTS

- a) Constitutional Review Working Group – Chair, Councillor Matthew Dormer

There was no update since the previous meeting of the Executive Committee.

- b) Corporate Parenting Board – Council Representative Councillor Gareth Prosser

As Cllr Prosser had sent his apologies there was no update for this item.

- c) Grants Panel – Chair, Councillor Greg Chance

It was confirmed that this item would be removed from future agendas.

- d) Member Support Steering Group – Chair, Councillor Matthew Dormer

There was no update since the previous meeting of the Executive Committee.

- e) Planning Advisory Panel – Chair, Councillor Matthew Dormer

There was no update since the previous meeting of the Executive Committee.

The Meeting commenced at 7.00 pm  
and closed at 8.53 pm



REDDITCH BOROUGH COUNCIL**EXECUTIVE  
COMMITTEE**5<sup>th</sup> February 2019**POLICIES FOR REDITCH COMMUNITY LOTTERY SCHEME**

|                            |   |
|----------------------------|---|
| Relevant Portfolio Holder  | Councillor Tom Baker-Price, Portfolio Holder for Corporate Management |
| Portfolio Holder Consulted | Yes   |
| Relevant Head of Service   | Judith Willis, Head of Community Services                             |
| Wards Affected             | All   |
| Ward Councillor Consulted  | N/A   |
| Key Decision               |   |

**1. SUMMARY OF PROPOSALS**

- 1.1 Members are requested to approve the Business Plan and suite of policies to enable the implementation of the recently approved Redditch Community Lottery Scheme.

**2. RECOMMENDATIONS**

The Executive Committee is requested to **RESOLVE** that

- 1) **The attached Business Plan and suite of Policies found in Appendix 1 - 6 of this report be approved, and implemented for the Redditch Community Lottery Scheme.**
- 2) **The Head of Community Services in consultation with the relevant Portfolio Holder be granted delegated authority to adapt the policies as and when required to ensure ongoing compliance with the rules and regulations set by the Gambling Commission as per our lottery licence.**

**3. KEY ISSUES****Background**

- 3.1 On 5<sup>th</sup> September 2018, the Executive Committee approved the establishment of a local lottery. As part of its commercialism programme, Redditch Borough Council continues to explore how it can deliver better services and outcomes for residents whilst addressing the continued reductions and pressure on budgets.
- 3.2 The original business case illustrated how developing a Community Lottery for Redditch, could contribute to meeting pressures on discretionary funding to local good causes.
- 3.3 To establish and implement the Redditch Community Lottery, it is necessary to produce an overarching Business Plan and a suite of

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supporting policy documents to ensure the effective running of the lottery, support and safeguarding for lottery players and to meet the requirements of the Gambling Commission to acquire the necessary lottery licence.

- 3.4 A new Business Plan and suite of policy documents have therefore been produced to set out the overarching parameters that the scheme will work within and can be found Appendix 1 - 6.

**Financial Implications**

- 3.5 As listed in the original Business Case (approved by the Executive Committee on 5<sup>th</sup> September 2018), the initial set up cost was £10k. The ongoing costs for the licence renewal, marketing and staff costs are estimated at £2,500 per annum and is expected to be largely met through the 10% share of ticket sales set aside for the Council.
- 3.6 Redditch Borough Council currently makes an annual allocation for grant funding for voluntary community sector, not for profit organisations. Applying this successful lottery model has the potential to keep the benefits enjoyed from this system of discretionary funding and could reduce the Council's costs to provide them.

**Legal Implications**

- 3.7 The Council will be required to apply to the Gambling Commission for an Operator Licence which will govern the operation of the lottery.
- 3.8 Appropriate delegated authority will need to be in place to allow changes to be made to the lottery policies (as and when required) to ensure compliance with the rules and regulations of the Gambling Commission as licence holders for the Redditch Community Lottery.
- 3.9 An external lottery manager, ("ELM") will be appointed through a procurement exercise.
- 3.10 The relationship between the Council and the ELM will be formalised through a contract, the main obligation being on the ELM to deliver the lottery online.

**Customer / Equalities Implications**

- 3.11 As part of the original Business Case, an Equality Impact Assessment for the Redditch Community Lottery was carried out and submitted as part of the report.

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**4. RISK MANAGEMENT**

- 4.1 The suite of policies submitted for approval with this report are there to support the Council as licence holders, deliver the Redditch Community Lottery as effectively as possible and in accordance to the rules and regulations set by the Gambling Commission.
- 4.2 The policies will also allow the Council to ensure that there are sufficient safeguarding measures in place for all players of the lottery, particularly the most vulnerable residents with the borough and more widely.
- 4.3 All funds are managed on behalf of the Council by the ELM and the jackpot prize is always an insured sum. There is no rollover and if there is more than one winner they all win the £25k.
- 4.4 For the ongoing costs of the Annual Licence Fee and Annual Lotteries Council Membership (approximately £1,000) to be met through the 10% share of ticket sales set aside for the Council, a total of 10,000 tickets must be sold each year otherwise there will be a small annual cost to the Council.
- 4.5 The operational risk essentially lies in people not choosing to buy tickets. Should the Redditch Community Lottery fail to achieve the volume of tickets sales predicted, the project will not be able to achieve its aim to bring in additional funding to support the wider VCS Grants Programme.
- 4.6 Should the Redditch Community Lottery fail to become established and achieve its aims and objectives, the Council would be able to consider its option not to renew its licence, and close the scheme down. This may be a risk to the reputation of Redditch Borough Council and may result in the Council losing its initial set up costs for the project.

**5. APPENDICES**

Appendix 1: The Redditch Community Lottery Business Plan.

Appendix 2: Implementation of Procedures Policy.

Appendix 3: Social Responsibility in Gambling Policy.

Appendix 4: Children and Vulnerable Persons Protection Policy.

Appendix 5: Protection from Source of Crime and Disorder Policy.

Appendix 6: Fair and Open Gambling Policy.

**6. BACKGROUND PAPERS**

- Executive Report and Business Case, 05.09.18, Redditch Local Lottery.

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**AUTHOR OF REPORT**

Name: Ann Dallison  
E Mail: [ann.dallison@bromsgroveandredditch.gov.uk](mailto:ann.dallison@bromsgroveandredditch.gov.uk)  
Tel: 01527 64252 Ext. 2667



[www.redditchbc.gov.uk](http://www.redditchbc.gov.uk)

**Redditch Borough Council  
Community Lottery  
Business Plan**

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## Introduction & Background

### Strategic Context

Redditch Borough Council is located within the County of Worcestershire and borders Warwickshire County to the east and southeast, Bromsgrove District to the west and north, Stratford-upon-Avon District to the east and southeast and Wychavon District to the southwest. The Borough lies 15 miles south of the Birmingham conurbation and consists of the main town of Redditch, the villages of Astwood Bank and Feckenham and several other hamlets. It covers an area of 5,435 hectares (13,430 acres) with a population of 84,214 (2011 Census).

The Redditch Borough Council, Council Plan 2017- 2020, focusses on the following six strategic purposes:

- Keep my place safe & looking good
- Help me run a successful business
- Help me to be financially independent (including education & skills)
- Help me to live my life independently (including health & activity)
- Provide good things for me to see, do & visit
- Help me find somewhere to live in my locality
- Help me run a successful business

In this respect, the development of a local authority lottery aligns with several of our strategic purposes through our ongoing support and commitment to the Voluntary and Community Sector and our wider local communities and has recently been proven in a number of other councils and would be suited to the Redditch area.

This business plan formulates how the lottery will operate including financial forecasts.

### Purpose & Rationale of the Redditch Community Lottery

The concept of a Community Lottery has been identified as a proven business model delivered in many other councils to raise funds for local good causes whilst addressing some of the Council's financial challenges.

Redditch Borough Council currently makes an annual allocation of its revenue budgets to allow for grants to be awarded to local good causes and not for profit organisations. This includes an amount to be awarded by way of cash grants, in kind support and discretionary rent relief.

Applying the already successful lottery model has the potential to keep the benefits enjoyed from this system of discretionary funding and will reduce the council's costs to provide them. With continued reductions and budget pressures, a Community Lottery for Redditch Borough Council will contribute to meeting pressures on discretionary funding to local good causes. For example: by providing this opportunity to local good causes it will enable them to bring in additional funding and at the same time, the additional funds raised by the lottery itself will be used by the council to support the wider Grants Programme and its support for the voluntary and community sector.

A Redditch Borough Community Lottery could help move the organisation from providers to facilitators.

Any group or organisations matching the agreed criteria including existing Council funding beneficiaries and local groups will be able to apply to be part of the Redditch Community

Lottery. The proposed eligibility criteria for good causes to join the lottery are set out in Appendix 1.

## Customer Insight

In developing the Redditch Community Lottery we have explored the delivery of other schemes including the 'Vale Lottery' run by Aylesbury Vale District Council. Their experience has demonstrated considerable support with over 180 good causes signed up to the scheme including schemes which are operated by the local authority itself.

In turn this has informed the USP (unique selling point) for the lottery as being:

- **Delivering the proceeds locally** – Redditch Community Lottery would deliver benefits only to local causes, unlike any other providers (the National Lottery).
- **Delivering winners locally** – whilst anyone could play, it is likely that players will be locally based and hence it will be easier to maximise PR value from winners' stories and encourage more participation.
- **Facilitating a wider benefit** – the lottery will support the ambitions and the targeted actions for Redditch in circumstances where the Council is not able to do so.
- **Helping to improve residents' perceptions** – that Redditch Borough Council holds an enabling role in support of good causes.

This business plan recognises that players will fall into one of two camps - those who are attracted by the possible prizes and those who are more altruistically motivated. This lottery proposal focuses on the latter of these groups, but has elements that still should appeal to the more prize focused player.

## Form of the Redditch Community Lottery

In supporting the outcomes of the lottery, the focus is on providing a lottery scheme that delivers a high level of funds to the good causes as they are key to ensuring ongoing ticket sales in the long term. An External Lottery Management (ELM) operator will be appointed through a procurement exercise. The intention is that the ELM's platform will deliver the following benefits:

- Reduced overhead costs by utilising a well-established lottery platform thereby maximising benefits to the good causes
- Is simple and easy to understand for the player
- Is simple and easy to adopt for the good causes
- Promotes repeated but controlled repurchasing - hence providing a steady funding stream for good causes
- Emphasises the good cause element of the lottery overall.

The form of the Redditch Community Lottery therefore is:

- £1 ticket per week with a weekly draw
- Only playable online
- Funded only via Direct Debit, rolling monthly card payment, or block ticket purchase with single payment for 3, 6 or 12 months
- 6 number self selected ticket



- Delivered via an ELM.

The prize structure and odds for the draws are set out in the table below:

| <b>Prize Structure</b> |                     |                |
|------------------------|---------------------|----------------|
|                        | <b>Winning Odds</b> | <b>£ Prize</b> |
| 6 numbers              | 1,000,000:1         | £25,000        |
| 5 numbers              | 55,556:1            | £2,000         |
| 4 numbers              | 5,556:1             | £250           |
| 3 numbers              | 556:1               | £25            |
| 2 numbers              | 56:1                | 3 free tickets |

Distribution of proceeds from each ticket sold is shown below:

| <b>Proceeds Apportionment</b> |                     |                                |
|-------------------------------|---------------------|--------------------------------|
|                               | <b>% Allocation</b> | <b>£ Allocation per ticket</b> |
| Good Causes                   | 50                  | £0.50                          |
| Prizes                        | 20                  | £0.20                          |
| The Council                   | 10                  | £0.10                          |
| ELM                           | 17                  | £0.17                          |
| VAT                           | 3                   | £0.03                          |
| <b>Totals</b>                 | <b>100</b>          | <b>£1.00</b>                   |

### **Method of Delivery**

Whilst Redditch Borough Council is a licensing authority in its own right this does not include the licensing for lotteries, and it does not have experience of running lotteries directly. As such this scheme will be delivered through the use of an External Lottery Manager (ELM).

The relationship between the Redditch Borough Council and the ELM is summarised as:

#### **Redditch Borough Council:**

- responsible for all license related, overall structure, form and control of the Redditch Community Lottery (note the Gambling Commission are the licensing authority for lotteries)
- including explicit agreement to any good cause membership, judged against the Corporate Plan ambitions & targeted actions, as well as the good causes' plans to publicise the lottery
- delivered via two personally licensed members of staff at Head of Service level.

#### **External Lottery Manager (ELM)**

- responsible for all development and day to day running of the Redditch Community Lottery on behalf of Redditch Borough Council. This includes player

management, financial management (including player funds & prizes and good cause funds), website management and ticket sales.

The External Lottery Manager (ELM) will be licensed by the gambling commission as an external lottery manager running numerous society lotteries in the UK.

In summary Redditch Borough Council set the strategic approach, and exercises control of the license and the ELM fulfils the day to day delivery of this.

The relationship between Redditch Borough Council and the ELM will be formalised by a contract for the delivery of these services. The one off payment for the ELM platform to be bespoke to Redditch Community Lottery is £3k, and all costs then going forward are recovered via the players.

### **Player Population & Financial Management & Modelling**

There are 68,185 possible players in the district/borough (i.e. over 16 and resident).

Technically the player population is much wider than this as there is no restriction on player location; however for simplicity this population is assumed to represent the vast majority of players.

Whilst it is difficult to assess the actual take up rates of players for the lottery, this will in part reflect the desire to play, the types and spread of the good causes involved, and the marketing and support given to promote the lottery. The table below sets out a breakdown of possible player levels and the resulting financial split that these would produce:

| <i>Year</i> | <i>Ticket Price £</i> | <i>% of RBC Player Pop.</i> | <i>Number of Players</i> | <i>Tickets bought per week</i> | <i>Number of weeks</i> | <i>Gross Return</i> | <i>RBC share (10%)</i> | <i>Good Causes (50%)</i> | <i>Prizes (20%)</i> | <i>ELM (17%)</i> | <i>VAT (3%)</i> |
|-------------|-----------------------|-----------------------------|--------------------------|--------------------------------|------------------------|---------------------|------------------------|--------------------------|---------------------|------------------|-----------------|
| 1           | 1                     | 1.00%                       | 682                      | 1                              | 52                     | 35456               | 3546                   | 17728                    | 7091                | 6028             | 1064            |
| 2           | 1                     | 1.50%                       | 1023                     | 1                              | 52                     | 53184               | 5318                   | 26592                    | 10637               | 9041             | 1596            |
| 3           | 1                     | 2.00%                       | 1364                     | 1                              | 52                     | 70912               | 7091                   | 35456                    | 14182               | 12055            | 2127            |
| 4           | 1                     | 2.50%                       | 1705                     | 1                              | 52                     | 88641               | 8864                   | 44320                    | 17728               | 15069            | 2659            |
| 5           | 1                     | 3.00%                       | 2046                     | 1                              | 52                     | 106369              | 10637                  | 53184                    | 21274               | 18083            | 3191            |

### **Financial management**

The External Lottery Manager (ELM) will deliver all financial management elements of the Redditch Community Lottery.

All funds are held by the ELM in a separate client deposit account.

Payments are collected monthly for direct debit and rolling card payments, or upfront in the case of block purchase of tickets (3, 6 or 12 months) only. All funds will be in a financially cleared form prior to any prize draw.

Prize winners are notified by the ELM via email immediately after a draw if they have won. If prizes are not claimed, weekly reminders are sent to players.

The jackpot prize of £25,000 is an insured prize (arranged as part of the ELM contract). This avoids the need to accumulate this level of funding in advance. For initial draws prior to the prize pot being built, insurance will also be in place to ensure that any prize payment can be made.

Good Cause funds are held in a separate client deposit account. The good cause donations are distributed to the causes on a monthly basis direct to their bank accounts.

Any disputes will be managed through the Independent Betting Adjudication Service (IBAS). Membership of the Lotteries Council will automatically give access to this service.

## Financial Forecast

The table below illustrates the following 5 year forecast illustrates the allocation of income and expenditure for the Lottery. All costs and income are contained with the project:

|   | Year 1        | Year 2        | Year 3        | Year 4        | Year 5         |
|---|---------------|---------------|---------------|---------------|----------------|
| <b>INCOME</b>   |               |               |               |               |                |
| Potential ticket sales  | 35,456        | 53,184        | 70,912        | 88,641        | 106,369        |
|   |               |               |               |               |                |
| <b>INCOME TOTAL</b>   | <b>35,456</b> | <b>53,184</b> | <b>70,912</b> | <b>88,641</b> | <b>106,369</b> |
|   |               |               |               |               |                |
| <b>EXPENDITURE</b>  |               |               |               |               |                |
| * Annual Licence Fee (approx. £650)   |               |               |               |               |                |
| * Annual Lotteries Council Membership (Approx. £350)  |               |               |               |               |                |
| External Lottery Manager  | 6,028         | 9,041         | 12,055        | 15,069        | 18,083         |
| Prize Fund  | 7,091         | 10,637        | 14,182        | 17,728        | 21,274         |
| Good Causes (50%)   | 17,728        | 26,592        | 35,456        | 44,320        | 53,184         |
| Council (10%)<br>(* will cover Licence Fee and Lotteries Membership. Remaining funds will contribute to wider VCS grants programme. | 3,546         | 5,318         | 7,091         | 8,864         | 10,637         |
| VAT   | 1,064         | 1,596         | 2,127         | 2,659         | 3,191          |
|   |               |               |               |               |                |
| <b>EXPENDITURE TOTAL</b>  | <b>35,457</b> | <b>53,184</b> | <b>70,911</b> | <b>88,640</b> | <b>106,369</b> |
|   |               |               |               |               |                |
| <b>INCOME LESS EXPENDITURE</b>  | <b>-1</b>     | <b>0</b>      | <b>1</b>      | <b>1</b>      | <b>0</b>       |

## Future developments & marketing

The lottery has been developed to be flexible in form in order to offer 'bolt on' activities to the main lottery to raise player and good cause interest.

An example of this may be the run up period to the first draw, when players signing up to the lottery may be also entered into an additional prize draw to win an item prize such e.g. an iPad. This is to assist with the overall launch and marketing of the lottery.

Other marketing activity may include:

- Periodic email sign off attachments to all council emails.
- Advertising on the side of council vehicles.
- Social Media channels and potential social media advertising.
- General promotion of prize winners and good cause benefactors.

In all of the above, the regulations around age related marketing and advertising will be adhered to.

## Problem Gambling

As part of the Councils approach to the lottery, it is of course aware of the issues around problem gambling. As set out in the policies submitted to the Gambling Commission, Redditch Borough Council takes this issue seriously, and will be making a donation to support organisations. We do not believe that the form of the Redditch Community Lottery is particularly attractive to those with a gambling addiction as:

- It is being marketed with the promotion of good causes as its focus.
- It is delivered remotely, non-cash based, and takes effort to subscribe to.
- There is no instant gratification element.
- We provide the ability for players to self-exclude, and have the ability to place blocks or caps on players.

## Delivery Timeline

The Redditch Community Lottery is focused on delivery from July 2019. The table below illustrates each phase necessary to develop and implement the lottery and estimated timeframe:

|                     |         |  |
|---------------------|---------|--|
| February 2019       | Phase 1 | RBC - Project final approval   |
| February – May 2019 | Phase 2 | Legal Requirements including Gambling Commission License Application; setting terms and conditions for 'Good Causes'; Terms and Conditions / Game Rules / Data policy etc for Lottery Players; Lotteries Council Application<br><br>Design of product including full build of lottery platform/framework/website; social media; accounting system including direct debit accounts and payment processing accounts etc (ELM). |
| May 2019            | Phase 3 | Marketing  |
| May – June 2019     | Phase 4 | 'Good Causes' on board including launch event  |
| June – July 2019    | Phase 5 | 'Players' on board   |
| July 2019           | Phase 6 | GO LIVE  |

All of the above is subject to Gambling Commission licensing process and a successful licensing application.

## **Appendix 1 - Criteria for joining the Redditch Community Lottery – Good Causes Lottery:**

We want to enable appropriate organisations to join the Redditch Community Lottery as good causes. As you will be joining under our overall gambling license (Gambling Act 2005) we have to ensure that member organisations meet certain criteria. There is no application fee.

### **Your organisation must:**

- Be a non-statutory organisation operating in the not-for-profit sector and have a formal constitution or set of rules in place.
- Have a bank account requiring at least 2 unrelated signatories.
- Provide community activities or services within Redditch, which support the ambitions and targeted actions of the Council Plan and its strategic purposes.
- Operate with no undue restrictions on membership.
- Have a detailed plan as to how the lottery will be promoted.

### **And be either:**

- A constituted group with a volunteer management committee, with a minimum of three unrelated members, that meets on a regular basis (at least 3 times per year).
- A registered charity, with a board of trustees.

### **Or :**

- A registered Community Interest Company, providing copies of your Community Interest Statement, and a copy of your latest annual community interest report.


### **We will not permit applications to join the Lottery from:**

- Groups promoting or lobbying for particular religious or political beliefs or campaigns.
- Organisations that do not do work within the boundaries of Redditch.
- Individuals.
- Organisations which aim to distribute a profit.
- Organisations with no established management committee/board of trustees (unless a CIC).

- We will also not permit applications from groups which are incomplete.
- The Council reserves the right to reject any application for any reason.
- The Council reserves the right to cease to license any organisation with a minimum of 7 days notice for any reason.
- If fraudulent or illegal activity is suspected cessation will be immediate.

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## Implementation of Procedures Policy

|  |  |   |
|--|--|---|
| <b>Policy Name</b>                       | Implementation of Procedures Policy  |  |
| <b>Policy Purpose</b>                    | The Process for Implementing Redditch Borough Council policies and procedures. |   |
| <b>Policy Created By</b>                 | Ann Dallison   |   |
| <b>Policy Created date</b>               | December 2018  |   |
| <b>Policy Validated and Checked By</b>   | Helen Broughton  |   |
| <b>Policy Validated and Checked Date</b> |  |   |
| <b>Policy Renewal Date</b>               | December 2019  |   |

### 1. Policy Detail

Redditch Borough Council takes its legal responsibilities very seriously and requires that officers and staff are aware of their legal obligations in running a successful and legally compliant Lottery.

### 2. New Starters

All new starters involved with the lottery will be given training as part of the induction process. The level and depth is dependent on role but covers:

- The Gambling Act 2005
- Licence Conditions and Code of Practice (LCCP)
- Committees of Advertising Practice (CAP) and the Code of Broadcast Advertising (BCAP)
- Data Protection
- Plus the process for highlighting any evidence of non compliance

### 3. Existing Staff

All officers connected to the lottery are aware of their legal responsibilities and compliance is a regular agenda item at review meetings.

Annual refresher courses for staff will be run to maintain knowledge and compliance.

Ad hoc on the job training forms part of the development of staff and focus areas for developments are identified during the annual appraisal process and regular review process.

### 4. Umbrella Good Causes

As part of our lottery scheme we will be enabling good causes to join under the Redditch Borough Lottery itself.

All organisations will be provided with a fact sheet summarising their responsibilities covering the same items as set out in 2 above.

Annual training events will be run for the good causes addressing the same issues as set out in item 3 above.

### 5. Training

Records will be kept as part of the personnel record of individuals and a register of key training delivered and renewal dates kept.

Training will be delivered in conjunction with our External Lottery Manager ELM.

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## Social Responsibility in Gambling Policy

|  |  |  |
|--|--|--|
| <b>Policy Name</b>                       | Social Responsibility in Gambling Policy                     |  |
| <b>Policy Purpose</b>                    | Ensuring the promotion of social responsibility in gambling. |  |
| <b>Policy Created By</b>                 | Ann Dallison   |  |
| <b>Policy Created date</b>               | December 2018  |  |
| <b>Policy Validated and Checked By</b>   | Helen Broughton  |  |
| <b>Policy Validated and Checked Date</b> |  |  |
| <b>Policy Renewal Date</b>               | December 2018  |  |

### Policy Detail

1. Redditch Borough Council is aware of their social responsibility to protect individuals from excessive and addictive gambling.
2. Limits are in place to ensure individuals cannot buy excessive numbers of tickets.
  - This therefore restricts the capability for individuals to gamble beyond their means or gamble what they cannot afford.
  - These limits will be monitored to see how many players reach them and may be reduced correspondingly if required.
  - These limits are clearly highlighted at the point of purchase online.
3. Accounts require validation and set up.
  - In the instances of direct debit the Direct Debit Guarantee ensures a time lag between ticket purchase and the first draw.
  - As draws take place once per week, ticket purchases are therefore not capable of being purchased for immediate play and
  - For internal process reasons even credit & debit card payments cannot facilitate instant play into a draw for that week and a minimum of one days lag will be effective.
  - The combination of these factors does ensure it limits the capability to facilitate instant gambling and therefore significantly reduces the risk of gambling whilst under the influence of drink or other substances.
4. It is not possible to borrow money or be entered for lottery draws unless cleared funds have been accepted. No exceptions will be made to this position.
5. The system data provides facilities to track major changes in the lottery participation. Any significant outliers in the numbers of tickets will be investigated as part of ongoing assessments on the correct levels for ticket participation.
6. A process for self-exclusion from lottery participation exists to allow anyone to self-exclude themselves from all Redditch Borough Council propositions (existing or future).
7. Links to the support websites ([www.gamcare.org.uk](http://www.gamcare.org.uk) & [www.Gambleaware.co.uk](http://www.Gambleaware.co.uk)) plus the National Gambling Helpline are made available on the website to direct anyone to help and support should they need help from gambling additions. Redditch Borough Council will be a contributing member to their research and support through membership of the lotteries council.

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## Children and Vulnerable Persons Protection Policy

|  |   |  |
|--|---|--|
| <b>Policy Name</b>                       | Children and Vulnerable Persons Protection Policy   | <br><br><a href="http://www.redditchbc.gov.uk">www.redditchbc.gov.uk</a> |
| <b>Policy Purpose</b>                    | Ensuring that children and other vulnerable persons will be protected from being harmed or exploited by gambling. |  |
| <b>Policy Created By</b>                 | Ann Dallison  |  |
| <b>Policy Created date</b>               | December 2018   |  |
| <b>Policy Validated and Checked By</b>   | Helen Broughton   |  |
| <b>Policy Validated and Checked Date</b> |   |  |
| <b>Policy Renewal Date</b>               | December 2019   |  |

### Policy Detail

1. Redditch Borough Council understands its requirements as part of the Licence Conditions and Code of Practice (LCCP) and takes its responsibilities to the protection of Children and Vulnerable persons very seriously. In our wider involvement as a key agency in all aspects of child protection we are well aware of our responsibilities.
2. Redditch Borough Council understands that there is a legal requirement to prevent the sale of lottery tickets to under 16's.

To ensure compliance with this requirement our External Lottery Manager (ELM) will spot check new players of the lottery subjecting them to Age Verification checks via an industry recognised third party agency to ensure they are of a legal age to play. Age verification service providers can deliver positive results to ensure players are over 18 and therefore our ELM will only accept these positive checks as a validation of age.


As a final check before any jackpot prizes are issued, secondary age validation is also sought (passport, driving licence etc.)

3. To ensure players are aware of the age limitations:
  - clear statements will be displayed on the various websites relating to the required age to play, the age requirement is also highlighted in the terms and conditions that the player signs up to at registration
4. Should it transpire that the age verification checks proved inaccurate and someone underage had gambled, then the user account would be suspended and monies returned.
5. Marketing falls into two areas:-
  - Firstly in encouraging good cause participation (where there is a low risk of exposure to children and vulnerable people);
  - Secondly in the development of materials that support participation of the individual lotteries.

In this area generic marketing materials are used which can be tailored to deliver a marketing package to each individual good causes to help them market their lotteries

- To ensure compliance with the Advertising Codes of Practice advertising materials will regularly be submitted to the Committee of Advertising Practice (CAP) for approval
6. As recruitment is undertaken to fill vacancies, if exposed to the direct selling of tickets then:
- Applicants will need to be of a legal age to do so and educated on the legal requirement to not sell tickets to children under the age of 16.
  - Training is also undertaken for staff and our umbrella good causes – see our Implementation of Procedures Policy.
7. Player Accounts require validation and set up:
- In the instances of direct debit the Direct Debit Guarantee ensures a time lag between ticket purchase and the first draw.
  - As draws take place once per week, ticket purchases are therefore not capable of being purchased for immediate play and for internal process reasons even credit & debit card payments cannot facilitate instant play into a draw for that week and a minimum of one days lag will be effective.
  - The combination of these factors does ensure it limits the capability to facilitate instant gambling and therefore significantly reduces the risk of gambling whilst under the influence of drink or other substances.

## Protection from Source of Crime and Disorder Policy

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|--|--|--|
| <b>Policy Name</b>                       | Protection From Source of Crime & Disorder Policy  |  |
| <b>Policy Purpose</b>                    | Ensuring that Redditch Borough Council will be protected from being a source of crime or disorder, being associated with crime or disorder or being used to support crime. |  |
| <b>Policy Created By</b>                 | Ann Dallison   |  |
| <b>Policy Created date</b>               | December 2018  |  |
| <b>Policy Validated and Checked By</b>   | Helen Broughton  |  |
| <b>Policy Validated and Checked Date</b> |  |  |
| <b>Policy Renewal Date</b>               | December 2019  |  |

### Policy Detail

- This Policy is beholden to the Proceeds of Crime Act 2002 (see <http://www.legislation.gov.uk/ukpga/2002/29/contents>) & The Anti Money Laundering (AML) Regulations
  - Proceeds of Crime Act 2002 : - *“An Act to establish the Assets Recovery Agency and make provision about the appointment of its Director and his functions (including Revenue functions), to provide for confiscation orders in relation to persons who benefit from criminal conduct and for restraint orders to prohibit dealing with property, to allow the recovery of property which is or represents property obtained through unlawful conduct or which is intended to be used in unlawful conduct, to make provision about money laundering, to make provision about investigations relating to benefit from criminal conduct or to property which is or represents property obtained through unlawful conduct or to money laundering, to make provision to give effect to overseas requests and orders made where property is found or believed to be obtained through criminal conduct, and for connected purposes.”*
  - The AML Regulations require relevant businesses to:
    - put in place procedures to verify the identity of customers on entering into a business relationship or transaction and to carry out ongoing monitoring during the business relationship*
    - keep records obtained in establishing customers’ identities and of business relationships for five years*
    - train employees in the relevant procedures and law*
    - appoint a nominated officer whose role includes reporting to SOCA, or its successor, suspicions of money laundering activity*
    - put in place and maintain policies and procedures to cover the requirements listed above*
- Redditch Borough Council is a professional organisation and takes seriously its responsibilities to ensure all players of their society lottery are operating within the law. As a local authority we are a

statutory partner in the local Community Safety Partnership and also have specific crime prevention duties under s17. Crime & Disorder Act 1998 (as amended), working with all local and national enforcement agencies.

3. Redditch Borough Council employ the services of our ELM, a Remote External Lottery Management company and take transactions through either Direct Debit, credit card & debit card. No cash payments can be used for payment, mitigating the chance for the passing of counterfeit money.
4. A number of safeguards are in place to validate players' identities as part of the account verification process. Additionally safeguards are in place to ensure that ticket purchases are not excessive, therefore mitigating the risk of money laundering. If players tried to purchase excessive tickets then the system controls built into the software algorithms will advise the player that they have exceeded the number of tickets possible and stop the transaction.
5. The software resides on secure servers. These reside behind encrypted firewalls and offer bank level security protocols in the transfer of electronic data. Additionally they are situated in a secure data centre managed by Disclosure and Baring checked staff.
6. All transactions for the software will have full audit trails of every transaction made including timestamps. These audit trails will ensure that should any suspicious activity be identified a full investigation by our ELM staff or law enforcement bodies can be undertaken.
7. In an effort to minimise the risk of fraudulent behaviour and demonstrate impartiality throughout, the main Lottery draw each week takes the results from an independently drawn lottery (currently identified as the Australian Super 66). This ensures no fraudulent activity can be taken in the generation of the winning set of numbers for the draw. To ensure compliance at an entry level into the system, these numbers will need to be entered separately by two of the directors of the business each week. The smaller local level prizes are generated based on a random ticket selection from existing purchased tickets by an algorithm within the software.
8. Whilst by its definition a lottery is a random game of chance and therefore offers little opportunity for collusion or cheating, any suspicion of malpractice will result in the immediate blocking of the users account.
9. Redditch Borough Council operates a strict corporate anti-bribery policy and code of conduct in line with the Bribery Act 2010. Any evidence of illegal behaviour by staff will initiate a full investigation, during which time the member of staff will be suspended from duties to ensure the full protection of the players, staff and reputation of the business.
10. All companies who provide fundamental services in the provision of the service (e.g. Direct Debit Bureaus, Age Verification service providers, Prize fund insurance etc.) undergo rigorous validation in terms of their suitability, credibility and reputation. This includes full financial health checks and references where required.

## Fair and Open Gambling Policy

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|--|--|--|
| <b>Policy Name</b>                       | Fair and Open Gambling Policy                                    |  |
| <b>Policy Purpose</b>                    | Ensuring that gambling will be conducted in a fair and open way. |  |
| <b>Policy Created By</b>                 | Ann Dallison   |  |
| <b>Policy Created date</b>               | December 2018  |  |
| <b>Policy Validated and Checked By</b>   | Helen Broughton  |  |
| <b>Policy Validated and Checked Date</b> |  |  |
| <b>Policy Renewal Date</b>               | December 2018  |  |

### Policy Detail

1. Redditch Borough Council is committed to complying with the Gambling Act 2005, The Gambling Commissions Licence Conditions and Code of Practice (LCCP), the Lotteries Council Code of Conduct and the Committees of Advertising Practice (CAP) and the Code of Broadcast Advertising (BCAP).
2. Redditch Borough Council utilises the services of an External Lottery Management company (an "ELM"), ensuring that ensuring that the lottery is delivered on a financially sound basis as:
  - The financial structure of the lottery ensures that revenues are received prior to the running of any draw.
  - Each draw is self-funded in terms of the liabilities that then arise (prizes, good cause donations etc.).
  - No players' tickets will be included in the draw unless cleared funds have been secured.
  - The prize fund and good cause donations are calculated on a % basis of the revenue pot therefore ensuring sufficient funds will always be in place.
  - Jackpot prizes are funded through an underwritten insurance policy provided by a reputable underwriter established in the UK, again paid for as a % of each entry
3. All terms and conditions are available for participants on the various websites of the Redditch lottery, including the main [www.redditchlottery.co.uk](http://www.redditchlottery.co.uk) website.
  - As part of the sign up process for new participants new participants are asked to agree acceptance of the terms and conditions at the time of signing up. New accounts cannot be created unless the terms and conditions are accepted.
  - Participants will be advised of changes to the terms and conditions via pop ups on the website. In exceptional circumstances, all participants can be emailed a link to advise them of the new terms and conditions.
4. Our terms and conditions detail the complaints procedure should participants need to raise any issues or concern, both internally at Redditch Borough Council and externally though the use of an independent arbiter should resolution not be found.

5. No loyalty or reward schemes are being offered.
6. Section 257 of the Gambling act 2005 highlights that “A person acts as an external lottery manager for the purposes of this Act if he makes arrangements for a lottery on behalf of a society or authority of which he is not:
  - (a) A member,
  - (b) An officer, or
  - (c) An employee under a contract of employment.

As such our ELM ask its board and staff to declare any conflict of interest in any potential target clients, in addition to the specific requirement to comply with the law as stated above for existing clients.

7. Our ELM holds responsibility for ensuring that all technical solutions remain within scope of the law. These include:
  - Testing procedures for existing, upgraded and new software propositions.
  - Ensuring that all servers are located in the UK.
  - Software protocols and administrator access is limited to core personnel
  - All Contractors and Third Party suppliers are advised of our standards before they are allowed to deliver technical support. Access is limited to the scope of their work and monitored and logged accordingly.



REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**5<sup>th</sup> February 2019**REPORT OF THE INDEPENDENT REMUNERATION PANEL –  
RECOMMENDATIONS FOR MEMBERS' ALLOWANCES FOR 2019-20 AND THE  
MEMBERS ALLOWANCES SCHEME**

|                              |  |
|------------------------------|--|
| Relevant Portfolio Holder    | Councillor , M Dormer Leader and Portfolio Holder for Corporate Management |
| Portfolio Holder Consulted   | Yes  |
| Relevant Head of Service     | Claire Felton  |
| Ward(s) Affected             | All  |
| Ward Councillor(s) Consulted | N/A  |
| Non-Key Decision             |  |

**1. SUMMARY OF PROPOSALS**

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

**2. RECOMMENDATIONS**

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

**2.1 whether or not to accept all, some or none of the recommendations of the Independent Remuneration Panel for 2019-20;**

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

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

- 3.1 If the Council was to accept the Panel's recommendations in full, the budget for Members' basic and special responsibility allowances for 2019-20 would be approx. £200,000. This would be an increase of £51,000 on the budgets in the current year. A financial pressure would have to be included within the budget projections to support this additional funding.

**REDDITCH BOROUGH COUNCIL****EXECUTIVE COMMITTEE**5<sup>th</sup> February 2019

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**Legal Implications**

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

**Service/Operational Implications**

- 3.4 There are no direct service or operational implications arising from this report. Once the Council has agreed the allowances for 2019-20 Officers will update and publish the Members’ Allowances Scheme as appropriate.

**Customer/Equalities and Diversity Implications**

- 3.5 None arising from this report.

**4. RISK MANAGEMENT**

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

**5. APPENDICES**

Report and recommendations from the Independent Remuneration Panel for 2019-20.

**6. BACKGROUND PAPERS**

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

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

**AUTHOR OF REPORT**

Name: Darren Whitney

Tel.: 01527 881650

email: [darren.whitney@bromsgroveandredditch.gov.uk](mailto:darren.whitney@bromsgroveandredditch.gov.uk)

**Independent Remuneration Panel  
for Worcestershire District Councils**

**Annual Report and Recommendations for 2019-20**

**Redditch Borough Council**

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**December 2018**

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**Recommendations**

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

- 1. That the Basic Allowance for 2019-20 is £4,437, representing 2% increase.**
- 2. That the Special Responsibility Allowances are as set out in Appendix 1.**
- 3. That travel allowances for 2019-20 continue to be paid in accordance with the HMRC mileage allowance.**
- 4. That subsistence allowances for 2019-20 remain unchanged.**
- 5. That the Dependent Carer's Allowance remains unchanged.**
- 6. That for Parish Council in the Borough, if travel and subsistence is paid, the Panel recommends that it is paid in accordance with the rates paid by Redditch Borough Council and in accordance with the relevant Regulations.**

## **Introduction**

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

The law requires each Council to "have regard" to the recommendations of the Independent Panel. We noted that for 2018/19 the recommended increase in the Allowances were not accepted. We further noted items regarding travel, subsistence and dependent carers allowances would continue to be paid in accordance with the HMRC mileage allowance.

Currently, Redditch Borough Council, instead of giving a Special Responsibility Allowance (SRA) to the Chair of an Overview and Scrutiny Task Group all members of the Overview and Scrutiny Committee receive an SRA.

This year there was a change in political leadership and the Panel offered to meet with the Leader of the Council to discuss any other particular issues. This is due to take place in January and so this report may be amended.

Our recommendations are based on thorough research and benchmarking and we have presented the Council with what we consider to be an appropriate set of allowances to reflect the roles carried out by the Councillors. The purpose of allowances is to enable people from all walks of life to become involved in local politics if they choose. The Panel does acknowledge that in the current challenging financial climate there are difficult choices for the Council to make. It is for the Council to decide how or whether to adopt the recommendations that we make.

## **Background Evidence and Research Undertaken**

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

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

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

- Analysed and considered the Annual Survey of Hours and Earnings (ASHE) statistics for 2018 which gives the mean hourly wage rate for Worcestershire at £14.09
- Benchmarked the Basic Allowance against allowances for comparable roles paid by the Chartered Institute of Public Finance and Accountancy (CIPFA) "Nearest Neighbour" Councils for each authority.
- Information from local analysis of time spent by Councillors on Council business (carried out by Worcester City Council in 2015)
- Considered local government pay awards

We give more details about these areas of research in Appendix 2.

Arising from our research, in **Table 1** we have included information showing the Members' allowances budget for Basic and Special Responsibility Allowances paid for 2017-18 as a cost per head of population for each Council. To give context, we have included details of the proportion of net revenue budget spent by each Council on basic and Special Responsibility allowances.

In **Table 2** we show the average payment per member of each authority of the Basic and Special Responsibility Allowances, which illustrates the balance between the level of Special Responsibility Allowances paid and the Basic Allowance.

**Table 1 - Total spend on Basic and Special Responsibility Allowances (SRA) as a cost per head of population 2017-18 figures**

| <b>Authority, population<sup>1</sup> and number of Councillors</b> | <b>Total spend Basic Allowances</b> | <b>Total spend on SRA</b> | <b>SRA as a percentage of total Basic Allowance</b> | <b>Cost of total basic and SRA per head of population</b> | <b>Total of basic and SRA as a percentage of Net General Revenue Fund expenditure</b> |
|--|-------------------------------------|---------------------------|---|---|---|
|  | <b>£</b>                            | <b>£</b>                  | <b>%</b>  | <b>£</b>  | <b>%</b>  |
| Bromsgrove DC (31)<br>97,594                                       | 134,885                             | 61,892                    | 45.89   | 2.02  | 1.8   |
| Malvern Hills DC (38)<br>75,339                                    | 159,204.84                          | 63,497.12                 | 39.88   | 2.89  | 2.8   |
| Redditch Borough (29)<br>85,204                                    | 95,019                              | 38,876                    | 40.91   | 1.57  | 1.36  |
| Worcester City (35)<br>100,405                                     | 149,675                             | 67,188                    | 44.88   | 2.16  | 1.78  |
| Wychavon (45)<br>118,738   | 192,949                             | 71,984                    | 37.31   | 2.23  | 1.69  |

<sup>1</sup> ONS population figures mid 2018. Totals for Basic and Special Responsibility allowances paid are as published by each authority for the 2017-18 financial year.

**Table 2 - Average allowance per Member of each authority (Basic and Special Responsibility Allowances, 2017 – 18 figures)**

| <b>Authority Councillors)</b> | <b>(number of</b> | <b>Amount £</b> |
|-------------------------------|-------------------|-----------------|
| Bromsgrove District (31)      |                   | 6,348           |
| Malvern Hills District (38)   |                   | 5,860.58        |
| Redditch Borough (29)         |                   | 4,617           |
| Worcester City (35)           |                   | 6,196           |
| Wychavon District (45)        |                   | 5,887           |

### **Basic Allowance 2019 - 20**

#### **Calculation of Basic Allowance**

The Basic Allowance is based on:

- The roles and responsibilities of Members; and
- Their time commitments – including the total average number of hours worked per week on Council business.
- A public service discount of 40% to reflect that Councillors volunteer some of their time to the role.

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

Whilst each Council may set out role descriptions for Councillors, the Panel accepts that each councillor will carry out that role differently, reflecting personal circumstances and local requirements. However, we consider the Basic Allowance to include Councillors' roles in Overview and Scrutiny, as any non-Executive member of the Council is able to contribute to this aspect of the Council's work. It is for this reason that we do not recommend any Special Responsibility Allowance for members of the Overview and Scrutiny Committee. We also consider that ICT could be included in the Basic Allowance as it is generally more readily available to individuals than in previous years. We are comfortable that specific local decisions may be made about how ICT support is provided, however it is felt that where iPads or other equipment is provided for use by Councillors, an ICT allowance should not be paid.

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

As outlined above we reviewed the levels of wage rates for Worcestershire as set out in the ASHE data (details in appendix 2) and the benchmark information available to us from the Chartered Institute of Public Finance and Accountancy (CIPFA) "nearest neighbours" authorities as part of our research into the level of basic allowance recommended. We are also aware that the majority of local government employees received an average of 2% increase in pay in April 2018 (dependent on scale).



The figure being recommended by the Panel of £4,437 for the Basic Allowance appears reasonable and appropriate when compared to other Local Authorities. It represents an increase of 2%. The calculation used to arrive at the Basic allowance is set out at appendix 2.

### **Special Responsibility Allowances (SRA) 2019-20**

#### **General Calculation of SRAs**

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

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

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

Appendix 1 to this report sets out the allowances recommended for 2019-20.

#### **Mileage and Expenses 2019-20**

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

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

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

#### **Allowances to Parish Councils 2019-20**

The Independent Remuneration Panel for Worcestershire District Councils acts as the Remuneration Panel for the Parish Councils in each District. This year the Panel has not been asked to make recommendations on any matters by any Parish in Redditch.

#### **The Independent Remuneration Panel**

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

### **Recruitment of new IRP Panel**

Following the retirement of three of the five existing panel members at the end of the 2017 reporting cycle, including panel Chair Bill Simpson, the authorities embarked on a recruitment process for new panel members during the early summer of 2018. The job description and person specification were reviewed and updated and adverts for new panel members were placed in WM Jobs and the authorities' websites in July 2018. A very good response was received and the shortlisting panel met on 24<sup>th</sup> July. Seven candidates were shortlisted for interview on 9<sup>th</sup> and 21<sup>st</sup> August and five candidates were subsequently offered and accepted appointments.

The two remaining members of the 2017 panel will continue to serve in 2018, when their terms of office will expire, though one of the two (Terry Cotton) has agreed to serve for one further year to provide some continuity and support to the new panel.

The shortlisting and interview panel members were:

- Cllr Linda Robinson, Leader Wychavon
- Cllr Geoffrey Denaro, Leader Bromsgrove
- Terry Cotton, Vice Chair IRP
- Claire Chaplin, Democratic and Civic Services Manager/Deputy Monitoring Officer
- Mel Harris, Member Support Officer
- Matthew Box, Member Support Officer
- Darren Whitney, Electoral Services Manager

The new members of the Independent Remuneration Panel are:

**Polly Reed, Chair of the Panel** - Polly has 15 years' experience working in local government and public sector organisations, within the West Midlands. Between 2009 and 2015 she was a Programme Manager for a regional West Midlands Children's Services programme, delivering efficiency and improvement projects and supporting Lead Members to deliver their safeguarding responsibilities. She is currently the Head of Business Services for the West Midlands Police and Crime Commissioner, and manages a portfolio including governance and the Strategic Police and Crime Board, engaging with members of the public and delivering against workforce and HR priorities. The Police and Crime Commissioner is supporting her to undertake the ICSA Qualifying Scheme to become a Company Secretary, which is a professional qualification at Master's Level. She is also a school governor in Bromsgrove.

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

**Don Barber** - After several Human Resources and Productivity Improvement Management roles in Industry, Don became Chief Executive of a change management facilitating consultancy. Over the last 20 years he has been an independent consultant and advisor on a number of United Nations, European Commission, and World Bank

transition projects, in particular in Europe, Africa, Asia, and Australasia. He also operates in an advisory role to other consultancy groups seeking EU contracts. This experience has included the development of national civil service/public sector reform programmes including aspects of the effect of legislative change for central and local government and, in the U.K., working for the Office of Manpower Economics (advisors to the Prime Minister) on Public Sector Pay, in particular relating to: Civil Service Pay Reform, UK Armed Forces and the Medical Professions.

**Caroline Murphy** – Caroline has 20 years' experience of working in public and voluntary sector organisations, including three West Midlands Local Authorities and the Civil Service. She was a senior Education Manager at Wolverhampton City Council until 2011 developing and delivering a large part of the 14-19 Pathfinder, during which time her department was recognised as achieving Beacon Council Status. She has a wealth of experience at building partnerships. Caroline now works as freelance Education, Skills and Development Adviser supporting individuals and organisations with strategic management, quality assurance and improvement, safeguarding, regulation compliance, research and evaluation, data protection and developing policies and procedures. She has worked in a consultancy capacity for a number of organisations, specialising in those who support vulnerable young people. She also spent 14 years as the Vice Chair of Governors of a primary school in Birmingham.

**Jonathan Glover** – Jonathan has over 30 years experience working in central and local government. He has worked mostly in central government, in a range of departments and disciplines. These include: regional finance and accounts; building management; personnel management; contract management. At a local level he specialised in employment support for people with disabilities. Returning to a regional role, he ensured projects throughout the West Midlands region, which were receiving European Commission grants, complied with EC financial and regulatory compliance. Since leaving the civil service he has worked in both the public and private sector. Jonathan was a governor at his local junior school for eight years. He was vice chair of the full governing body, representing the school at Ofsted inspection and appeal panels; chair of its curriculum sub committee; and a member of personal and finance sub committees. He was a member of several recruitment and interview panels, including for a new headteacher.

**Reuben Bergman** – Reuben is a Fellow of the CIPD with significant senior HR leadership experience across a range of public sector organisations in both England and Wales. He currently runs a HR Consultancy Business in Worcestershire providing advice and support on managing change, employment law, HR policy development, mediation, management coaching and employee relations. Reuben has led successful equal pay reviews in three separate local authorities and is known for his successful work in managing change and developing effective employee relations. He is a qualified coach, mediator and a Shared Service architect. He has won national awards for his work on employee engagement and the development of an innovative Café style leadership development programme.

**Matthew Davies** – Matthew qualified as a Social Worker in 2008, and subsequently worked in Worcestershire and Jersey in the Channel Islands with children, their families and carers. On returning to Worcestershire in 2013 he worked with children in the care of the local authority before he was appointed as a Safeguarding Manager in Worcestershire in 2014, a role he continued in Manchester City until 2017. Currently he's employed as an Independent Reviewing Officer in Worcestershire. Independent

Reviewing Officers are Social Workers, who are also experienced social work managers whose duty is to ensure the care plans for children in care are legally compliant and in the child's best interest. Passionate about learning and development Matthew is a guest speaker who contributes toward the West Midlands Step Up To Social Work Programme for the West Midlands, contributing toward the learning of social workers in training. He is also an Independent Panel Member of an Independent Fostering Agency, contributing toward the approval of prospective and established foster parents for children in care.

The Panel has been advised and assisted by:

- Claire Chaplin and Margaret Johnson from Worcester City Council;
- Darren Whitney from Bromsgrove and Redditch Councils;
- Mel Harris from Wychavon District Council;
- Matthew Box and Lisa Perks from Malvern Hills District Council.

The Panel wishes to acknowledge its gratitude to these officers who have provided advice and guidance in a professional and dedicated manner. The Panel also thanks the previous panel for their commitment to this agenda.

**Polly Reed, Chair of Independent Remuneration Panel**

**Appendix 1****Independent Remuneration Panel for District Councils in Worcestershire  
Recommendations for 2019-20****Redditch Borough Council**

| <b>Role</b>   | <b>Recommended Multiplier</b> | <b>Current Multiplier</b> | <b>Recommended Allowance<br/>£</b> | <b>Current Allowance (paid)<br/>£</b> |
|---|-------------------------------|---------------------------|------------------------------------|---------------------------------------|
| <b>Basic Allowance – all Councillors</b>                    | 1                             | 1                         | 4,437                              | 3,350                                 |
| <b>Special Responsibility Allowances:</b>                   |                               |                           |                                    |                                       |
| <b>Leader</b>   | 3                             | 2                         | 13,311                             | 6,697 plus 1,560 portfolio holder     |
| <b>Deputy Leader</b>  | 1.75                          | 1.4                       | 7,765                              | 4,697 plus 1,560 portfolio holder     |
| <b>Portfolio Holders</b>                                    | 1.5                           | 0.46                      | 6,656                              | 1,560                                 |
| <b>Executive Members without portfolio</b>                  | ****                          | 0.32                      | ****                               | 1,072                                 |
| <b>Chair of Overview and Scrutiny Committee</b>             | 1.5                           | 0.6                       | 6,656                              | 2,009                                 |
| <b>Chair of Overview and Scrutiny Task Groups</b>           | 0.25                          | 0                         | 1,109                              | 0                                     |
| <b>Members of Overview and Scrutiny Task Groups</b>         | 0                             | 0.32                      | 0                                  | 1,072                                 |
| <b>Chair of Audit, (Standards and Governance) Committee</b> | 0.25                          | 0                         | 1,109                              | 0                                     |
| <b>Chair of Planning Committee</b>                          | 1                             | 0.466                     | 4,437                              | 1,560                                 |

| <b>Role</b>                         | <b>Recommended Multiplier</b> | <b>Current Multiplier</b> | <b>Recommended Allowance<br/>£</b> | <b>Current Allowance (paid)<br/>£</b> |
|-------------------------------------|-------------------------------|---------------------------|------------------------------------|---------------------------------------|
| <b>Chair of Licensing Committee</b> | 0.75                          | 0.4                       | 3,328                              | 1,340                                 |
| <b>Political Group Leaders</b>      | 0.25                          | 0.31                      | 1,109                              | 1,040                                 |

## **Appendix 2**

### **Summary of Research and Influencing Factors**

#### **"Nearest Neighbour" Authorities**

No two Councils or sets of Councillors are the same. Developed to aid local authorities in comparative and benchmarking exercises, the CIPFA Nearest Neighbours Model adopts a scientific approach to measuring the similarity between authorities. Using the data, Bromsgrove District Council's "nearest neighbours" are:

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

The average basic allowance for all nearest neighbour councils\* is £5250. (\*This figure is the average of all named nearest neighbours for all 5 Worcestershire Districts.).

#### **Annual Survey of Hours and Earnings (ASHE) Data on Pay**

Published by the Office for National Statistics, the Annual Survey of Hours and Earnings (ASHE) shows detailed information at County and District level about rates of pay. For benchmarking purposes the Panel uses the levels for hourly rates of pay excluding overtime (£14.09 for 2018) This is multiplied by 11(hours per week) to give a weekly rate, which is then multiplied by 44.4 weeks to allow for holidays. Eleven hours per week was the number of hours spent on Council business by frontline Councillors which had been reported in previous surveys and substantiated most recently by a survey with Worcester City Councillors in the autumn of 2015. The rate is then discounted by 40% to reflect the element of volunteering that each Councillor undertakes in the role. Applying this formula produces a figure of £4,129 per annum.

#### **CPI (Consumer Price Inflation)**

In arriving at its recommendations the Panel has taken into account the latest reported CPI figure available to it, published by the Office for National Statistics. This was 2.2% for November 2017 – November 2018.

#### **Local Government Pay Award**

The Panel was also mindful of the latest Local Government pay award implemented from 1 April 2018. For the majority of Local Government employees (i.e. those on salaries of £19,430 per annum and above) this resulted in a pay increase of 2% on 1 April 2018 with a further 2% increase payable on 1 April 2019.

From this analysis we have determined that a 2% increase in the figure from last year is an appropriate recommendation, in line with the increases in our benchmark figures.



**REDDITCH BOROUGH COUNCIL****EXECUTIVE COMMITTEE****5<sup>th</sup> February 2019****ARROW VALLEY COUNTRYSIDE CENTRE – CHANGE OF OPERATOR TO RUBICON LEISURE LTD**

|                            |  |
|----------------------------|--|
| Relevant Portfolio Holder  | Councillor Mike Rouse                              |
| Portfolio Holder Consulted | Yes  |
| Relevant Head of Service   | Jayne Pickering, Director of Finance and Resources |
| Wards Affected             | All  |
| Ward Councillor Consulted  | No   |
| Non-Key Decision           |  |

**1. SUMMARY OF PROPOSALS**

- 1.1 To advise Members of the position with regard to service concession at Arrow Valley Countryside Centre (AVCC), the opportunity that has arisen to transfer this site into the Rubicon Leisure Ltd portfolio and the overall benefit this will bring to the Council.

**2. RECOMMENDATIONS**

- 2.1 **It is recommended that Executive consider this report and RECOMMEND to Council that:**

- 2.1.1 **The Council accepts the surrender of the current service provider's lease of AVCC on 31 March 2019**
- 2.1.2 **Operation of the AVCC be transferred to Rubicon Leisure Ltd from 1<sup>st</sup> April 2019.**
- 2.1.3 **That the Medium Term Financial Plan (MTFP) is revised to reflect the reduction in the overall Rubicon Leisure management fee expected to result from the transfer.**

**3. KEY ISSUES****Background**

- 3.1 As Members will be aware the services at AVCC were externalised to an outside provider in 2011 following a procurement exercise with the agreed term due to expire in May 2021.
- 3.2 The building was leased to the service provider on full repair, maintain and insure basis. The Council and the service provider entered into a management agreement which sets out and monitors the agreed services and the expected performance standards.
- 3.3 Under the 2011 arrangement there was an initial capital investment in the facilities which has enhanced the quality of the facility and increased the usable space on site. However there have also been problematic areas with the current delivery model which have resulted in a number of concerns being raised with regard to the way in which the building has generally been

**REDDITCH BOROUGH COUNCIL****EXECUTIVE COMMITTEE****5<sup>th</sup> February 2019**

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maintained and in particular the external aspects that do not offer a welcoming and enticing appearance to park users.

- 3.4 There have also been ongoing issues with the consistency of services provided as well as an ongoing issue with the number of services that were proposed in the accepted submission that have been either partially delivered to a lower than expected standard or in some cases have not be delivered at all for extended periods. The services provided have been falling short of what was expected and the service provider has not been maximising the opportunities that the site presents.
- 3.5 These matters have also been compounded by a failure by the service provider to provide regular performance information as agreed within the management agreement.
- 3.6 As part of the ongoing contract management these matters have been raised on a number of occasions and officers have conducted a detailed review of the current position, including an assessment of associate costs to rectify defects and upcoming fees for the site.
- 3.7 The service provider has indicated that he wishes to surrender his lease, terminate the management agreement and thus end his involvement with the AVCC on 31 March 2019. Officers are of the opinion that continued and improved services at the AVCC will only be secured if the Council accepts the surrender of the lease.
- 3.8 The departure of the service provider from AVCC provides an opportunity to transfer the operation of the site to Rubicon Leisure Ltd. Because Rubicon Leisure is wholly owned by the Council this would afford the Council more control over operation of the site than it would have if another external operator was procured. Operation by Rubicon Leisure would also allow the Council to benefit more directly from the commercial opportunities that the site affords.
- 3.9 Officers have drafted an outline service requirement document setting out how the site could be best managed and operated by Rubicon Leisure. The service requirement document is currently being reviewed and commented on by Rubicon Leisure. This collaborative approach is being taken to ensure that the most is made of the commercial and leisure opportunities that the site offers. The service requirement document and Rubicon Leisure's response to it would be used to finalise the specification for operation of the site which would be incorporated into the existing Leisure Operator Contract between RBC and Rubicon Leisure through that contract's change control procedure.
- 3.10 It is proposed that the AVCC be leased to Rubicon Leisure on the same terms as the other sites that Rubicon Leisure operates on behalf of the Council. Under the current arrangement the service provider has full maintenance responsibility for the site. Under the proposed Rubicon arrangement the asset management responsibilities for the site would be shared to make the most effective use of resources and the figures shown in Section 4 are net of the extra expenditure incurred by RBC.

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- 3.11 Key aspects within the services requirement document include the following expectations/desirers:

*In order to sustain this improvement the Authority is looking for Rubicon Leisure to develop the opportunities for synergies between the services offered from the Centre and the wider park and community environment.*

*The Authority has six key aims which underpin the Councils Strategic Purposes and have driven the need to change of operator as follows:*

- 1. To support the creation of a destination park that raises the profile of Redditch at a regional level to act as a catalyst for inward investment and growth.*
- 2. To increase footfall & dwell times to maximise the commercial potential of the site and to minimise the cost of all services provided by Rubicon Leisure Ltd.*
- 3. To ensure that the facilities on site are maintained to the highest standards and reflect positively on the contribution the council makes to local infrastructure and services.*
- 4. To enhance the water sports offer and implement an environmental based education and activities programme into the sites delivery model.*
- 5. To develop opportunities to link the services within the park to install a more cohesive offer and to increase awareness of the wider opportunity the park can offer to local residents and visitors alike.*
- 6. To widen the current offering to develop an evening economy and events based offer*

*And*

Rubicon Leisure has been asked in particular to consider the following areas of service delivery in its response:

1. Access
2. Reception and Help Desk
3. Catering
4. Water Sports
5. Angling
6. Physical Activity
7. Wildlife & Biodiversity
8. Marketing & Events

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## 9. Parks Involvement &amp; Quality Assurance

Full detail of the requirements in each of the above sections can be found with the service requirement document.

- 3.11 The Rubicon Leisure response would be used by officers to ensure that the final specification for operation of the site delivers best value to the Council.

**4. Financial Implications**

- 4.1 The Leisure Operator Contract provides that changes to the services provided by Rubicon Leisure to the Council should be financially neutral. As it is anticipated that Rubicon Leisure would generate a surplus through operation of the AVCC the impact of the transfer would be a reduction in the management fee that Rubicon Leisure receives from the Council.

- 4.2 Based upon the Council's service requirements and the response provided by Rubicon Leisure Ltd, it is anticipated that transfer of the site to Rubicon Leisure will result in an overall reduction in the Rubicon Leisure management fee as follows:

| MTFP Year | Calendar Year | Saving £ |
|-----------|---------------|----------|
| 1         | 2019/20       |          |
| 2         | 2020/21       |          |
| 3         | 2021/22       |          |
| 4         | 2022/23       |          |

# - Please note the figures are net of the additional building cost that would be incurred by RBC of 10k per annum.

- 4.3 These savings have not been included within the MTFP 2019/23, as such they could be included as in years savings in 2019/20 to support any in year pressures that are identified.

- 4.4 It is also anticipated that if the service was expanded and grown in future years the overall Rubicon Leisure account structure would be improved by the addition of this opportunity due to the improved position it would offer in respect of irrecoverable VAT. Should subsequent savings been made these would form part of the overall funding package associated with the company which should further reduce RBC's management fee.

**5. Legal Implications**

- 5.1 The Council is able to transfer operation of the AVCC to Rubicon Leisure Ltd without undertaking a procurement exercise because Rubicon Leisure Ltd is wholly owned by the Council and the Council as shareholder exerts sufficient

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control over it to benefit from the Teckal exemption to the EU procurement regime.

- 5.2 To approve the transfer the Council needs to be satisfied that it affords best value. Value may be measured both financially and non-financially.
- 5.3 The transfer would require the granting of a new lease to Rubicon Leisure Ltd. This would be on the same terms as the other sites that Rubicon Leisure operates on behalf of RBC. A new management contract would not be required. The existing Leisure Operator Contract between RBC and Rubicon Leisure Ltd allows for the addition of new services and/or changes to existing services.
- 5.4 The Leisure Operator Contract provides that any changes to services should be financially neutral. Thus the addition of the AVCC services would impact on the management fee that the Council pays to Rubicon Leisure.

**6. Customer, Equalities and Diversity Implications**

- 6.1 There are no direct customer implications contained within this report. However based on the feedback received on the current operation, views expressed on online portals such as trip advisor and the ongoing difficulties that have been experienced with regard to managing the site it is felt that this recommendation will enhance the services provided to residents, reduce management time and ensure that the facilities onsite support the Council's wider objectives of creating destination parks and increased visitor numbers.
- 6.2 There are no direct implications with regard to equalities or diversity contained within this report. However as members would expect Rubicon Leisure Ltd are required under its contracts with RBC to meet the highest standards in such areas.

**7. Staffing Matters**

- 7.1 There are no direct staffing implications contained within the report for RBC. If services at AVCC are transferred to Rubicon Leisure Ltd there may be a TUPE transfer of employees from the current service provider to Rubicon Leisure Ltd.
- 7.2 Members should also note that due to the currently restricted operating hours the proposed decision to transfer the service delivery to Rubicon Leisure Ltd would create additional local employment opportunities.

**8. Risk Management**

- 8.1 As part of the mobilisation plan if the proposal is endorsed there would be detailed risk register created that shows the key risks associated with the transfer of the services risk mitigation methodology.
- 8.2 Should this proposal not be supported, services would either have to be brought back in house or a procurement exercise undertaken to secure an

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external provider. These options present a risk to continuity of services at the site.

- 8.3 Finally there is a risk that the Rubicon Leisure may not meet the Council's financial and service delivery expectations for the AVCC. Should this situation occur any income or service short fall for the site would be managed as part of the wider Leisure Operator Contract and through the annual business planning cycle. .

**9. APPENDICES**

None

**10. BACKGROUND PAPERS**

Service Requirement Document

**11. KEY**

None

**AUTHOR OF REPORT**

Name: Claire Felton - Head of Legal & Democratic Services  
E Mail: c.felton@bromsgroveandredditch.gov.uk  
Tel: 01527 883408

REDDITCH BOROUGH COUNCIL**EXECUTIVE  
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**LOCAL COUNCIL TAX SUPPORT SCHEME 2019/20**

|                                 |                      |
|---------------------------------|----------------------|
| Relevant Portfolio Holder       | Cllr Tom Baker-Price |
| Portfolio Holder Consulted      | Yes                  |
| Relevant Head of Service        | Jayne Pickering      |
| Ward(s) Affected                | All                  |
| Ward Councillor(s) Consulted    | None Specific        |
| Key Decision / Non-Key Decision | Key Decision         |

**1. SUMMARY OF PROPOSALS**

- 1.1 The Local Council Tax Reduction Scheme (LCTRS) must be reviewed annually and any revisions or replacement of the scheme must be agreed by 11<sup>th</sup> March 2019
- 1.2 The report proposes minor changes to the scheme to provide for increased levels of support for care leavers under the age of 25 and to update figures within the scheme in line with national welfare benefits

**2. RECOMMENDATIONS**

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

**The Local Council Tax Support scheme is revised to provide:**

- 1) Care Leavers under 21 years of age are treated as a protected group and provided 100% Local Council Tax Reduction (LCTR)**
- 2) Care leavers aged 21 years or over and under 25 years of age are treated as a protected group and provided up to 100% LCT**
- 3) The scheme is updated in line with national welfare benefits**
- 4) Council Tax Hardship Scheme is amended to enable transitional support to be provided to care leavers under 25 whose income results in significant withdrawal of support**

**3. KEY ISSUES**

- 3.1 The LCTR replaced Council Tax Benefit with effect from 1 April 2013.
- 3.2 Under the Government's Council Tax Reduction provisions, the scheme for Pension Age applicants is determined by Central Government and the scheme for working age applicants is determined by the Council. Pensioners broadly receive the same level of support that was previously available under the Council Tax Benefit scheme.

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- 3.3 The current scheme for working age applicants is a means tested one, but has been amended since 2013 both to require a minimum payment from working age applicants of 20% and to update the scheme in line with changes to Housing Benefit that have occurred since its introduction.
- 3.4 The scheme has also been amended each year for general changes in applicable amounts and for non-dependant deductions.
- 3.5 Council has previously agreed a minimum council tax contribution from working age claimants as 20%.
- 3.6 At 11<sup>th</sup> September Executive Committed resolved to undertake consultation on replacing the current scheme with a banded discount scheme. This would provide for a reduction in the administration of the scheme and limit the number of changes to assessments for customers migrating to universal credit.
- 3.7 Consultation also sought views on the introduction of additional support for young people leaving local authority care. The changes for care leavers were proposed in order to recognise the role Local Authorities have for the wellbeing of Children in Care and Care Leavers, and to provide a mechanism where by support for Care Leavers with a liability for Council Tax can be reduced in order to provide support to people who do not have the same family support networks as other young people.
- 3.8 Following the consultation it is not considered to be an appropriate time to move to an income banded scheme for LCTR.
- 3.9 The change to an income banded scheme was proposed so that the local scheme provided a better fit with Universal Credit and reduced administration. Local Authorities have considered a range of options to meet this challenge. The options applied by other authorities include income banded schemes determined in line with existing regulations but allowing a stepped reduction in support, banded discount schemes with multiple household categories and income bands, and simplified discount determined as part of the decision in relation to ordinary Council Tax discounts.
- 3.10 Whichever solution is adopted requires investment in the Council's Council Tax and Benefit software. At this time it is appropriate to review the impact of the adoption of schemes by other Local Authorities so that all option can be considered and undertake a review of LCTR as a whole before committing resources to an option that may not provide an appropriate solution for Redditch.
- 3.11 The adoption of support for care leavers is to be implemented in accordance with the recommendation of the Short Sharp Review Task Group.



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**4.0 Financial Implications**

- 4.1 The majority of claimants will have no change to the level of support that they receive the costs of LCTR will remain in line with the existing scheme. There will be a small loss to the collection fund from the adoption of an increase in support for care leavers and this is projected to be approximately £15,000 per annum, increasing in-line with the annual change in the level of Council Tax.

**5.0 Legal Implications**

- 5.1 On 1 April 2013 Council Tax Benefit was abolished and replaced by a new discount scheme. 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 apply to the amounts of council tax payable within their districts
- 5.2 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)
- 5.3 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.
- 5.4 The Authority must adopt its scheme, and make any revisions, no later than 11<sup>th</sup> March in the financial year preceding the one when it will take effect.
- 5.5 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.
- 5.6 In addition, where there are changes to the scheme, the authority is obliged under paragraph 5(4) of Schedule 1A if any revision to a scheme, or any replacement scheme, has the effect of reducing or removing a reduction to which any class of persons is entitled, the revision or replacement must include such transitional provision relating to that reduction or removal as the authority thinks fit.

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### **6.0 Customer/Equalities and Diversity Implications**

- 6.1 The current CTSS scheme contains provision for taxpayers to make an application for additional discount where they experience exceptional hardship. The hardship policy will continue to apply. Where any group of person is likely to experience hardship, this will be addressed as part of the overall scheme design. The Hardship Policy will continue to be an integral part of the scheme for the foreseeable future.
- 6.2 Care leavers attaining the age of 21 may, subject to their income, see a rapid withdrawal of Council Tax support. To mitigate the potential for a steep cliff edge at 21 years of age the Council Tax Hardship policy will be amended to enable transitional support to be provided to the small number of care leavers who may face steep withdrawal rates.

### **7.0. RISK MANAGEMENT**

- 7.1 Any changes to council tax support can have financial implications for the Council and the major preceptors as well as for our residents and therefore financial modelling has been carried out to understand the implications of the proposals. These are projected to be minimal.
- 7.2 Officers ensure that support on managing finances and advice on other potential benefits is made available to anyone experiencing financial hardship.
- 7.3 Council Tax collection rates may reduce as the impact of Universal Credit and the administration grows, measures will be adopted to monitor the collection of Council Tax for UC claimants and these will be used to inform any future replacement for the LCTR scheme

### **8. APPENDICES**

Appendix 1 – Equality Impact Assessment  
Appendix 2 – LCTR Regulations

### **9. BACKGROUND PAPERS**

Held in Customer Access and Financial support

### **AUTHOR OF REPORT**

Name: David Riley, Financial Support Manager  
email: david.riley@bromsgroveandredditch.gov.uk  
Tel.: 01527 548 418



[www.redditchbc.gov.uk](http://www.redditchbc.gov.uk)



## Equality Assessment Record

**1. What is the name of the service, policy, procedure or project being assessed?**

Council Tax Support Scheme (CTSS)

**2. Briefly describe the aim of the service, policy, procedure or project. What needs or duties are it designed to meet?**

The CTSS provides assistance to people on low incomes to help them pay their council tax.

When council tax benefit was abolished and replaced by localised council tax schemes in 2013, central government protected pensioners with a view that they are unable to take advantage of employment and unable to alter their financial situation.

The proposed alterations to the scheme will continue to protect pensioners who will get the same level of council tax support as they do now.

The proposals to change the CTRS from 2019/20 are as follows:

Provide Council Tax Support of 100% for care leavers under the age of 21 and additional support for care leavers up to their 25<sup>th</sup> birthday

**3. Indicate which of the following applies:-**

This is a current service or policy and should be equally accessible to all sections of the Community or all employees

No

A decision is likely to be made to change, reduce or stop providing this service.

No

A new initiative or service is being considered or proposed.

Yes

**4. List your known customers and stakeholders (e.g. partner organisations, community groups)**

People of working age on low incomes.

**5. Describe simply how you know who they are?**

The Local Government Finance Act prescribes details of the scheme to be used for pension age applicants under the Council Tax Reduction Scheme (Prescribed Requirements) Regulations 2012.

Certain aspects of the scheme for working age applicants are also included within those regulations.

**6. How relevant is the General Equality Duty to this service, policy or procedure?**

**Rate as H, M, L (high, medium or low) or No relevance. If all answers are “low” or “no” relevance go straight to question 10. When considering relevance for each protected group, use professional judgment and experience, previous Equality Impact Assessments, or any other information that you have to hand which demonstrates how relevant a service is to a particular protected group.**

| Protected Group                | Indicate H/M/L or No Relevance | Evidence used  | Further evidence needed Yes/No |
|--------------------------------|--------------------------------|--|--------------------------------|
| Age                            | L                              | An automatic entitlement to discount with no income test for care leavers will mean that they are treated more favourably than other young people. | N                              |
| Disability                     | N                              | The proposed changes to the scheme continues to disregard disability benefits  | N                              |
| Transgender (Gender Dysphoria) | N                              | No impact  | N                              |
| Marriage and Civil Partnership | N                              | No impact  | N                              |
| Pregnancy and Maternity        | N                              | No impact  | N                              |
| Race                           | N                              | No impact  | N                              |
| Religion or Belief             | N                              | No impact  | N                              |
| Sex (Male/ Female)             | N                              | No impact  | N                              |
| Sexual Orientation             | N                              | No impact  | N                              |

## 7. Is there evidence of actual or potential unfairness for the following equality groups?

| Protected Group                  | Indicate Yes or No | Evidence of unfairness   | Further Evidence Needed Yes/No |
|----------------------------------|--------------------|--|--------------------------------|
| Age                              | N                  | <p>When creating the local scheme, the Council have given due regard to central government's stipulation that people of pension age must be protected.</p> <p>In previous public consultation the principle of 'Every household with working age claimants should pay something' was agreed.</p> <p>This principle ensures a degree of fairness as it applies across all groups who are of working age.</p> <p>The scheme is devised to incentivise working age people to seek employment.</p> <p>The changes to treatment of care leavers are supported by organisations such as the Children's society.</p> <p>For those young people and working age people who are in severe hardship or unable to increase their income, the Council manages a discretionary hardship fund to support them following a detailed review of the individual's and household's circumstances.</p> | N                              |
| Disability                       | N                  | The proposed changes to the scheme continues to disregard disability benefits  | N                              |
| Transgender ( Gender Dysphoria ) | N                  | n/a  | N                              |
| Marriage and Civil Partnership   | N                  | n/a  | N                              |
| Pregnancy and Maternity          | N                  | n/a  | N                              |
| Race                             | N                  | n/a  | N                              |

|                    |   |     |   |
|--------------------|---|-----|---|
| Religion or Belief | N | n/a | N |
| Sex (Male/ Female) | N | n/a | N |
| Sexual Orientation | N | n/a | N |

If all answers are “No”, go straight to Question 10.

8. What is the justification for any actual or potential unfairness identified in question 7, for example, disproportionate cost? Describe briefly your reasons.

| Protected Group                  | Justification for actual or potential unfairness |
|----------------------------------|--|
| Age                              | N/A  |
| Disability                       | N/A  |
| Transgender ( Gender Dysphoria ) | N/A  |
| Marriage and Civil Partnership   | N/A  |
| Pregnancy and Maternity          | N/A  |
| Race                             | N/A  |
| Religion or Belief               | N/A  |
| Sex (Male/ Female)               | N/A  |
| Sexual Orientation               | N/A  |

9. If you have identified any area of actual or potential unfairness that cannot be justified, can you eliminate or minimise this?

Hardship Fund is available to people of any age to apply for additional support and their need would be assessed on a case by case basis.

10. Describe simply or list the additional information used to complete this assessment including professional judgment and how that was used in your decisions.

Research and financial modelling by Policy in Practice, along with professional judgement, data and evidence of Council Tax support claimants, and feedback from FIT Officers has been used to consider whether this proposal is fair and equitable.

11. What plans do you have to monitor any changes identified?

The following will be will be monitored each year.  
 Claim numbers  
 Cost of the scheme  
 Applications for hardship and/or transitional relief

12. The actions required to address these findings are set out below.

| Action Required              | By Whom | By When       | Signed when completed | Priority | Expected outcomes |
|------------------------------|---------|---------------|-----------------------|----------|-------------------|
| Agree consultation on scheme | Council | October 2018  |                       |          |                   |
| Agree final scheme           | Council | February 2019 |                       |          |                   |

13. Equality assessment undertaken by Amanda Singleton, Head of Customer Access and Financial Support

7<sup>th</sup> August 2018

When you have completed this assessment, retain a copy and send an electronic copy to the Policy Team (Equalities) attaching any supporting evidence used to carry out the assessment.

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**DOMESTIC WASTE COLLECTION SERVICE**

|                                 |                      |
|---------------------------------|----------------------|
| Relevant Portfolio Holder       | Cllr Brandon Clayton |
| Portfolio Holder Consulted      | Yes                  |
| Relevant Head of Service        | Guy Revans           |
| Ward(s) Affected                | Borough Wide         |
| Ward Councillor(s) Consulted    |                      |
| Key Decision / Non-Key Decision | Key Decision         |

**1. SUMMARY OF PROPOSALS**

- 1.1 Business Case details the current pressures on the Domestic Waste Collection Service in the Redditch Borough area, generated by increased housing growth and limited capacity in the current service cover sickness and annual leave when they overlap.
- 1.2 The Business Case considers a number of options on how to meet this shortfall, and sets out a recommendation that provides a short – medium term response to secure the service whilst a full Service Review is carried out over the next 2 years.
- 1.3 The Service Review will consider the best way to provide the service in the future, taking into account current changes in national policy, local housing growth, and the sustainability of our operations both financially and from a welfare perspective for our staff.

**2. RECOMMENDATIONS**

- 2.1 Members agree the recommendation from the Business Case, and that £83,674 additional funding is included in the medium term financial plan to fund 3 members of staff to support the waste collection service.

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

- 3.1 Although the Business Case will require use of an additional vehicle to support operations, the service has identified existing funds that can be used more efficiently to support this without incurring additional costs.
- 3.2 The Recommended option does not incur any Capital or borrowing costs, but will require additional revenue investment of £83,674 per year in the Environmental Services Budget from 2019/20 onwards.

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- 3.3 By investing in these additional staff, it will significantly reduce the risk of additional expenditure being needed to cover short – medium term sickness through Agency Staff, and the risk of future overspends.
- 3.4 The budget currently includes £15,000 to cover a small proportion of Agency cover if needed, but in the 2018/19 Financial Year, the Agency Spend incurred to support the waste collection service was £91,000, and in 2017/18 cost £123,000.
- 3.5 To illustrate the impact of the additional staffing detailed in the Business Case, and the expectation that this will significantly reduce the risk of expenditure on Agency Staff in 2019/20 to support services, the table below summarises the total costs (including un-planned overspends) for staffing in context with previous years:

|         | Agency Cost | Staff Cost | Year End Cost |
|---------|-------------|------------|---------------|
| 2017/18 | £123,000    | £390,000   | £513,000      |
| 2018/19 | £91,000     | £391,000   | £482,000      |
| 2019/20 | £0          | £466,674   | £466,674      |

**Legal Implications**

- 3.6 The Domestic Waste Service is a statutory responsibility, under the Environmental Protection Act 1990, although the legislation gives Council's control over how they supply this service.
- 3.7 The Current Business Case does not make any significant changes to how the service is provided, but the Service Review planned to start in the 2019/20 financial year will review the wider service and may have legal implications if there are any changes to staffing, or proposed changes to working patterns that would require contract amendments.

**Service / Operational Implications**

- 3.8 It has been determined that there is a high risk of further service failure, or budgetary overspend if measures are not taken to increase the resilience of the Domestic Waste Service.
- 3.9 This Business Case is intended as a first response to the service disruption experienced in 2018, in which approximately 20,000 households experienced disruption in the collection of their waste, and a quarter of our households did not have their recycling collected on the normal 2 week cycle in order to ensure that everyone received their full grey bin service across the Borough.

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- 3.10 The Business Case outlines a number of options to support future delivery of the service, and these are detailed below, along with a brief summary of why they have been discounted:
- 3.10.1 Continue with current resources only.
- This leaves a high risk of future service disruption, as current staffing is insufficient to cover both annual leave and sickness at the same time.
- 3.10.2 Increase the budget for Agency usage to supplement core staff
- Agency Staff take time to source and train to a usable standard, and are effectively on zero hours contracts. This leaves a high risk of short term disruption throughout the year as a result of short-medium term sickness, and is better suited to support the service during planned or long term absences.
- 3.10.3 Increase the budget to support 2 additional staff to increase resilience of the service.
- 2 Staff will stabilise the service and reduce the risk of disruption due to sickness to a medium level. It will not support wider improvements to the service in the short term, and requires the Place Teams to continue supporting the Waste Service operationally.
- 3.10.4 Recommended Option: Increase the budget to support 3 additional staff to increase resilience of the service and take back responsibility for bin deliveries across the district.
- This provides stability to the core collection service, and also provides an additional resource that can be used more flexibly to take ownership over the delivery, collection, and repair of Wheeled Bins across the Borough. Increasing customer care standards for Assisted Collection Applications, Waste Management advice, and an additional person to support collection of wheeled bins during periods of disruption.
- 3.11 The recommended option will support the service over the next two years and considerably reduce the risk of disruption to the service for residents.
- 3.12 It will also support the Place Teams to improve their standard of work across the Borough by freeing up their resources, which are currently hampered by responsibility for work relating to another service area.
- 3.13 In addition to the direct benefits of this business case, the increase in staff will also support the wider wellbeing of our existing work force, which will support overall improvement in the quality of service received by residents.

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**Customer / Equalities and Diversity Implications**

- 3.13 As there are no significant changes to the service, there are no negative implications arising from the recommended option.
- 3.14 The creation of a dedicated role to manage bin deliveries and retrievals is expected to improve the efficiency of delivering this part of the service, and increase the standard and consistency of customer service.

**4. RISK MANAGEMENT**

- 4.1 As part of the business case, long list options were identified, and the risks and benefits associated with each possible option considered.
- 4.2 Do nothing has been classed as non-viable due to being high risk and does not meet any of the desired evaluation criteria.
- 4.3 The preferred option was classed as the most viable as it meets all of the evaluation criteria identified and is deemed to best support delivery of the Waste Collection service, and the wider service across the Borough of Redditch.
- 4.4 As some of the risk to the service is linked to sickness, which is not constant, it was determined that in-house staff were a more viable means to protect service delivery, as Agency Staff take time to find and get up to the necessary skill level to support the service.
- 4.5 Although intended specifically to support the waste collection service, the additional capacity will also be available to support the Place Teams if not required on the Waste service, which supports the aims of the Transformation Process applied to Environmental Services in 2015.

**5. APPENDICES**

Appendix 1 - Business Case

**6. BACKGROUND PAPERS**

None

**7. KEY**

None

**AUTHOR OF REPORT**

Name: Matthew Austin

email: matthew.austin@bromsgroveandredditch.gov.uk

## Five Case Model - Business Case Template

**Full Business Case****Domestic Waste Collection Services****Options to support sustainable delivery for the future.**

|                  |                |
|------------------|----------------|
| Author:          | Matthew Austin |
| Date:            | 17/01/2019     |
| Release Version: | Vs 3           |

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## 1. Executive Summary

- 1.1. The Council has a legal duty as the waste collection authority to provide a service for our residents, but has authority to determine how it will provide that service to residents, as well as certain limitations based on the available infrastructure available through Worcestershire County Council as the Waste Disposal Authority.
- 1.2. In addition to this, there are currently discretionary services that can be offered for which a charge can be made – Garden Waste.
- 1.3. In 2015, Environmental Services carried out a transformational review of how it delivers services across the Borough, although the Waste Service element did not follow a full review process at that time.
- 1.4. This business case outlines the resources currently in use to deliver the service, along with a range of options to support the service in the short-medium term and carry out a full review of the service for consideration at a later date to secure the future sustainability of the service, and factor in the expected changes that the Government have set out in the “Resources and Waste Strategy” which is out to consultation during 2019 and has the potential to make significant changes to how local authorities provide waste collection services to support the environment, with headline aims set out relating to:
  - 1.4.1. Compulsory dedicated food waste collections
  - 1.4.2. Plastic bottle deposit schemes
  - 1.4.3. Removal of discretion to charge for Garden Waste Collections
  - 1.4.4. Compulsory Garden Waste Collection Service for all households
  - 1.4.5. Increased Enforcement of Duty of Care and Waste Crime regarding waste disposal arrangements.
- 1.5. This Business Case looks to support the Waste Collection service to be sustainable and cope with the increasing work load and challenges being faced by Local Authority Services as a result of new housing and changing behaviour by the public.

- 1.6. Having outlined and assessed options ranging from maintaining the status quo, suspension of services, and further investment at a range of levels, the recommendation put forward as the preferred option is to invest in the service in the short term to increase staffing levels to give the service security whilst a full review of the service is carried out, and return in two years with a range of options for future service delivery that reflects changes within our Borough and the National scene to ensure that the Council has a sustainable and flexible service that can meet the changing demands of our residents.

**1.7. Recommendation:**

- 1.7.1. Allocate £83,674 additional funding for Environmental Services to fund 3 members of staff to support the service and give security against service failure and unplanned Agency Costs for the next two years whilst a full service review is carried out to plan for the long term future of the service.



## 2. Introduction

- 2.1. As the Waste Collection Authority, Redditch Borough Council is responsible for the collection of household waste, and operates a statutory service across Redditch Borough.
- 2.2. This is administered by the Environmental Services Team and operated in house as Alternate Weekly Collections (AWC) for both residual waste and dry recycling from all its households.
- 2.3. The Council also introduced an optional "Paid for" Garden Waste service in 2018 that provides a fortnightly collection service over 40 weeks of the year, under a contract arrangement with Bromsgrove District Council to make use of spare capacity in their existing service and minimise the costs of setting up a new dedicated service.
- 2.4. Redditch Borough Council has adopted the Joint Municipal Waste Management Strategy for Herefordshire & Worcestershire, which is a joint strategy across the six Worcestershire District and Borough councils, Worcestershire County Council and Herefordshire Council, and reflects the partnership across Worcestershire and Herefordshire in relation to a shared waste disposal service.
- 2.5. All of our collection services are based on the use of a single 240 ltr grey bin for household waste<sup>1</sup>, a green 240 ltr green bin for dry recycling<sup>2</sup>, and Brown 240 ltr bins for garden waste customers<sup>3</sup>. Larger families are able to apply for an increased capacity for their residual waste (grey bin)<sup>4</sup>.
- 2.6. Over the past 10 years a significant number of physical and behavioural changes have occurred both nationally and locally that have changed the services we provide to our residents, and also how we deliver them.

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<sup>1</sup> Based on a household of 6 people, or 5 with two children in nappies

<sup>2</sup> Additional bins available on request in order to support household recycling

<sup>3</sup> Currently £45 for 20 collections (February – November)

<sup>4</sup> 360 Ltr bins are currently in use, but create issues with weight and safety, so alternative mechanisms may be considered in future.

- 2.7. This has resulted in progressive changes to accommodate them and continue to provide an effective collection service to our residents.
- 2.8. In 2015, Environmental Services went through a Transformational process that made significant changes to the provision of its Street Cleansing and Grounds Maintenance functions, with the creation of the Place Teams.
- 2.9. This included the creation of a dedicated Pool of staff to support the Waste Collection Services, and Place Teams by providing additional staff to cover annual leave and sickness throughout the year to ensure that services had a greater resilience, and would not require additional expenditure on Agency Staff.
- 2.10. This was calculated based on the staffing and work levels in place at that time, with estimates on how services would develop, and where staff would be needed.
- 2.11. Since 2015, the Pool staff have been used primarily to support front line service on the Domestic waste collection service rather than cover sickness and leave as had been intended, and have not supported the Place Teams in any significant way, but due to underspend on other areas of the Environmental Services Budget the financial impact had been absorbed in the operating budgets.
- 2.12. During 2018 it was identified that new housing development across the Borough had outgrown our current resources, and the previous estimation of what would be needed to support the wider Environmental Services model had been overly conservative, resulting in higher costs on staffing outside of the planned staffing levels set out in the budget, and the savings expected from the previous changes in 2015 had not been realised.
- 2.13. In late August/early September 2018, whilst reviewing how to evidence this and trial small scale changes to review current productivity, the service experienced significant failure that affected the collection arrangements for approximately 20,000 households.

- 2.14. This was caused by a combination of sickness and annual leave across Environmental Services, and resulted in a lack of capacity within the wider service area.
- 2.15. This Business Case is presented in response to this unprecedented failure in service, to identify short term actions to secure the service over the next two years, during which a full Service Review can be carried out to explore all available options for the future delivery of the service and present a wider business case to Members that will give security to the service beyond 2021.
- 2.16. This wider Business Case will look to set out a secure business model to give future sustainability of the service and ensure that residents are receiving the highest value service possible, in a sustainable way that makes allowance for future growth of the Borough and sets out a clear process for ongoing review and evolution of the Service in a controlled way.
- 2.17. The full terms of this Service Review will be set out over the coming months, along with the creation of a review group that will bring together the necessary knowledge and experience from across the combined authority, and pull in best practice from local and national models of service to reflect the local challenges on our service and priorities for the future.

### **3. The Strategic Case**

- 3.1. Our Domestic Waste Collection services are the most visible service the Council provides across the Borough, and benefits all our residents.
- 3.2. For many, it is the only service they “see” for their Council Tax, and so it is a very visible representation of the Council, making any disruption a significant reputational issue.
- 3.3. Our current Domestic Waste Service supports two of the Council’s key priorities identified in the Council Plan:
  - 3.3.1. Financial stability for the Council
  - 3.3.2. Quality services for residents, with affordable charges where appropriate
- 3.4. In addition to supporting these priorities, The Waste service supports the following strategic purpose:
  - 3.4.1. “Keep my place safe and looking good”
- 3.5. The Case for Change
- 3.6. Since 2015 we have experienced increasing pressure on our services through increasing housing stock across the Borough and changes in behaviour that have increased the workload on domestic waste collection services as well as our cleansing and grounds operations through increased litter, and changes in how residents buy goods via online markets that have significantly increased packaging waste from households.
- 3.7. This pressure, in concert with standard leave requirements and both short and long term sickness across Environmental Services, has resulted in our “Pool Staff” being fully committed supporting day to day waste operations, and not realised the wider support that was originally envisaged would be available to support operations.
- 3.8. The Council started the 2018 financial year with funding for the following resources in our structure (Unchanged from 2017/18 Financial Year):
  - 21 Staff.
  - 6 full crews 6 Domestic (18 staff)

- Leaving 3 Spare Staff every day to cover A/L & Sickness
- 3.9. With this model, we need 2.5 staff to cover holiday over the course of the year, which doesn't leave a margin for sickness, and so has resulted in increased use of Agency to cover both short and long term sickness alongside annual leave, as well as a significant pressure on other services to loan staff that has then impacted on their ability to deliver their work effectively.
- 3.10. Until 2015 there was a larger budget for Agency cover, but the restructure in 2015 reduced this with an expectation that there would be wider capacity within the service to offset the need for short term cover. Unfortunately this has not been possible to deliver as expected due to the increasing demands on all of our services.
- 3.11. As part of an ongoing review of the Environmental Services Budgets to support Council Wide savings, budgets have been refined to more accurately reflect our expenditure, which means that previous surpluses that offset this ongoing Agency usage are no longer available and this now requires further investment to support the service.
- 3.12. Service failure in August/September 2018 had a significant impact on residents and the Authority, with a review of service needs in the short term to determine how the disruption could be addressed and normal service resumed.
- 3.13. This has in the short term involved temporary movement of funds to support increased staffing within the service, but this is not sustainable beyond the end of the 2018/19 financial year, and this business case is to support a more formal action to safeguard services.
- 3.14. Business Need
- 3.15. Although services resumed fairly quickly as short term sickness ran its course, the service has recognised that the collection operations need to be prioritised to re-build trust in the service, as the nature of waste collection and proximity of Birmingham (which has experienced significant large scale failures in the last two years), means that there is significant public pressure to maintain the service, and if we are to make any future changes to the service, we will need

residents to support our efforts – especially if we are to encourage greater take up of our recycling service and reduce waste to landfill.

- 3.16. Staff morale has also suffered as a result of the public backlash over the failure of service, and any future changes to the service need to include the staff in the process to ensure it delivers the required security and efficiencies.
- 3.17. Changes to the service are needed in the short term to reflect increasing workload, and greater expectations of what the crews will achieve as part of their work, but this needs to be a sustainable model for the future, and requires considerable work to consider all of the options for delivering the service into the future.
- 3.18. To support the short term need for secure service delivery, there is a need to stabilise existing services in the following ways:
  - 3.18.1. To increase staffing levels to support the Operational requirements of the existing Waste Service over the next two years, based on current Planning predictions for House building across the Borough and current workload using the existing service model.
  - 3.18.2. To carry out housekeeping to reset existing budgets to ensure that Staff Costs are fully linked to the area of work they carry out and ensure that all salary costs are accounted for in preparation for a full Service Review.
  - 3.18.3. To create a wider Pool of staff as originally envisaged to support the Domestic Waste Service, and wider Environmental Services across Redditch around Annual Leave and Sickness requirements.
- 3.19. The Long Term Business need is to ensure that the service is fully sustainable for the future and makes best use of the resources available to support our residents to increase recycling, and provide secure disposal of their residual waste as part of a wider drive to reduce waste being sent to landfill/incineration.
- 3.20. Benefits & Risks

- 3.21. Disruption to service in 2018 affected approximately half of the Borough directly, and although relatively short lived, generated considerable concern for residents.
- 3.22. Approval of this Business Case will support the service in the short term at relatively low cost, and will provide security over the next two years to carry out a thorough review of the service and outline practical options for the provision of the service over the next decade, and explore sustainable options to balance or even reduce the costs whilst continuing to provide the full range of services to our residents.
- 3.23. It will also provide a capacity to support other services within Environmental Services such as our Place Teams that are responsible for the wider appearance of our Borough for the benefit of our residents, visitors and local businesses.
- 3.24. The Risk of not strengthening the service for 2019 and 2020 is that the service will continue with existing resources and be unable to sustain service delivery should it experience sickness, extreme weather, or vehicle breakdowns, and that the Service will either then incur on-going significant over-spends that will affect the Council's financial security, or that residents will experience further disruption and question the ability of the Council to provide one of its most visible services.
- 3.25. As outlined in the Strategic case, current resources are insufficient to support waste collection services when annual leave and sickness levels are taken into account, and other service areas within the Council are not trained to support the

service and have limits on their capacity to be able to support the service without creating cumulative failure in other areas of the Council's service.

### 3.26. Staffing Calculation to cover Annual Leave & Sickness:

|                     |      |  | Days of Annual Leave | Pool to cover A/L |
|---------------------|------|--|----------------------|-------------------|
| Daily Staff Needed: | 19   |  | 513                  | 2.5               |
| Annual Leave Cover  | 2.5  | Based on 1215 Days Annual Leave to be covered each year. | 66.59                | 0.3               |
| Sickness Cover      | 1.82 | Based on current Sickness Rate of Waste Service 7%       |                      |                   |
| Have                | 21   | Current Staffing   |                      |                   |
| Need                | 2.2  | Additional Staff Required                                |                      |                   |

### 3.27. Staffing & Resources Requirements

|  | Vehicle | ESO 3 | ESO 1 | Combined | Staffing Cost | Vehicle Cost |
|--|---------|-------|-------|----------|---------------|--------------|
| <b>Domestic Round 1</b>                                      | 1       | 1     | 2     | 3        | £75,674       | £180,000     |
| <b>Domestic Round 2</b>                                      | 1       | 1     | 2     | 3        | £75,674       | £180,000     |
| <b>Domestic Round 3</b>                                      | 1       | 1     | 2     | 3        | £75,674       | £180,000     |
| <b>Domestic Round 4</b>                                      | 1       | 1     | 2     | 3        | £75,674       | £180,000     |
| <b>Domestic Round 5</b>                                      | 1       | 1     | 2     | 3        | £75,674       | £180,000     |
| <b>Domestic Round 6</b>                                      | 1       | 1     | 2     | 3        | £75,674       | £180,000     |
| <b>Total Required</b>  | 6       | 6     | 12    | 18       | £454,044      | £1,080,000   |
| <b>Current Total</b>   | 6       | 6     | 12    | 18       | £454,044      | £1,080,000   |
| <b>Current Shortfall</b>                                     | 0       | 0     | 0     | 0        | £0            | £0           |
| <b>Additional Resources (Leave/Breakdown/Bin Deliveries)</b> |         |       |       |          |               |              |
| <b>Total Required</b>  | 1       | 3     | 3     | 5        | £157,152      | £35,000      |
| <b>Current Total</b>   | 1       | 2     | 1     | 3        | £81,478       | £35,000      |
| <b>Current Shortfall</b>                                     | 0       | 1     | 2     | 3        | £75,674       | £0           |
| <b>Total Variance in current model</b>                       | 0       | 1     | 2     | 3        | £75,674       | £0           |

3.28. The ESO 3 role is a combined HGV Driver/Loader role, so is qualified to do both. As such, although they are on a higher pay scale, they provide greater flexibility to cover services and ensure vehicles are able to be used at all



times, as a surplus of ESO 1's could still result in service failure if no one is available to drive a collection vehicle.

- 3.29. Bin Deliveries and recovery are currently carried out by the Place Teams, which has an impact on their efficiency to work across the Borough, and is shared across all staff as required.
- 3.30. This splits responsibility for managing the waste service between two teams, and does make ownership of this difficult, especially when there are competing priorities to deliver bins and also ensure all of the cleansing and grounds maintenance work is carried out across the Borough.
- 3.31. Creation of a dedicated role to carry out this work frees up capacity on the Place Teams, and also gives another flexible resource for the waste team to take full ownership over the delivery, collection, and repair of Wheeled Bins across the Borough in a consistent manner.
- 3.32. Increasing customer care standards for Assisted Collection Applications, Waste Management advice, and an additional body to support collection of wheeled bins during periods of disruption.

#### 4. The Economic Case

##### 4.1. Long List Options

|                     |  |
|---------------------|--|
| <b>Option One</b>   | Do Nothing   |
| <b>Option Two</b>   | Increase Agency Budget to support higher staffing levels.  |
| <b>Option Three</b> | Increase Staffing Expenditure to provide 2 additional staff to cover sickness and annual leave, and cover additional services beyond current resource levels where possible.   |
| <b>Option Four</b>  | Increase Staffing Expenditure to provide 2 additional staff to cover sickness and annual leave, and cover additional services beyond current resource levels where possible. Also create a dedicated bin delivery/collection role to free up Place Operatives currently carrying out this work |

4.2. These Options are considered the most practical options to secure the resilience of the service in response to the service disruption experienced during 2018 that highlighted the weaknesses in the current structure.

4.3. In order to support the decision making process and identify a preferred option for the Council, these options are subject to a review process to scrutinise their potential efficacy in safeguarding Redditch Borough Council and our residents against further service disruption.

4.4. This process is detailed below through a series of tables that summarise the impact each option is expected to have on the service, and how well they meet our requirements.

#### 4.5. Evaluation Criteria for Appraisal and Analysis for Long List Options

This Table quantifies the benefits of each proposed option, in line with the key requirements that have been identified for the Service.

This gives a scoring system to support an assessment of which options are most viable and will be developed to determine which is the best solution required by the Business Case.

| Evaluation Criteria        | Weighting for Scoring | Do Nothing |            | Increase Agency Budget to support higher staffing levels. |             | Increase Staffing Expenditure |             | Increase Staffing & consolidate bin deliveries |             |
|----------------------------|-----------------------|------------|------------|---|-------------|-------------------------------|-------------|--|-------------|
|                            |                       | Option One | Option Two | Option Three  | Option Four |                               |             |  |             |
| Spending Objective         | 10                    | Yes 10     | No 0       | No 0  | No 0        |                               |             |  |             |
| Strategic Fit              | 20                    | No 0       | Yes 20     | Yes 20  | Yes 20      |                               |             |  |             |
| Meets Business Needs       | 20                    | No 0       | Part 10    | Part 10   | Yes 20      |                               |             |  |             |
| Maintain standards         | 30                    | No 0       | Yes 30     | Yes 30  | Yes 30      |                               |             |  |             |
| Support improved standards | 5                     | No 0       | Part 2.5   | Yes 5   | Yes 5       |                               |             |  |             |
| Affordability              | 15                    | Yes 15     | Part 7.5   | Part 7.5  | Part 7.5    |                               |             |  |             |
|                            | <b>95</b>             |            | <b>25</b>  |   | <b>70</b>   |                               | <b>72.5</b> |  | <b>82.5</b> |

- **Spending Objective** – This relates to the Council’s financial pressures, and whether the proposed option is factored in to the financial planning of the Local Authority.
- **Strategic Fit** – This quantifies how well the proposed option supports the Council Plan and our Strategic Purpose
- **Meets Business Needs** – This score reflects if the proposed option will support the Council in delivering the service required by residents with the lowest risk of failure.
- **Maintain Standards** – This score reflects whether the proposed option meets the minimum requirement to maintain provision of the service at a viable level, with a low risk of significant failure.
- **Support Improved Standards** – This scores the potential of each option to improve the overall standard of service.
- **Affordability** – This gives each option a score based on its variance from current funding.

## 4.6. Overview of how Long List Options support service delivery

|                     |   |  |
|---------------------|---|--|
| <b>Option One</b>   | Do Nothing  | This leaves a high risk of future service disruption, as current staffing is insufficient to cover both annual leave and sickness at the same time.  |
| <b>Option Two</b>   | Increase Agency Budget to support higher staffing levels. | Agency Staff take time to source and train to a usable standard, and are effectively on zero hours contracts. This leaves a high risk of short term disruption throughout the year as a result of short-medium term sickness, and is better suited to support the service during planned or long term absences.  |
| <b>Option Three</b> | Increase Staffing Expenditure                             | 2 Staff will stabilise the service and reduce the risk of disruption due to sickness to a medium level. It will not support wider improvements to the service in the short term, and requires the Place Teams to continue supporting the Waste Service operationally.  |
| <b>Option Four</b>  | Increase Staffing & Vehicle Expenditure                   | This provides stability to the core collection service, and also provides an additional resource that can be used more flexibly to take ownership over the delivery, collection, and repair of Wheeled Bins across the Borough. Increasing customer care standards for Assisted Collection Applications, Waste Management advice, and providing an additional asset to support collection of wheeled bins during larger periods of disruption. |

4.7. Short List Options

4.8. Following the initial Evaluation and Appraisal process to determine which options best meet the criteria set out by the Business Case, Options 3 and 4 present as the highest scoring options, and are summarised below for further consideration.

## 4.9.

|                     |  |
|---------------------|--|
| <b>Option Three</b> | Increase Staffing Expenditure                  |
| <b>Option Four</b>  | Increase Staffing & consolidate bin deliveries |

4.10. A cost benefit analysis identifying relevant benefits and costs for each of the short listed options is shown below:

|                                       | <b>Increase Staffing Expenditure</b> | <b>Increase Staffing &amp; consolidate bin deliveries</b> |
|---------------------------------------|--------------------------------------|---|
| <b>Option No.</b>                     | <b>3</b>                             | <b>4</b>  |
| <b>Change to staff levels</b>         | +2                                   | +3  |
| <b>On-Going Costs</b>                 |                                      |   |
| Staffing Costs (yearly)               | £52,384                              | £75,674   |
| Vehicle Cost (Yearly - Running Costs) | £0                                   | £8,000  |
| Capital Cost                          | £0                                   | £0  |
| <b>Total Revenue Cost</b>             | <b>£52,384</b>                       | <b>£83,674</b>  |
| <b>Total Capital Cost</b>             | <b>£0</b>                            | <b>£0</b>   |

4.11. Additional Capital Costs to support option 4 have been avoided by reviewing existing Capital Funds and varying the specifications on other Capital Purchases to reflect changes in business need and avoid incurring additional borrowing costs.

#### 4.12. Risk Assessment

4.13. Scored on a scale of 1 – 3, the chart below identifies the level of risk to the authority arising from each option:

| <b>Individual Scores: 1 - Low. 2 - Med. 3 - High</b> | <b>Option Three</b> | <b>Option Four</b> |
|--|---------------------|--------------------|
| <b>Fails to deliver security of service</b>          | 1                   | 1                  |
| <b>Financial Risk of failing to achieve aims</b>     | 1                   | 1                  |
| <b>Resources</b>                                     | 1                   | 1                  |
| <b>Decrease in Public Satisfaction</b>               | 1                   | 1                  |
| <b>Reputational Harm</b>                             | 1                   | 1                  |
| <b>Wider Service Pressure</b>                        | 2                   | 1                  |
| <b>Total Score:</b>                                  | 6                   | 5                  |
|  | <b>Low</b>          | <b>Low</b>         |

(1-6 Low Risk, 7 - 12 Medium Risk, 13 - 18 High Risk)

4.14. After assessing the quantitative and qualitative costs and benefits of the two options, Option four is considered the preferred option, and is put forward as the proposal to secure the domestic waste collection service over the next two years to support our Strategic Purpose of "Keep our Place Safe and Looking Good".

4.15. Recommendation:

|                           |   |
|---------------------------|---|
| <p><b>Option Four</b></p> | <p>Increase Staffing Expenditure to provide 2 additional staff to cover sickness and annual leave, and cover additional services beyond current resource levels where possible. Also create a dedicated bin delivery/collection role to free up Place Operatives currently carrying out this work</p> |
|---------------------------|---|

## 5. The Commercial Case

5.1. In the Redditch Community Panel Survey (2017), the questions relating to waste management show that public involvement and understanding of our services is high, and that they are supportive of our in-house services, with Waste and Recycling identified as the joint highest priority for 90% of respondents.

| Q no.        | Question   | Responses                    | #   | %      |
|--------------|--|------------------------------|-----|--------|
| Q11          | <b>To what extent do you agree or disagree with these statements about waste, recycling and the environment?</b> |                              |     |        |
| Q11a<br>-219 | <b>I understand what I can place in my green recycling bin</b>   | I agree strongly             | 74  | 33.80% |
|              |  | I agree                      | 116 | 53.00% |
|              |  | I neither agree nor disagree | 14  | 6.40%  |
|              |  | I disagree                   | 13  | 5.90%  |
|              |  | I disagree strongly          | 2   | 0.90%  |
| Q11b<br>-219 | <b>I can recycle waste easily</b>  | I agree strongly             | 77  | 35.20% |
|              |  | I agree                      | 113 | 51.60% |
|              |  | I neither agree nor disagree | 11  | 5.00%  |
|              |  | I disagree                   | 15  | 6.80%  |
|              |  | I disagree strongly          | 3   | 1.40%  |

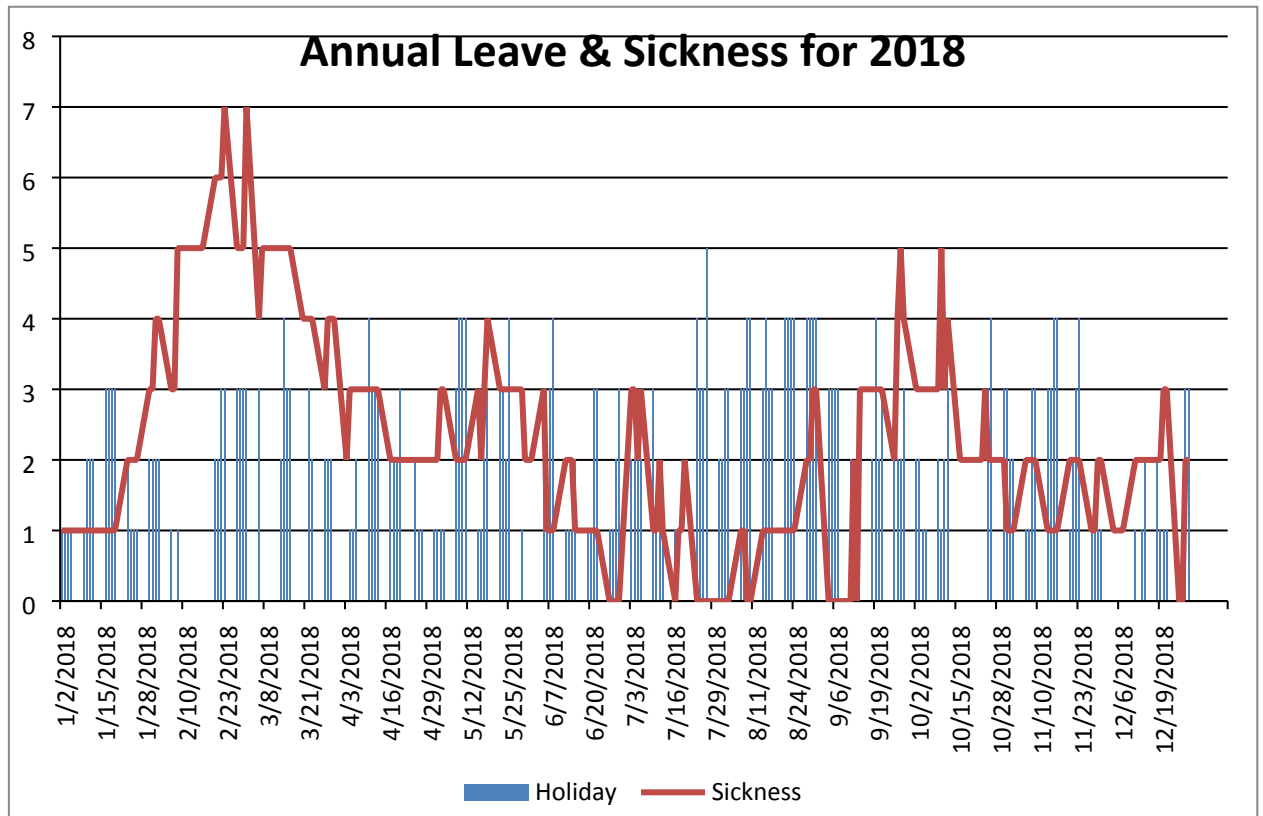
To what extent do you agree or disagree the following should be given priority by Redditch Borough Council?

### Top Priorities (agree/strongly agree)

|   |   |     |
|---|---|-----|
| 1 | Waste and recycling   | 90% |
|   | Community safety  | 90% |
| 2 | Maintenance of the landscape and environment                    | 87% |
| 3 | Provide well maintained community parks and open spaces         | 84% |
|   | Education and skills  | 84% |
| 4 | Local economic development and employment                       | 82% |
|   | Ensure housing in the Borough is of good quality and accessible | 82% |

5.2. This is the only qualitative data we have available aside from specific customer queries regarding individual issues, and so this provides our only view on how well we are meeting our strategic purpose to Keep our Place Safe and Looking Good.

- 5.3. The chart below illustrates the sickness and annual leave levels for the service in 2018 to illustrate how the two combined can have a significant impact on service delivery.



- 5.4. The preferred option will increase the staffing levels to an extent that will ensure the service has a consistent level of staff available to carry out their duties throughout the year.
- 5.5. Aside from the practical considerations of having an increased presence across the Borough, this will also support morale within the team as there will be less individual pressure on the team members throughout the year, and will support greater ownership of the service.
- 5.6. The Bin Delivery element is currently carried out by the Place Teams, and puts an additional pressure on their services both in direct time, as well as logistical issues around transporting waste and wheeled bins at the same time, and then separating out those that still have a value for re-use.



- 5.7. This reduces their capacity for managing their core work as well as increasing our costs in supplying wheeled bins as there is a lack of ownership when potentially 30 different staff can be responsible for collecting or delivering bins to residents.
- 5.8. By returning responsibility for this work to the Waste Team with the creation of a dedicated operative, it increases the capacity of the Place Teams to carry out their core work, and also allows greater control of wheeled bin provision across the Borough and improved customer service and coordination with our collection service where medical needs may impact on how residents use our services.
- 5.9. This will also be an additional resource to support the service when required due to sickness or other unforeseeable events that impact on the service.
- 5.10. To implement the preferred option identified in the Economic Case, the Council has a standard recruitment process for advertising the roles, and interviews will be carried out using the same model used on previous recruitment processes in the last 12 months, with a combination of Practical Exercises and a formal interview to ensure we are taking on the right staff to support the business moving forwards.
- 5.11. New staff will be subject to a 6 month probation period, and will be given training to carry out all elements of the role in stages that allow us to develop their skills to support the team, and support operations to the standard required.
- 5.12. Existing staff will also receive refresher training and mentoring alongside the new staff in order to help integrate the teams and support consistent standards.

## 6. The Financial Case

- 6.1. The preferred option addresses a shortfall in current capacity to carry out all of our work across the Borough, and supports improved standards by making services more robust to accommodate sickness and other pressures on Environmental Services.
- 6.2. As detailed in the Introduction, our Waste Collection Service is a Statutory Service, and so has limited capacity to generate additional income to offset their costs, although the joint arrangement with Bromsgrove District Council to provide a Garden Waste service has exceeded expectations for its first year, and is hoped to continue growing during 2019/20 which will help offset some of this additional investment.
- 6.3. When compared with the increase in properties across the Borough and the associated Council Tax income, the costs highlighted for growth of the Waste Team are proportionate to how the Borough has evolved over the last ten years, and the future housing projections for the Borough also highlight the increased volume of work likely to be generated over the next 10 years.<sup>5</sup>
- 6.4. Revenue & Capital Summary

### Revenue Requirements

|  | No of Staff | Total Cost |
|--|-------------|------------|
| <b>Additional Staff</b>                          | 3           | £75,674    |
| <b>Vehicle Maintenance &amp; Operating Costs</b> |             | £8,000     |
| <b>Total Additional Cost</b>                     |             | £83,674    |

- 6.5. Current staffing levels detailed in sections 3.26, 3.27, and 5.3 show how unplanned absences can have a significant impact on achieving the work

<sup>5</sup> Housing Land Supply in Redditch Borough 2011 to 2017: "Outstanding Strategic Housing Target at 1.4.2017: 6400 minus 3909 = 2491 dwelling target dwellings accounted for in this document to meet the strategic target" Page 12 (<https://www.redditchbc.gov.uk/media/2990310/Housing-Land-Supply-2017.pdf>)

required across the Borough, and currently requires Agency cover to support the teams, which in the 2018/19 financial year is expected to cost £95,000; £70,000 more than was budgeted for, even with support from the Redditch Place Teams who have provided 70 days of staff time to support collection arrangements in 2018, which impacted on their services and has an approximate value of £8,000.

- 6.6. The increased staffing detailed by the preferred option will give a greater margin to accommodate these absences within existing resources, and reduce the risk of unexpected expenditure on Agency or significant fall in standards across the Borough.

## 7. The Management Case

- 7.1. Should this business case be agreed for funding, a recruitment process will be followed to attract people with the balance of skills and ability to support the Council in delivering its strategic purpose to keep my place safe and looking good.
- 7.2. As these staff will be a key part to the future delivery of the service, they will receive both practical training in the use of equipment and more specific support to develop the right approach to apply the Place thinking approach to everything they do. The precise format of this training would depend on the individuals, and would be tailored by our Coordinators in a mentoring approach to develop them and continue to support this approach with our existing staff with an emphasis on proactive maintenance using the additional resources.
- 7.3. New starters will be subject to a 6 month probation period, and clear targets will be set regarding performance as part of the Place Team, alongside the mentoring approach by Coordinators that will be used to support their integration into Environmental Services.
- 7.4. This will be managed informally on a daily basis, and formally through monthly 1:1's in line with existing policies and practices – albeit on a greater frequency to ensure that the staff are able to support our work going forwards and start developing people with the right skills and mind-set to develop through the organisation as succession planning.
- 7.5. The additional resources will be used to strengthen the existing team, but is intended primarily to strengthen the existing structure over the next two years, and allow for a full service review to be carried out supporting the service moving forwards.
- 7.6. Greater stability within the service will remove the existing reliance on regular Agency staff, and will ensure that service delivery is delivered consistently across the Borough so that accurate data can be used to support consideration of different models of service.

7.7. This will be measured through both qualitative and quantitative data including the following measures and any others that may be identified once the review has started:

|    |                                 |
|----|---------------------------------|
| 1  | Missed Residual Collections     |
| 2  | Missed Recycling Collections    |
| 3  | Number of Collections           |
| 4  | Missed Assisted Collections     |
| 5  | Number of Wheeled Bins in use   |
| 6  | Residual Waste Tonnage          |
| 7  | Recycling Tonnages              |
| 8  | Missed Garden Waste Collections |
| 9  | Non-Renewals on Garden Waste    |
| 10 | New Renewals on Garden Waste    |
| 11 | Lost Grey Wheelie Bins          |
| 12 | Lost Green Wheelie Bins         |
| 13 | Mileage                         |
| 14 | Working Time                    |
| 15 | Travelling Time                 |
| 16 | Sickness Rates                  |
| 17 | Staff Welfare - Physical Health |
| 18 | Staff Welfare - Mental Health   |
| 19 | Succession Planning             |

7.8. A project brief will need to be drawn up to set the parameters of the service review, and a detailed project plan will be created to support this project using staff from across Environmental Services, unions and councillors as appropriate to ensure that the practical knowledge and experience of the crews are a key part of the process, and conclusions put forward are based on solid information in a transparent way.

7.9. This approach supports the results from the latest staff survey and will ensure that all interested parties in the future shape of the service can buy into the process and influence the final business case setting out options for a sustainable service.

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REDDITCH BOROUGH COUNCIL**EXECUTIVE**5<sup>TH</sup> FEBRUARY 2019**HOUSING/HOUSING REVENUE ACCOUNT STRATEGIC IMPROVEMENT PLAN – PROGRESS REPORT**

|                              |   |
|------------------------------|---|
| Relevant Portfolio Holder(s) | Cllr Craig Warhurst<br>Cllr Tom Baker-Price; and<br>Cllr Gareth Prosser |
| Portfolio Holder Consulted   | Yes   |
| Relevant Head of Service     | Deputy Chief Executive  |
| Wards Affected               | <b>All Wards</b>  |
| Non-Key Decision - Yes       |   |

**1. SUMMARY OF PROPOSALS**

This report provides a progress report detailing actions taken to deliver on the Housing Strategic Improvement/ Action Plan endorsed by Executive Committee in September 2018.

**2. RECOMMENDATIONS**

The Executive Committee are asked to **RESOLVE:-**

- 2.1 Executive consider the content of the report and endorse the progress reports for each of the items detailed.**

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

- 3.1 There are no new financial implications as a result of this report, however, within Section 2 of the improvement plan updates on the Housing Revenue Account viability plan, and medium term financial budgets and plan are provided.

**Legal Implications**

- 3.2 The Council has a number of statutory duties to fulfil as a social landlord. Officers are also required to comply with corporate policies including financial regulations and contract procedure rules.

**3.3 Background information**

- 3.3.1 On 11<sup>th</sup> September 2018 Members of the Executive Committee agreed a number of key decisions including endorsement of a Strategic Improvement/ Action Plan.

REDDITCH BOROUGH COUNCIL**EXECUTIVE****5<sup>TH</sup> FEBRUARY 2019**

- 3.3.2 This is the first of regular updates providing detail of progress in the delivery of change and improvement within Housing and other services over the next two years.
- 3.3.3 Attached at Appendix 1 is the Improvement Plan with Officers updates detailed.
- 3.3.4 Executive are asked to specifically note the following supplementary detail or revisions from that originally anticipated/proposed in the plan.

Section 1 – Corporate

- 1.6 Review of Housing & Community Services Management Team.
- 1.7 Review of Housing Capital, Property & Compliance Teams
- 3.3.5 For both areas, revised management/service structures have been developed and costed. Each review will be undertaken in accordance with the Council's Service Review policy and procedures and subject to formal consultation with the Trade Unions and staff.
- 3.3.6 Implementation plans and timelines will form part of the proposals shared at the point of consultation and an update provided in the next progress report to Executive.

Section 3- Staffing/Service Reviews

- 3.3.7 Whilst work has commenced in the majority of areas in accordance with the original timescales advised, there is a delay in the Gas Services Business Case (3.3) which will consider options for the future delivery. A revised timescale of April 2019 is proposed for the completion of the Business Case with a report to be presented thereafter to Executive Committee.

Section 4 – Voids

- 3.3.8 Major improvements have been achieved with voids having reduced from a position of empty properties awaiting repair exceeding 120 to a figure of 60 in September 2018 with properties awaiting repair currently standing at 51.
- 3.3.9 The progress report details the reduced income loss as a result of the many actions implemented however extremely dependent on a new housing management system to be in place to achieve supported integration of all processes.



REDDITCH BOROUGH COUNCIL**EXECUTIVE****5<sup>TH</sup> FEBRUARY 2019**Section 5 – Compliance/Capital Works

- 3.3.10 Delivery of a comprehensive stock condition survey is critical in providing the basis for future resources and programme(s) of capital works to our stock.
- 3.3.11 There have been some delays from that originally envisaged and a reduced capital budget has been built into the Housing Revenue Account budget for 2019/2020.
- 3.3.12 The timescales within the improvement plan will be updated and advised to Executive in the next progress report in June 2019.

Section 8 – Governance/Performance Measures

- 3.3.13 As highlighted within the report a new set of strategic and operational measures have been reviewed and established in consultation with the Portfolio Holder and Corporate Management Team.
- 3.3.14 These measures will be available and reported on within the Council's dashboard by February 2019 with the full schedule attached for Members information at Appendix 2.

Overview

- 3.3.15 There are no areas contained within the Improvement Plan which are not being developed, managed and reported on.
- 3.3.16 Executive will consider a report at this meeting, Corporate Performance Report "Help me find somewhere to live in my locality". This report contains additional locality narrative measures and data providing Members with a greater level of detail particularly in relation to:-
- Housing Strategic Intervention Overview
  - Housing Improvement Plan detail:-
    - Involving Tenants
    - Capital Programme including Fire Safety; Asbestos; Electricity and Stock Condition updates.
- 3.3.17 The Strategic Improvement Plan remains ambitious, and by necessity timescales and plans are being worked up in greater levels of detail during implementation phases. Such detail, including amendments, are being advised to the Portfolio Holder regularly and will form part of the progress reports to Executive.

REDDITCH BOROUGH COUNCIL**EXECUTIVE**5<sup>TH</sup> FEBRUARY 2019**3.4 Human Resource and Staffing Implications**

The proposed management and staffing reviews will be undertaken in accordance with agreed Human Resource Service Review and Change Management policies in full consultation with the Trade Unions and staff impacted by any proposals.

**3.5 Customer / Equalities and Diversity Implications**

There are a wide range of people and groups of people affected by the report, specifically tenants and future tenants, leaseholders, residents of the borough and those seeking support and advice in all housing matters.

**4. RISK MANAGEMENT**

The current risk logs, service based and corporate, are reviewed on a regular basis with a full formal review to be undertaken in advance of the new financial year 2019/20. The following specific risks remain as high:-

- Inability to deliver improvements/planned programme for tenants and properties.
- Reduced services to tenants (and those seeking housing advice) added.
- Financial risks – Housing Revenue Account and General Fund.
- Failure to deliver on compliance and health and safety is escalated from an overall medium risk to a high risk due to some of the presenting issues identified in high risk blocks. This is being fully managed in accordance with health and safety legislation and our statutory inspection policy with detail provided in the reports .

**5. APPENDICES**

Appendix 1: Strategic Improvement/Action Plan – February 2019

Appendix 2: Strategic & Operational Measures – Housing Services

**6. BACKGROUND PAPERS**

- Housing/Housing Revenue Account – Overview & Improvement Plan – 11<sup>th</sup> September 2018
- Housing Revenue Account Budget and Rent Setting 2019/20 – 8<sup>th</sup> January 2019
- Corporate Performance Report – February 2019 – “Help me find somewhere to live in my locality”

**EXECUTIVE**

**5<sup>TH</sup> FEBRUARY 2019**

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**7. AUTHOR OF REPORT**

Name: Sue Hanley  
E Mail: s.hanley@bromsgroveandredditch.gov.uk  
Tel: Extension 3601

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STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

1. CORPORATE

| REF | ISSUE                           | LEAD OFFICER(S)                   | TIMESCALE                                 | KEY ACTIONS/ TASKS   | UPDATE/ PROGRESS REPORT   |
|-----|---------------------------------|-----------------------------------|---|--|---|
| 1.1 | Capital Procurement & Contracts | Jayne Pickering/<br>Claire Felton | October 2018                              | Comprehensive assurance/ audit report to Audit, Governance & Standards Committee   | Comprehensive update to Audit, Governance & Standards Committee in October 2018. Members appraised of all actions undertaken to address identified weaknesses. Members requested a 6 monthly update on the implementation of actions contained within the reports.  |
| 1.2 | Delivery to Strategic Purpose   | Sue Hanley<br><br>Deb Poole       | Throughout recovery plan<br><br>June 2019 | Delivery of actions to plan:-<br><br><ul style="list-style-type: none"> <li>• Member briefings</li> <li>• Staff briefings</li> <li>• Team briefings</li> <li>• Review of Corporate Plan Priorities March 2019</li> </ul> | Report to Executive Committee 5 <sup>th</sup> February 2019<br>Chief Executive attended/ briefed Member Group meetings.<br>Multiple staff/team briefings held Sept to February 2019.<br>Review day with Leadership/Portfolio Holders held 19 <sup>th</sup> Oct 2018. Review of Corporate Plan in preparation. |

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF          | ISSUE                                   | LEAD OFFICER(S)  | TIMESCALE                       | KEY ACTIONS/ TASKS   | UPDATE/ PROGRESS REPORT  |
|--------------|---|--|---------------------------------|--|--|
| 1.2<br>contd |   |  |                                 | <ul style="list-style-type: none"> <li>Leadership/ Management Development Programme</li> </ul>   | Leadership/Management Development plan to be developed for Corporate Management Team consideration 1 <sup>st</sup> May 2019.   |
| 1.3          | Cultural change                         | Sue Hanley/ CMT  | August 2018<br>↓<br>August 2021 | Team/individual purpose plans <ul style="list-style-type: none"> <li>Manager/team identification of improvement plan(s)</li> <li>Whole programme of change via Staff Survey Programme Board</li> </ul> | Revised Action Plan to Staff Survey Programme Board 4 <sup>th</sup> December 2018. Scheduled for Corporate Management Team consideration on 6 <sup>th</sup> February 2019. |
| 1.4          | Senior Leadership Team - appraisals     | Kevin Dicks<br>Annual CX appraisal to be undertaken by Leader/ Deputy Leader | March 2019                      | <ul style="list-style-type: none"> <li>Ensure all appraisals/ supervision is undertaken throughout organisation top to bottom</li> </ul>   | To be arranged<br><br>Appraisals for Director and HOS responsible for Housing Services to be undertaken by end of March 2019.  |
|              | Directors/HoS/All Managers – Appraisals | Kevin Dicks/ Sue Hanley/ HoS   | March 2019                      |  |  |
|              | Performance Management Arrangements     | Sue Hanley<br>Judith Willis<br>Guy Revans                                    | March 2019                      | <ul style="list-style-type: none"> <li>Performance Management arrangements for all housing services teams</li> </ul>   | Team meetings and 1 to 1 meetings with staff are now in place. These are normally monthly but with minimum of 3 per year with operational staff, one of which is a PDR.    |

| REF | ISSUE | LEAD OFFICER(S) | TIMESCALE | KEY ACTIONS/ TASKS | UPDATE/ |
|-----|-------|-----------------|-----------|--------------------|---------|
|-----|-------|-----------------|-----------|--------------------|---------|

## STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

|     |  |               |                         |   | PROGRESS REPORT  |
|-----|--|---------------|-------------------------|---|--|
| 1.5 | Leadership & Management Arrangements                   | Kevin Dicks   | April 2019<br>Sept 2018 | <ul style="list-style-type: none"> <li>Senior Management Team Review</li> <li>Formalise arrangements for lead HoS arrangements post consultation</li> </ul> | Preparatory work being undertaken<br>Review took place in October 2018 and Director and HOS arrangements are now in place  |
| 1.6 | Review of Housing & Community Services Management Team | Judith Willis | January 2019            | <ul style="list-style-type: none"> <li>Service Review Proposals</li> <li>Consultation Staff/TUs</li> <li>Implement Management Team</li> </ul>               | A service structure has been developed and is being costed by the Financial Services team. Job descriptions have been written and will be job evaluated in January.<br>Intention to consult with the Trade Unions and staff by the end of January. |
| 1.7 | Review of Housing Capital/Property/Compliance Team(s)  | Guy Revans    | December 2018           | <ul style="list-style-type: none"> <li>Service Review Proposals</li> <li>Consultation Staff/TUs</li> <li>Implement Management Team</li> </ul>               | A service structure has been developed and is being costed by the Financial Services team. Job descriptions have been written and will be job evaluated in January.<br>Intention to consult with the Trade Unions and staff late Jan/ early Feb    |

**2. FINANCE**

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF | ISSUE              | LEAD OFFICER(S)                     | TIMESCALE | KEY ACTIONS/ TASKS   | UPDATE/<br>PROGRESS REPORT  |
|-----|--------------------|-------------------------------------|-----------|--|---|
| 2.1 | HRA Viability Plan | Jayne Pickering/<br>Chris Forrester | Completed | <p>Short to medium term budget created incorporating feedback from CMT. Removal of budgets no longer required.</p> <p>Set a balanced budget for 2019/20.</p> | <p>75% undertaken as capital review is pending</p> <p>Affordable rents have started to be used for new properties added to stock. New build programme is now progressing as Baily Garner appointed as Construction Consultants.</p> <p>Balanced budget has been set for 2019/20. As stock condition survey has experienced delays, work on capital programme not fully assessed. Longer term viability of capital programme to be fully assessed during 2019 to enable capital spend certainty.</p> |



STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF | ISSUE                      | LEAD OFFICER(S)                                    | TIMESCALE  | KEY ACTIONS/ TASKS  | UPDATE/<br>PROGRESS REPORT  |
|-----|----------------------------|--|--|---|---|
| 2.2 | 30 Year Business Plan      | Sue Hanley/<br>Jayne Pickering/<br>Chris Forrester | Dependent on receipt of information from stock condition survey. Spreadsheets in place ready to be populated | Awaiting detailed information from stock condition survey | Initial assessments/ viability of business plan reported to Executive September 2018.   |
| 2.3 | Medium Term Financial Plan | Sue Hanley/<br>Jayne Pickering/<br>Chris Forrester | March 2019   | As per viability plan                                     | Housing Revenue Account Budget and Rent Setting for 2019/20 recommended to Council via Executive Committee January 2019. Forecast budgets for 2020/21 and 2021/22 detailed. Service delivery design and cost management work ongoing. |



STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF          | ISSUE         | LEAD OFFICER(S)              | TIMESCALE   | KEY ACTIONS/ TASKS   | UPDATE/<br>PROGRESS REPORT  |
|--------------|---------------|------------------------------|---|--|---|
| 2.4<br>contd |               |                              |   |  | To date a further 3 buy back properties have been purchased and another 12 are currently being considered/ evaluated.   |
| 2.5          | Income Growth | Guy Revans/<br>Judith Willis | Ongoing<br><br>March 2019<br>March 2019<br><br>Dec 2018<br><br>March 2019 | <ul style="list-style-type: none"> <li>• Future considerations/ opportunities</li> <li>• Review &amp; update recharges</li> <li>• Review &amp; update service charges</li> <li>• Consider affordable rents and seek member view</li> <li>• Review &amp; update fees and charges</li> </ul> | <p>(i) Approval given at Executive for properties delivered through the Council Housing Growth Programme be let at Affordable Rent, where permitted. This has been implemented at Marston Close development in respect of 3 properties. The buy back properties currently being purchased will also be let at affordable rents.</p> <p>(ii) A report will be presented to Executive Committee in June 2019 to consider a recharges policy and recommend proposed charges.</p> |

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF          | ISSUE | LEAD OFFICER(S) | TIMESCALE | KEY ACTIONS/ TASKS | UPDATE/<br>PROGRESS REPORT   |
|--------------|-------|-----------------|-----------|--------------------|--|
| 2.5<br>contd |       |                 |           |                    | <p>(iii) The Tenants and Repairs &amp; Maintenance handbooks are currently being reviewed and are at draft stage. Work has also been undertaken on reviewing the current recharges for tenants' repairs.</p> <p>(iv) Fees and charges have been reviewed for 2019/20. Further work to be undertaken during 2019 to greater understand cost and recovery. Fully revised fees and charges will be submitted/ proposed for 2020/21.</p> |

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF | ISSUE   | LEAD OFFICER(S)              | TIMESCALE  | KEY ACTIONS/ TASKS   | UPDATE/<br>PROGRESS REPORT  |
|-----|---|------------------------------|--|--|---|
| 2.6 | Review of Revenue Spending by all service areas | Guy Revans/<br>Judith Willis | Feb 2019<br>(for budget planning)<br><br>April 2019 to<br>Nov 2019 for<br>2020/21. | <ul style="list-style-type: none"> <li>• Staffing</li> <li>• Contracts</li> <li>• Materials</li> <li>• Support and administration</li> </ul> | <p>Ongoing financial work/ modelling being undertaken. Anticipated spend for 2018/19 has been reduced by over £400k during the financial year.</p> <p>A budget has been set for 2019/20 that only requires the use of £400k from reserves and a balanced budget anticipated for 2020/21. Future forecast budgets considered by Executive Committee 8<sup>th</sup> January 2019.</p> |

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

**3. STAFFING/SERVICE REVIEWS**

| REF | ISSUE                                     | LEAD OFFICER(S)                | TIMESCALE    | KEY ACTIONS/ TASKS  | UPDATE/<br>PROGRESS REPORT   |
|-----|---|--------------------------------|--------------|---|--|
| 3.1 | Review of Housing Options & Advisory Team | Judith Willis/<br>Paul Calland | January 2019 | <ul style="list-style-type: none"> <li>• Service Review Proposals</li> <li>• Consultation Staff/TUs</li> <li>• Implement Management Team</li> </ul> | <p>A service structure has been developed and is being costed by the Financial Services team. Intention to consult with the Trade Unions and staff in late January with team advised.</p> <p>Interim team in place to review nomination arrangements and prepare the housing register pending the new policy.</p> <p>Recruitment to Team Leader and 5/6 Housing Options posts underway during January/February 2019.</p> |

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF | ISSUE  | LEAD OFFICER(S) | TIMESCALE   | KEY ACTIONS/ TASKS   | UPDATE/<br>PROGRESS REPORT  |
|-----|--|-----------------|---|--|---|
| 3.2 | Housing Older Peoples Accommodations Review including St. David’s House Category A Schemes | Judith Willis   | March 2019  | <ul style="list-style-type: none"> <li>• Review funding allocation from WCC, currently being negotiated</li> <li>• Review Older Persons Strategy</li> <li>• Gather demand data</li> <li>• Understand the flow</li> <li>• Identify waste</li> <li>• Identify legal requirements</li> <li>• Links to allocation policy review</li> </ul> | <p>A decision on the future funding is still awaited from WCC. In the meantime the 2019/20 budget has been prepared on the basis of the minimum funding allocation.</p> <p>A draft service structure has been developed and is being costed by the Financial Services team.</p> <p>Intention to consult with the Trade Unions and staff during February 2019.</p> |
| 3.3 | Gas Services Business Case   | Guy Revans      | <p>January 2019</p> <p>Revised date proposed of April 2019 for completion of the Business Case.</p> | <ul style="list-style-type: none"> <li>• Understand the work flows</li> <li>• Identify waste &amp; efficiencies</li> <li>• Identify legal requirements</li> <li>• Prepare business case</li> <li>• Review &amp; draft staffing structures</li> <li>• Consult with Staff/TUs</li> <li>• Implement new structure</li> </ul>              | <p>The specification has been written and will go out to external consultants in January. This has been delayed due to staff sickness/ absence.</p>   |

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF | ISSUE                                     | LEAD OFFICER(S)            | TIMESCALE                   | KEY ACTIONS/ TASKS  | UPDATE/ PROGRESS REPORT  |
|-----|---|----------------------------|-----------------------------|---|--|
| 3.4 | Review of Housing Management Services     | Judith Willis              | March 2019<br>↓<br>Dec 2019 | <ul style="list-style-type: none"> <li>• Understand the work flows</li> <li>• Identify waste &amp; efficiencies</li> <li>• Identify legal requirements</li> <li>• Tenant involvement</li> <li>• Prepare business case</li> <li>• Review &amp; draft staffing structures</li> <li>• Consult with Staff/TUs</li> <li>• Implement new structure</li> </ul> | This action will be progressed once action 1.6 has been implemented. |
| 3.5 | Review of Performance Management Team     | Judith Willis              | March 2019<br>↓<br>Dec 2019 | <ul style="list-style-type: none"> <li>• Understand the work flows</li> <li>• Identify waste</li> <li>• Identify legal requirements</li> <li>• Tenant involvement</li> <li>• Review &amp; draft staffing structures</li> <li>• Prepare business case</li> <li>• Consult with Staff/TUs</li> <li>• Implement new structure</li> </ul>                    | This action will be progressed once action 1.6 has been implemented. |
| 3.6 | Review of All Repairs & Maintenance Teams | Guy Revans/<br>Ian Roberts | Sept 2019                   | <ul style="list-style-type: none"> <li>• Understand the work flows</li> <li>• Identify waste</li> <li>• Identify legal requirements</li> <li>• Tenant involvement</li> <li>• Review &amp; draft staffing structures</li> <li>• Prepare business case</li> <li>• Consult with Staff/TUs</li> <li>• Implement new structure</li> </ul>                    | This will start once the revised management structure is in place.   |



STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

4. VOIDS

| REF | ISSUE                     | LEAD OFFICER(S) | TIMESCALE                 | KEY ACTIONS/ TASKS  | UPDATE/<br>PROGRESS REPORT  |
|-----|---------------------------|-----------------|---------------------------|---|---|
| 4.1 | Review process end to end | Paul Calland    | 30 <sup>th</sup> Oct 2018 | <ul style="list-style-type: none"> <li>• Understand the work flows</li> <li>• Identify waste &amp; efficiencies</li> <li>• Identify legal requirements</li> <li>• Links to allocations &amp; policy review</li> </ul> | <p>Review of processes completed. Workshop held involving locality teams, strategy, maintenance and performance staff. It is evident that a considerable number of “work arounds” for all the teams will remain until the new integrated housing management system is in place. A number of trials are currently operating:- test out letting homes before the void date; to test out a condition statement of the home for new tenants; manual notification from locality to maintenance of voids pending the following Monday; “Energy Angels” to test out supplier changes to ensure meters remain active.</p> |

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF | ISSUE                  | LEAD OFFICER(S)                             | TIMESCALE                      | KEY ACTIONS/ TASKS  | UPDATE/<br>PROGRESS REPORT  |
|-----|------------------------|---|--------------------------------|---|---|
| 4.2 | Redesign voids process | Paul Calland                                | 30 <sup>th</sup> November 2018 | <ul style="list-style-type: none"> <li>• Tenant involvement</li> <li>• Clarify roles and responsibilities</li> </ul>  | Initial voids review completed. Further testing of tenant views post letting of properties to be undertaken January-March 2019. Revised procedures in development, 50% complete; draft ready for consultation by end February 2019. |
| 4.3 | Agree voids standard   | Paul Calland                                | 30 <sup>th</sup> November 2018 | End to end  | See above   |
| 4.4 | Agree measures         | Judith Willis<br>Guy Revans<br>Paul Calland | 31 <sup>st</sup> December 2018 | <ul style="list-style-type: none"> <li>• Discuss at DMT &amp; with Portfolio Holder(s)</li> <li>• Consider good practice elsewhere</li> <li>• Draft &amp; trial measures</li> <li>• Refine &amp; implement</li> </ul> | New measures relating to Voids have been agreed and are part of the wider housing measures as detailed in section 8.4. The emphasis has been in speeding up the existing process & reducing the backlog of void dwellings.          |

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF          | ISSUE                                      | LEAD OFFICER(S)             | TIMESCALE                      | KEY ACTIONS/ TASKS   | UPDATE/<br>PROGRESS REPORT   |
|--------------|--|-----------------------------|--------------------------------|--|--|
| 4.4<br>contd |  |                             |                                |  | The void loss for 2017/8 was £378k. The loss for 2018/9 by quarter is as follows & shows an improving trend; Quarter 1 £130k; Quarter 2 £90k; Quarter 3 £69k. Void measures when a new IT is in place will include average turnaround time of lettable homes; average void time for long term voids costs per void; Average void times will be broken down into repair & allocation times. |
| 4.5          | Restructure service delivery and workforce | Judith Willis<br>Guy Revans | 31 <sup>st</sup> March<br>2019 | <ul style="list-style-type: none"> <li>• Review &amp; draft staffing structures</li> <li>• Prepare business case</li> <li>• Consult with staff/TUs</li> <li>• Implement new structure</li> </ul> | This will start once the revised management structure is in place and will be reviewed again once the new IT system is implemented.  |

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF | ISSUE  | LEAD OFFICER(S)  | TIMESCALE                      | KEY ACTIONS/ TASKS   | UPDATE/<br>PROGRESS REPORT   |
|-----|--|--|--------------------------------|--|--|
| 4.6 | Look at how we prevent damage to properties that leads to large scale refurbishment projects | Paul Calland<br>Jas Sidhu<br>Ian Roberts<br>Jayne Baylis | 31 <sup>st</sup> December 2018 | <ul style="list-style-type: none"> <li>Develop a risk based inspection programme</li> <li>Review enforcement procedures &amp; how this is communicated to tenants</li> </ul> | <p>Proposal in the draft procedure for all new tenants to receive a visit within 4/6 weeks. Risk based assessments of the need for future visits over the next 12 months.</p> <p>A key to controlling damage is to have a documented &amp; agree record of the condition of the home at letting. This is being trialled January-March.</p> |
| 4.7 | Look at recharges and enforcement policy and procedures – draft policy.                      | Paul Calland   | March 2019                     |  | <p>See above.</p> <p>Review of charges to be levied for 2019 undertaken.</p> <p>Policy document in preparation.</p>  |

## STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

**5. COMPLIANCE/CAPITAL WORKS**

| REF | ISSUE  | LEAD OFFICER(S)                      | TIMESCALE     | KEY ACTIONS/ TASKS   | UPDATE/<br>PROGRESS REPORT  |
|-----|--|--------------------------------------|---------------|--|---|
| 5.1 | Undertake Stock Condition Survey and analyse results             | Jas Sidhu/<br>Guy Revans             | March 2019    | Commission Stock Condition Survey and appropriate software to gather and analyse data.<br>Draft indicative results December 2018 and full analysis by March 2019 | Stock Condition Survey agreed and software acquired and populated with required information.<br>Recruitment of team from external firm during January/ February 2019. |
| 5.2 | Agree resource framework for capital works                       | Jas Sidhu/<br>Guy Revans/<br>Finance | December 2018 | Set indicative capital budget for 2019/20  | A reduced capital budget forms part of the HRA budget for 2019/20.  |
| 5.3 | Develop and agree 5 year programme of works                      | Jas Sidhu/<br>Guy Revans             | Summer 2019   | Consult with members and tenants on priorities and programme timetable   | Ongoing but subject to stock condition survey.  |
| 5.4 | Review and agree procurement framework for major works programme | Jas Sidhu/<br>Guy Revans             | Summer 2019   | Programme to be drawn up with prioritised works/programme  | Ongoing but subject to stock condition survey.  |

## STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF | ISSUE  | LEAD OFFICER(S)               | TIMESCALE   | KEY ACTIONS/ TASKS                             | UPDATE/<br>PROGRESS REPORT  |
|-----|--|-------------------------------|-------------|--|---|
| 5.5 | Develop Asset Management Strategy                                | Jas Sidhu/<br>Guy Revans      | Summer 2019 | Prepare draft strategy                         | Research work into good local authority & housing association asset management strategies has been started and a project group to deliver the strategy will be established by the end of January. |
| 5.6 | Embed SCS into new housing management IT systems, if appropriate | Jas Sidhu/<br>IT Project team | 2019/20     | Build into the Housing Project Board Work Plan | Asset Management has been included in the specification for the new Housing Management System.  |

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

6. POLICY/PROCEDURES

| REF | ISSUE                        | LEAD OFFICER(S)                  | TIMESCALE                                       | KEY ACTIONS/ TASKS   | UPDATE/<br>PROGRESS REPORT  |
|-----|------------------------------|----------------------------------|---|--|---|
| 6.1 | Review of Allocations Policy | Judith Willis/<br>Amanda Glennie | October/<br>November<br>2018<br>↓<br>April 2019 | <ul style="list-style-type: none"> <li>• Report to Executive/ Council</li> <li>• Undertake required consultations</li> <li>• Finalise policy</li> <li>• Implement with required IT system</li> <li>• Train staff on new policy</li> <li>• Ongoing review and update</li> </ul> | <p>Permission to consult on draft housing allocations policy agreed at Executive on 23<sup>rd</sup> November 2018. Consultation ended on 13<sup>th</sup> December 2018. Presentations delivered to all Locality offices, Community Safety team and Housing Options team. Consultation promoted through press releases, social media and poster campaign. Community Panel focus group undertaken 6<sup>th</sup> December 2018. Final policy agreed at Executive on 8<sup>th</sup> January 2019 with consideration at full Council on 28<sup>th</sup> January 2019.</p> |

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF | ISSUE   | LEAD OFFICER(S)                           | TIMESCALE              | KEY ACTIONS/ TASKS  | UPDATE/<br>PROGRESS REPORT   |
|-----|---|---|------------------------|---|--|
| 6.2 | Review of Tenancy Agreement and Handbook  | Judith Willis<br>Jayne Baylis             | March 2019             | <ul style="list-style-type: none"> <li>• Gain feedback on current agreement</li> <li>• Consult with tenants</li> <li>• Draft new Agreement &amp; handbook</li> <li>• Seek approval via Executive Committee</li> <li>• Make available on-line</li> </ul> | The Tenancy Agreement and handbook have been reviewed and are at draft stage for consultation with tenants and other service areas. A report will be presented to Executive Committee in March 2019 to approve the updated documents.  |
| 6.3 | Review Tenant Engagement Arrangements with tenant involvement in all service reform/policy review | Sue Hanley<br>Guy Revans<br>Judith Willis | Sept 2018<br>↓<br>2020 | <ul style="list-style-type: none"> <li>• Tenant consultation on all review of policy/procedures</li> <li>• Programme of reviews to be agreed</li> <li>• Wider place/locality based engagement to be considered</li> </ul>                               | Consultation has taken place & will continue on new policies & key decisions, e.g. the Allocations Policy & the new Housing Management System. A survey of tenants who had experienced the voids process was undertaken during the summer. The results are currently being analysed. |



STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF          | ISSUE | LEAD OFFICER(S) | TIMESCALE | KEY ACTIONS/ TASKS | UPDATE/<br>PROGRESS REPORT  |
|--------------|-------|-----------------|-----------|--------------------|---|
| 6.3<br>contd |       |                 |           |                    | Tenant engagement & consultation will form part of the service reviews identified in Section 3. |

## STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

**7. REPAIRS & MAINTENANCE**

| REF | ISSUE   | LEAD OFFICER(S)           | TIMESCALE                   | KEY ACTIONS/ TASKS   | UPDATE/<br>PROGRESS REPORT   |
|-----|---|---------------------------|-----------------------------|--|--|
| 7.1 | Review of R&M service and processes end to end (including repairs & maintenance, voids, aids & adaptations)                                 | Ian Roberts               | March 2019                  | <ul style="list-style-type: none"> <li>• Understand the work flows</li> <li>• Identify waste &amp; efficiencies</li> <li>• Identify legal requirements</li> <li>• Links to voids and aids and adaptations</li> </ul>                               | Will form part of the review of R&M service commencing in March 2019. Timeline to be advised in next monitoring report/update. |
| 7.2 | Redesign R&M processes  | Ian Roberts               | 31 <sup>st</sup> March 2019 | <ul style="list-style-type: none"> <li>• Tenant involvement</li> <li>• Clarify roles and responsibilities</li> <li>• Risk based inspection regime</li> <li>• Agree what work to be undertaken in-house and that commissioned externally</li> </ul> | Forms part of the review of R&M service commencing in March 2019.  |
| 7.3 | Agree Schedule of Rates service and quality standards, including performance and productivity arrangements (workforce & external provision) | Ian Roberts               | 31 <sup>st</sup> March 2019 | <ul style="list-style-type: none"> <li>• Team and individual performance plans</li> </ul>  | Forms part of the review of R&M service commencing in March 2019.  |
| 7.4 | Agree measures  | Guy Revans<br>Ian Roberts | 31 <sup>st</sup> March 2019 | Consider revised measures  | Contained within the new housing measures that will be on the dashboard in the new year.                                       |
| 7.5 | Consider Recharges, Enforcement policy and procedures   | Ian Roberts               | 31 <sup>st</sup> March 2019 | <ul style="list-style-type: none"> <li>• Draft policy and procedures</li> <li>• Tenant/Member involvement</li> </ul>   | See comments in section 4.7  |

## STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

**8. GOVERNANCE/PERFORMANCE/MEASURES**

| REF | ISSUE   | LEAD OFFICER(S)   | TIMESCALE  | KEY ACTIONS/ TASKS                        | UPDATE/<br>PROGRESS REPORT   |
|-----|---|---|--|---|--|
| 8.1 | Provide progress reports to Executive Committee on delivery of Recovery/ Action Plan  | Sue Hanley/<br>Judith Willis/<br>Guy Revans/                      | Quarterly commencing February 2019<br>Revised to June 2019<br>August 2019*<br>January 2020*<br><u>*Note:</u> To be revised | Progress and Exception Report             | This is the first progress/ update report to Executive. Report timetable revised due to committee cycle.   |
| 8.2 | Review the performance measures for landlord services (in the context of government expectations/ housing sector scorecard) | Jayne Baylis/<br>Ian Roberts/<br>Emma Cartwright/<br>Paul Calland | Sept 2018<br>↓<br>Dec 2018   | Report to CMT/ Housing Portfolio/ Members | Previous performance measures have been reviewed. In consultation with CMT and the Portfolio Holder a new set of strategic and operational measures have been established. |
| 8.3 | Review the performance of non-landlord services (in the context of government expectations/ housing sector scorecard)       | Brenda Holden/<br>Derek Allen/<br>Judith Willis/<br>Paul Calland  | Sept 2018<br>↓<br>Dec 2018   | Report to CMT/Housing Portfolio Members   | Previous performance measures have been reviewed. In consultation with CMT and the Portfolio Holder a new set of strategic and operational measures have been established. |

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF | ISSUE   | LEAD OFFICER(S)                               | TIMESCALE     | KEY ACTIONS/ TASKS  | UPDATE/<br>PROGRESS REPORT   |
|-----|---|---|---------------|---|--|
| 8.4 | Agree revised set of standards/ measures for housing services | Judith Willis/<br>Guy Revans/<br>Paul Calland | December 2018 | To coincide with budget framework and revised structure for Housing Services and consult with Members | The new set of housing measures have been agreed and will be contained and reported within the Council's dashboard during January 2019. Finance will produce annual measure re repair, service, & management costs per dwelling in line with the Sector Scorecard adopted by Registered Social Landlords for comparable measures between the sectors pending proposals from the Local Government Association and Government (outlined in Green Paper). See Appendix 2. |

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

| REF | ISSUE  | LEAD OFFICER(S)                             | TIMESCALE  | KEY ACTIONS/ TASKS                    | UPDATE/<br>PROGRESS REPORT   |
|-----|--|---|------------|---------------------------------------|--|
| 8.5 | Review the scrutiny arrangements for landlord services | Sue Hanley/<br>Judith Willis/<br>Guy Revans | March 2019 | Consultation with Members and tenants | Member Scrutiny undertaken via Audit, Governance & Standards Committee; Overview & Scrutiny Committee; and Executive Committee. Consultation outcomes reported as integral part of policy review(s). |

## STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

**9. HOUSING MANAGEMENT IT SYSTEM**

| REF | ISSUE                       | LEAD OFFICER(S)                             | TIMESCALE     | KEY ACTIONS/ TASKS  | UPDATE/<br>PROGRESS REPORT  |
|-----|-----------------------------|---|---------------|---|---|
| 9.1 | Recruitment of Project Team | Sue Hanley/<br>Judith Willis/<br>Guy Revans | Dec 2018      | Subject to endorsement by<br>Executive/ Council (Sept 2018) | Agreed structure and<br>jobs currently being job<br>evaluated.<br>Appointments will be<br>made in late January/<br>early February 2019. |
| 9.2 | Detailed specification      | Sue Hanley/<br>Judith Willis/<br>Guy Revans | February 2019 | Links to other systems                                      | Specification currently<br>being finalised for<br>completion by end<br>January 2019.  |
| 9.3 | Procurement                 | Sue Hanley/<br>Judith Willis/<br>Guy Revans | March 2019    |   | On target. Full project<br>plan in place with<br>robust Board Structure<br>established.   |
| 9.4 | Selection of supplier       | Sue Hanley/<br>Judith Willis/<br>Guy Revans | May 2019      |   | Update within next<br>progress report.  |
| 9.5 | Implementation              | Sue Hanley/<br>Judith Willis/<br>Guy Revans | April 2020    |   | Update within next<br>progress report.  |

**Strategic Measures**

| Strategic Dashboard |              |   |  |             |                                   |                  |           |                     |
|---------------------|--------------|---|--|-------------|-----------------------------------|------------------|-----------|---------------------|
| Purpose             | Function     | Measures Description  | Contact  | Data Source | Update Schedule                   | Type             | Frequency | Last Updated        |
|                     | Arrears      | #LA rent accounts in arrears (all arrears)                                    | Jayne Baylis                                     | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly   | 04/18/- no comments |
|                     | Arrears      | Total amount of rent arrears  | Jayne Baylis                                     | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly   | 04/18/- no comments |
|                     | Arrears      | % of rent collected   | Jayne Baylis                                     | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly   | New                 |
|                     | Arrears      | # LA rent accounts in Technical arrears                                       | Jayne Baylis                                     | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly   | New                 |
|                     | Arrears      | Balance rent accounts in Technical arrears                                    | Jayne Baylis                                     | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly   | New                 |
|                     | Voids        | Average key to key turnaround time  | Emma Cartwright/<br>Ian Roberts/<br>Jayne Baylis | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly   | 04/18               |
|                     | Voids        | Total number of voids at anytime  | Ian Roberts                                      | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly   | New                 |
|                     | Voids        | Income lost through voids (Rent loss & Council Tax)                           | Emma Cartwright/<br>Ian Roberts/<br>Jayne Baylis | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly   | New                 |
|                     | Voids        | Average cost of void property   | Ian Roberts                                      | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly   | New                 |
|                     | Homelessness | # HRA approaches  | Brenda Holden                                    | Jigsaw/PRAH | By 10 <sup>th</sup> of each month | Capability Chart | Monthly   | New                 |
|                     | Homelessness | # Accepted duty   | Brenda Holden                                    | Jigsaw/PRAH | By 10 <sup>th</sup> of each month | Capability Chart | Monthly   | New                 |
|                     | Homelessness | # Relieved duty   | Brenda Holden                                    | Jigsaw/PRAH | By 10 <sup>th</sup> of each month | Capability Chart | Monthly   | New                 |
|                     | Homelessness | # Homelessness preventions  | Brenda Holden                                    | Jigsaw/PRAH | By 10 <sup>th</sup> of each month | Capability Chart | Monthly   | New                 |
|                     | Gas Service  | # Properties overdue at time of service                                       | Tom Higgins                                      |             | By 10 <sup>th</sup> of each month | Capability Chart | Monthly   | New                 |
|                     | Right to Buy | # Of properties sold each month – split into by house, flat, area of bedrooms | Emma Cartwright                                  | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly   | New                 |

**Operational Measures**

| Operational Dashboard |                        |  |               |             |                                   |                  |         |     |
|-----------------------|------------------------|--|---------------|-------------|-----------------------------------|------------------|---------|-----|
| Opp                   | Homelessness           | # Households joining the household register                        | Brenda Holden | Jigsaw/PRAH | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp                   | Homelessness           | # Households placed in bed & breakfast                             | Brenda Holden | Jigsaw/PRAH | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp                   | Homelessness           | # Out of hours bed & breakfast placements                          | Brenda Holden | Jigsaw/PRAH | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp                   | Homelessness           | # Out of hours emergency calls (Homeless)                          | Brenda Holden | Jigsaw/PRAH | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp                   | Waiting List           | # register applications joining the housing register               | Brenda Holden | Jigsaw/PRAH | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp                   | Waiting List           | # transfer applications joining the housing register               | Brenda Holden | Jigsaw/PRAH | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp                   | Homelessness           | Length of time in temporary accommodation                          | Brenda Holden | Jigsaw/PRAH | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp                   | Voids                  | Recall of voids within 6 weeks                                     | Ian Roberts   | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp                   | Voids                  | Average time for keys from maintenance to let (days)               | Jayne Baylis  | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp                   | Voids                  | Average time from keys raised to void team to FFL (days)           | Ian Roberts   | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly | New |
| Opp                   | Tenancy (Rent arrears) | # Evictions (number)   | Jayne Baylis  | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp                   | Equipment and Adapts   | # People requesting home adaptations                               | Jayne Baylis  | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp                   | R&M                    | Average time taken to complete building and fencing repairs (days) | Ian Roberts   | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp                   | R&M                    | Average time taken to complete carpentry repairs (days)            | Ian Roberts   | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp                   | R&M                    | Average time taken to complete mould and plastering repairs (days) | Ian Roberts   | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp                   | R&M                    | Average time taken to complete plumbing repairs (days)             | Ian Roberts   | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp                   | R&M                    | Average time taken to complete response repairs (days)             | Ian Roberts   | Saffron     | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |



**Appendix 2**

|     |                                    |   |                 |         |                                   |                  |         |     |
|-----|------------------------------------|---|-----------------|---------|-----------------------------------|------------------|---------|-----|
| Opp | R&M                                | Average time taken to complete UPVC repairs (days)  | Ian Roberts     | Saffron | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp | Gas Service                        | # Scheduled services by attempted access  | Tom Higgins     |         | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp | Gas Service                        | Total # serviced (week)   | Tom Higgins     |         | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp | Gas Service                        | Total number serviced   | Tom Higgins     |         | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp | Gas Service                        | Total scheduled appointments  | Tom Higgins     |         | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp | Gas Service                        | # properties to court to gain access  | Tom Higgins     |         | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp | Gas Service                        | # service repairs   | Tom Higgins     |         | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp | Gas Service                        | # gas installations   | Tom Higgins     |         | By 10 <sup>th</sup> of each month | Capability Chart | Monthly |     |
| Opp | Statutory Inspections / Compliance | Electrical  | Jas Sidhu       |         | By 10 <sup>th</sup> of each month | Capability Chart | Monthly | New |
| Opp | Statutory Inspections / Compliance | Fire Risk Assessments   | Jas Sidhu       |         | By 10 <sup>th</sup> of each month | Capability Chart | Monthly | New |
| Opp | Statutory Inspections / Compliance | Asbestos  | Jas Sidhu       |         | By 10 <sup>th</sup> of each month | Capability Chart | Monthly | New |
| Opp | Statutory Inspections / Compliance | Legionella  | Jas Sidhu       |         | By 10 <sup>th</sup> of each month | Capability Chart | Monthly | New |
| Opp | Statutory Inspections / Compliance | Gas   | Jas Sidhu       |         | By 10 <sup>th</sup> of each month | Capability Chart | Monthly | New |
| Opp | Right to Buy                       | End to end time for property to be sold ( can split into areas reflecting statutory timescales and handover to legal to purchase) | Emma Cartwright | Saffron | By 10 <sup>th</sup> of each month | Capability Chart | Monthly | New |
| Opp | Right to Buy                       | # of Right to Buys in progress (can be split into house, flat, area, # of bedrooms)   | Emma Cartwright | Saffron | By 10 <sup>th</sup> of each month | Capability Chart | Monthly | New |
| Opp | Right to Buy                       | # of Right to Buys – denied, withdrawn and why at what point  | Emma Cartwright | Saffron | By 10 <sup>th</sup> of each month | Capability Chart | Monthly | New |

**Appendix 2**

|  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|
|  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|

|     |         |   |              |         |                                   |            |         |     |
|-----|---------|---|--------------|---------|-----------------------------------|------------|---------|-----|
| Opp | Arrears | Total amount of LA arrears by Locality                                    | Jayne Baylis | Saffron | By 10 <sup>th</sup> of each month | Capability | Monthly | New |
| Opp | Arrears | # LA Accounts in arrears by Locality                                      | Jayne Baylis | Saffron | By 10 <sup>th</sup> of each month | Capability | Monthly | New |
| Opp | Arrears | # LA Universal credit households in arrears                               | Jayne Baylis | Saffron | By 10 <sup>th</sup> of each month | Capability | Monthly | New |
| Opp | Arrears | # LA universal credit households in arrears by locality                   | Jayne Baylis | Saffron | By 10 <sup>th</sup> of each month | Capability | Monthly | New |
| Opp | Arrears | Balance of LA Universal Credit households in arrears                      | Jayne Baylis | Saffron | By 10 <sup>th</sup> each month    | Capability | Monthly | New |
| Opp | Arrears | Balance of LA universal credit households in arrears by locality          | Jayne Baylis | Saffron | By 10 <sup>th</sup> of each month | Capability | Monthly | New |
| Opp | Arrears | # Universal Credit households in arrears 0-6 weeks rent                   | Jayne Baylis | Saffron | By 10 <sup>th</sup> of each month | Capability | Monthly | New |
| Opp | Arrears | # Universal credit household in arrears 0-6 weeks by locality             | Jayne Baylis | Saffron | By 10 <sup>th</sup> of each month | Capability | Monthly | New |
| Opp | Arrears | # Universal credit households in arrears >6 weeks rent                    | Jayne Baylis | Saffron | By 10 <sup>th</sup> of each month | Capability | Monthly | New |
| Opp | Arrears | # Universal credit households in arrears >6 weeks rent by locality        | Jayne Baylis | Saffron | By 10 <sup>th</sup> of each month | Capability | Monthly | New |
| Opp | Arrears | Balance Universal credit households in arrears 0-6 weeks rent             | Jayne Baylis | Saffron | By 10 <sup>th</sup> of each month | Capability | Monthly | New |
| Opp | Arrears | Balance Universal credit households in arrears 0-6 weeks rent by locality | Jayne Baylis | Saffron | By 10 <sup>th</sup> of each month | Capability | Monthly | New |
| Opp | Arrears | Balance Universal credit household in arrears > 6 weeks rent              | Jayne Baylis | Saffron | By 10 <sup>th</sup> of each month | Capability | Monthly | New |
| Opp | Arrears | Balance Universal credit households in arrears > 6 weeks rent by locality | Jayne Baylis | Saffron | By 10 <sup>th</sup> of each month | Capability | Monthly | New |

REDDITCH BOROUGH COUNCIL**EXECUTIVE  
COMMITTEE**

5 February 2019

**CORPORATE PERFORMANCE REPORT**

|                                 |   |
|---------------------------------|---|
| Relevant Portfolio Holder       | Councillor Baker-Price, Portfolio Holder for Corporate Management |
| Portfolio Holder Consulted      |   |
| Relevant Head of Service        | Deb Poole, Head of Business Transformation                        |
| Ward(s) Affected                | All wards   |
| Ward Councillor(s) Consulted    | N/A   |
| Key Decision / Non-Key Decision | No  |

**1. SUMMARY OF PROPOSALS**

To review performance information relating to the strategic purpose 'help me find somewhere to live in my locality'.

**2. RECOMMENDATIONS**

The Executive Committee is asked to note the contents of the report and associated appendix (Appendix 1).

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

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

**Legal Implications**

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

**Service / Operational Implications**

- 3.3 Using performance data enables the Council to understand if it is working towards the strategic purposes and delivering the priority actions set out in the Council Plan.

**Customer / Equalities and Diversity Implications**

- 3.4 The strategic purposes are from a customers' perspective, so relevant and robust performance data will enable the Council to understand if it is delivering what matters to customers, as identified through the Council Plan.

**EXECUTIVE  
COMMITTEE**5 February 2019

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- 3.5 There are no equality and diversity implications arising directly from this report; however, the importance of understanding how the Council perform for all residents is important.

**4. RISK MANAGEMENT**

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

**5. APPENDICES**

Appendix 1 - Corporate Performance Report: 'Help me find somewhere to live in my locality' – February 2019

**AUTHOR OF REPORT**

Name: Tracy Beech, Policy Officer  
email: [tracy.beech@bromsgroveandredditch.gov.uk](mailto:tracy.beech@bromsgroveandredditch.gov.uk)  
Tel.: 01527 548247

**REDDITCH BOROUGH COUNCIL****CORPORATE PERFORMANCE REPORT: 'HELP ME TO FIND SOMEWHERE TO LIVE IN MY LOCALITY' – FEBRUARY 2019****1. INTRODUCTION**

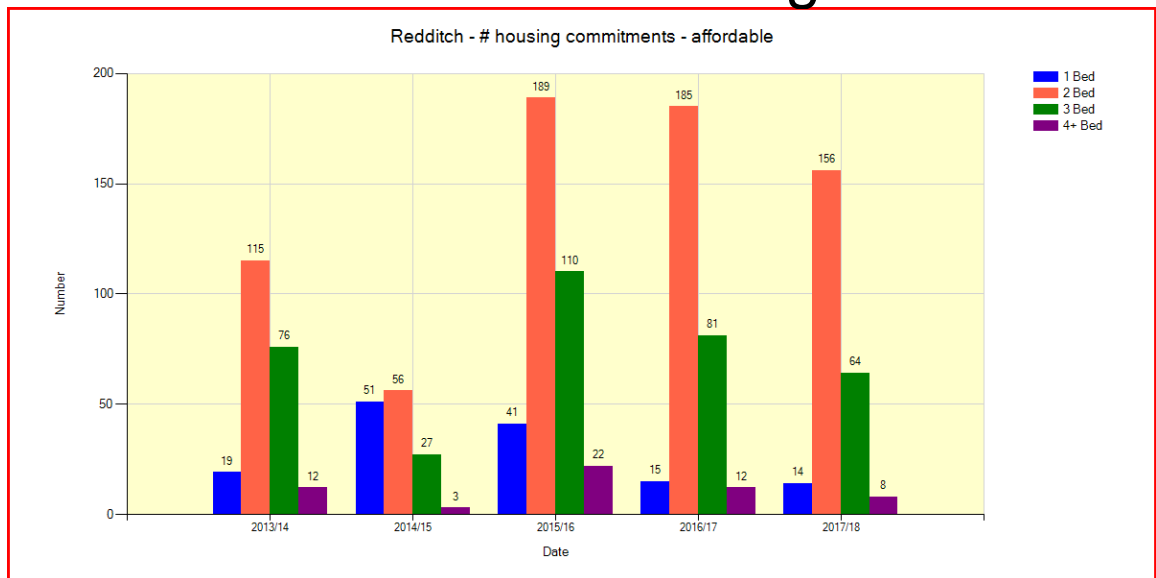
- 1.1 This bi-monthly report highlights the key areas for the strategic purpose 'Help me to find somewhere to live in my locality'.
- 1.2 The key corporate measures suite contains a number of measures used by the organisation to better understand the corporate picture. The full suite is reported 3 times each year, with the exception of sickness absence, which is contained in each report. This report contains the full suite.

**2. CONTEXT****2.1 Housing Strategic Intervention Overview****i) Preventing vulnerability**

As part of the strategic intervention which has identified priority themes, preventing vulnerability within Redditch has been a focus. RPEG (Redditch Partnership Executive Group) along with Connecting Families, have also been focussing on mental health within Redditch. Given the close links, a day of journey mapping of a Council tenant as a detailed case study, took place in November. Representatives from NHS, Police, Fire, Education, and DWP all took part using live systems. Valuable cost benefit analysis work was also undertaken. Individual organisations took away actions and there have been positive developments in the support to the individual whose case was mapped. The learning from this event will guide next steps for the preventing vulnerability theme; with a RPEG meeting in late January to discuss what the learning means for the whole system. As the case was quite high level, involving many complex issues, there is going to be another case mapped in early 2019, to understand the impact of 'lower level' mental health to individuals/families. There are concerns however, with the Connecting Families project ending, that resource to support this area could be diminished. RPEG is also concentrating on looking at how Adverse Childhood Experiences (ACEs) affect adult mental health.

**ii) Delivering affordable and quality homes (including Housing Growth Programme)**

Progress is being made in this area – the council has an agreed housing growth programme which enables it to purchase properties through a number of routes. Most recently the council has moved to declare a number of sites surplus with a plan to build over 60 new council homes and an architect has been commissioned to submit full planning applications for the first two sites and officers are submitting outline planning applications for the remaining sites. We are also receiving direct approaches now from developers gauging interest in our appetite to purchase affordable provision from them. Pressure remains to get right to buy receipts spent in a timely way so acknowledge a current over-reliance on buy-backs. That said, our work with a private developer at Dixon Close nears a successful conclusion with some of the properties purchased now occupied by new council tenants.



Housing commitments which contribute towards meeting the Borough's housing requirement come from several sources including newly built properties, change of use to a dwelling from another use such as an office, conversions (for example from a barn to a dwelling) or sub-division (for example from a house to flats). This measure records all affordable dwellings with full planning permission by size (number of bedrooms) but makes no distinction between those for rent or shared ownership.

## 2.2 Housing Improvement Plan

### i) Involving tenants

Consultation has taken place and will continue on new policies and key decisions, e.g. the Allocations Policy & the new Housing Management System. A survey of tenants who have gone through the voids process was undertaken during the summer. The results are currently being analysed. Officers will work closely with the Policy Team, who cover engagement organisation-wide, to ensure that tenant involvement is as effective and inclusive as possible. Tenant engagement and consultation will form part of the service reviews planned for March 2019 onwards.

### ii) Capital Programme

The Housing & Property service is undergoing a fundamental review, via the Strategic Review Improvement Plan, and the way that planned works, capital projects and compliance contracts are delivered to our customers is being reviewed and improved. Following the review of capital projects last financial year, it was recommended and approved to reduce capital works and contracts until such time as a detailed analysis of the Council's stock has been undertaken by carrying out a stock condition survey and to concentrate on ensuring compliance to statutory legislation and regulations.

#### ○ The Regulatory Reform (Fire Safety) Order 2005

To ensure compliance with the legislation we have been reviewing all the existing Fire Risk Assessments (FRA) along with recommended actions. We have also identified 8 high risk schemes following reviewing the initial FRA's and subsequent site surveys. The sites initially identified in phase 1 of the works are as follows:

- Downsell House
- St Davids House
- Mendip House
- Auxerre House
- Bredon House

- Arthur Jobson House
- Bentley Close
- Winslow Close

Further health checks were carried out on these sites and a plan of works has been completed for 5 sites with works on site at Downsell House. We have also been in regular contact with Hereford & Worcestershire Fire Service to ensure all works and plans have been reviewed and agreed jointly.

- Control of Asbestos Regulations 2015

To ensure compliance with the relevant regulations we have procured the services of TERSUS Group to carry out asbestos surveying and sampling for the housing blocks and properties. Following a review of previous asbestos surveys we have identified 14 high risk schemes which required further surveys or asbestos removal. We have carried out further surveys at each of these schemes and where asbestos containing materials which are in a poor condition or could pose a risk to the tenants, staff and contractors then these have been marked for removal. We have removed the asbestos at Downsell House and Mendip House is next on the programme for removal.

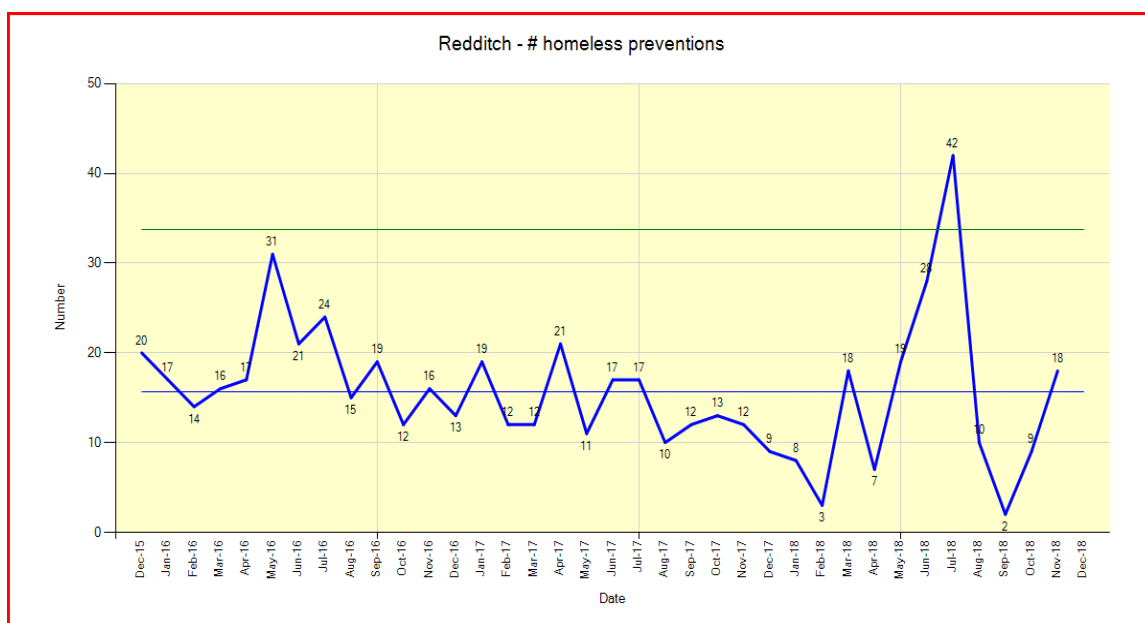
- Electricity at Work Regulations 1989 & Associated British Standards

As part of the fire risk assessments a review has also been undertaken on the condition and statutory inspection regime of the fire alarm systems and emergency lighting within the housing blocks. The review involved visiting over 200 schemes and assessing the condition and functionality of the fire alarm systems and emergency lighting. We are in the process of putting together a plan of works but the category 1 works which were identified were completed immediately to protect the integrity of the fire detection systems.

We have also identified 23 high risk schemes where we had instructed our electrical contractor to carry out further investigations. 23 fire alarm condition reports on the sheltered schemes / larger blocks and 80 technical reports on the smaller blocks have been undertaken. The reports are currently being reviewed and will be included in the electrical tender currently in preparation.

- Stock condition surveys

Asprey Solutions were procured to provide software solutions to record stock condition data. Following a review of compliance, additional modules were purchased to manage asbestos, fire risk assessment and electrical inspection and testing. The software procured will enable us to manage our compliance in accordance with legislation and statutory inspections alongside our asset management processes. We are currently mobilising the software with asset registers, archetypes and data structures being populated to load into the system. We are envisaging the software being ready for site surveys in January with a sample size of 20% being completed by 31/03/19. Further surveys will be completed during the financial year 2019/20.

iii) Homelessness prevention

Under the Homeless Reduction Act implemented April 2018, prevention and relief of homelessness is the main focus prior to a decision made in respect of homeless acceptances. New processes have been incorporated, and therefore the number of homeless acceptances is likely to decrease and numbers of prevention and relief will increase. In July 18 legacy cases from the old legislation were processed, distorting the figures.

One of the key issues and barriers for individuals remains availability and affordability of private rented housing, indeed access to affordable housing. Internally, staffing levels have been a challenge but recruitment for Housing Options Officers posts will commence by the end of January. There has been a real success with the trainee officers taken on in June 18 to graded posts. Recruitment focused on seeking the right behaviours and skills rather than rely on previous experience and the individuals have already progressed to owning cases.

### 2.3 Support and advice to landlords and those within the Private rented sector

Work continues in this area with the Private Sector Team providing responses to incoming enquiries from both landlords and tenants across the private sector. The team have taken over 20 applications recently from private landlords registering their properties under the new Houses in Multiple Occupation regulations. The service always tries to resolve disputes between landlords and tenants through negotiation but this is not always possible so it also undertakes enforcement action locally, and this work recently led to a successful prosecution of a Redditch landlord in the courts, after he pleaded guilty to non-compliance to a Full Improvement Notice Section 11/12 Housing Act 2004. This conviction resulted in a fine of nearly 4K, and generated considerable media interest.

A North Worcestershire Landlords Conference was held in September 2018 with officers working in partnership with the National Landlords Association to run the event. The event was attended by over 60 landlords with several topics discussed including Tax, legislation update and the new criteria for HMO licensing.

The team is also a key part of the delivery of aids and adaptations to homes in the Borough which in turn enables the occupants to remain in their properties and continue to live independently. During the current financial year, the service has approved 65 Disabled Facilities Grant interventions in Redditch. 34 of these interventions have been completed and the remaining 31 are ongoing. Strategically, officers are also working



with colleagues across the county, together with Foundations, on the broader task of developing the Better Care Fund approach, and recommissioning the delivery of DFGs in Worcestershire. Existing arrangements with the Home Improvement Agency for the delivery of DFGs end in March 2020.

**3. KEY CORPORATE MEASURES SUITE**

3.1 The key corporate measures suite contains a number of measures used by the organisation to better understand the corporate picture. The full suite is reported on 3 times each year, with the exception of sickness absence, which is contained in each report.

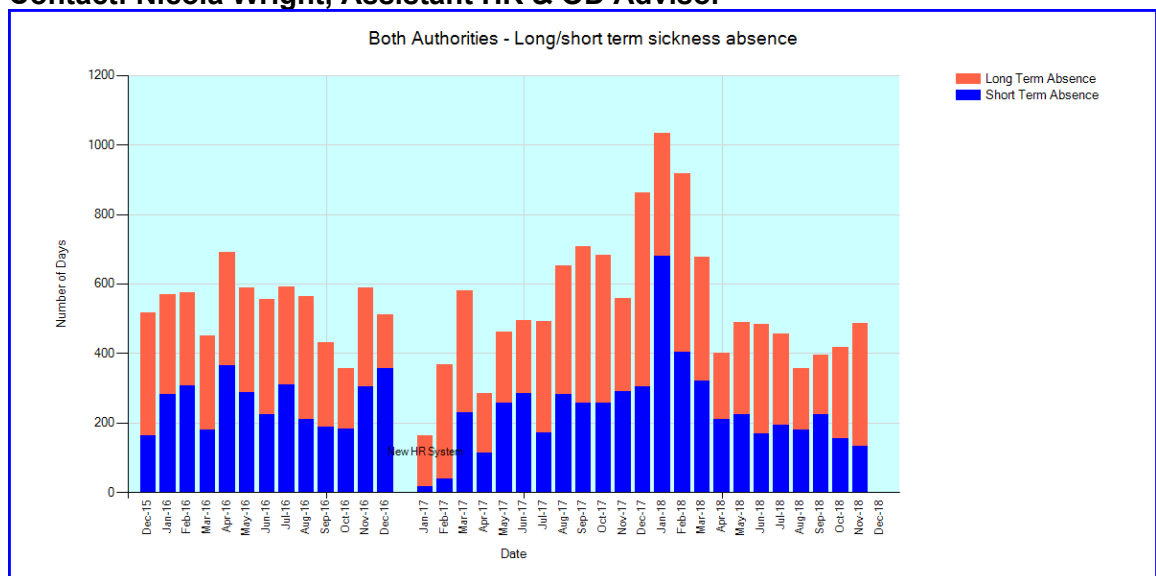
Sickness Data

In order to support the organisation to capture as comprehensive a set of sickness data as possible, a new online self-serve module was implemented in 2017 as part of the HR21 system; this has now been rolled out to all service areas. HR continues to monitor sickness absence data and offer support and advice to managers when managing sickness absence in their teams. HR are continuing to work with managers on the use of the current policy in relation to both sickness types; however, there is a review of the sickness absence policy underway. The HR team have been actively working with the managers to look at the application of the sickness policy and are currently in the process of finalising a new policy in line with the recommendations. We anticipate that the draft policy will be sent for approval in early 2019, with mandatory training to support managers. Additional management information is being produced and provided to all 4<sup>th</sup> tier managers and above on a monthly basis.

As part of a sickness absence working group, an internal issue log is monitored and maintained relating to sickness; this information can then be used to assist in future development of absence management. The issue log is divided into four main sections policy, process, training, and communication, each being tackled individually.

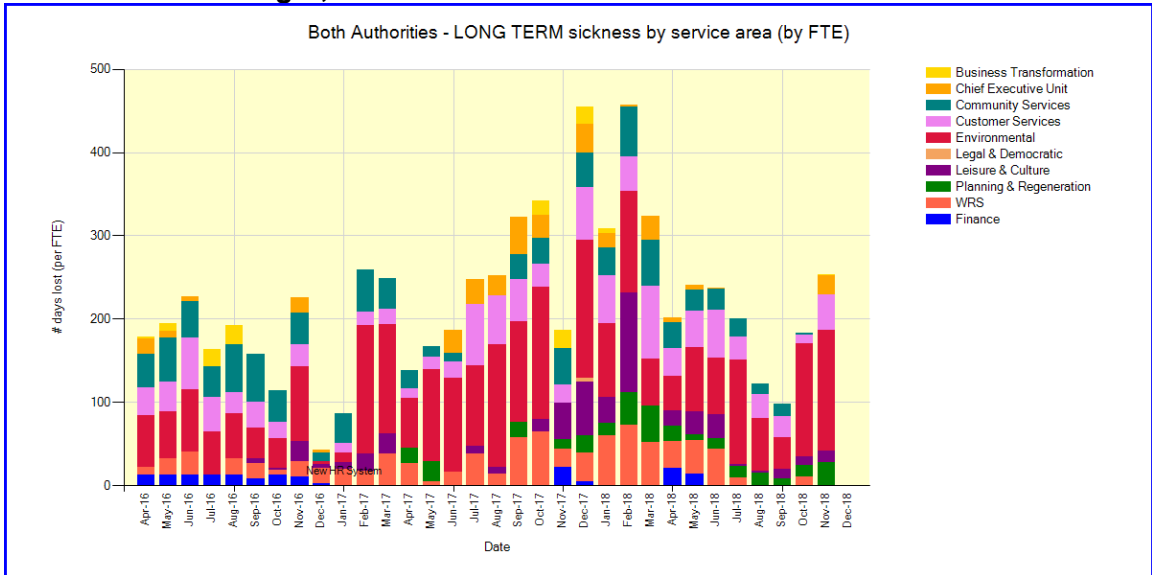
Future planned self-service system development also includes managers having access to sickness reports and a return to work interview facility.

**Long/Short Term Sickness Absence**  
**Contact: Nicola Wright, Assistant HR & OD Advisor**



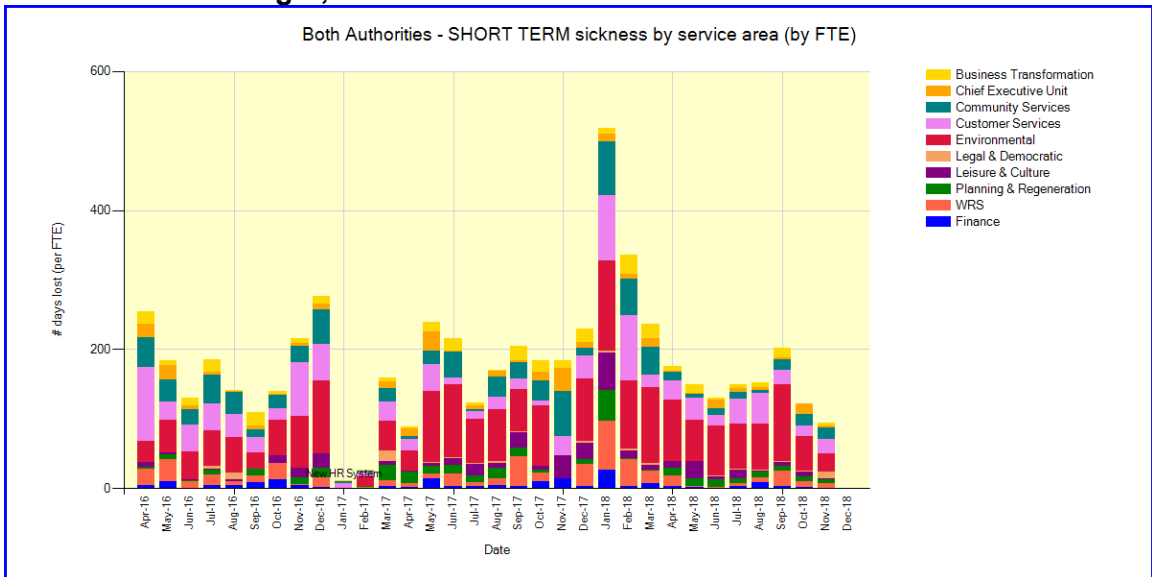
Short term sickness has remained fairly static since April 2018. The HR team continue to monitor and assist managers in tackling both types of sickness, as well as using the data to make informed interventions where required, such as review of sickness absence policy, occupational health services and the employee assistance programme.

**Long Term Sickness Absence by service area (by FTE)**  
**Contact: Nicola Wright, Assistant HR & OD Advisor**



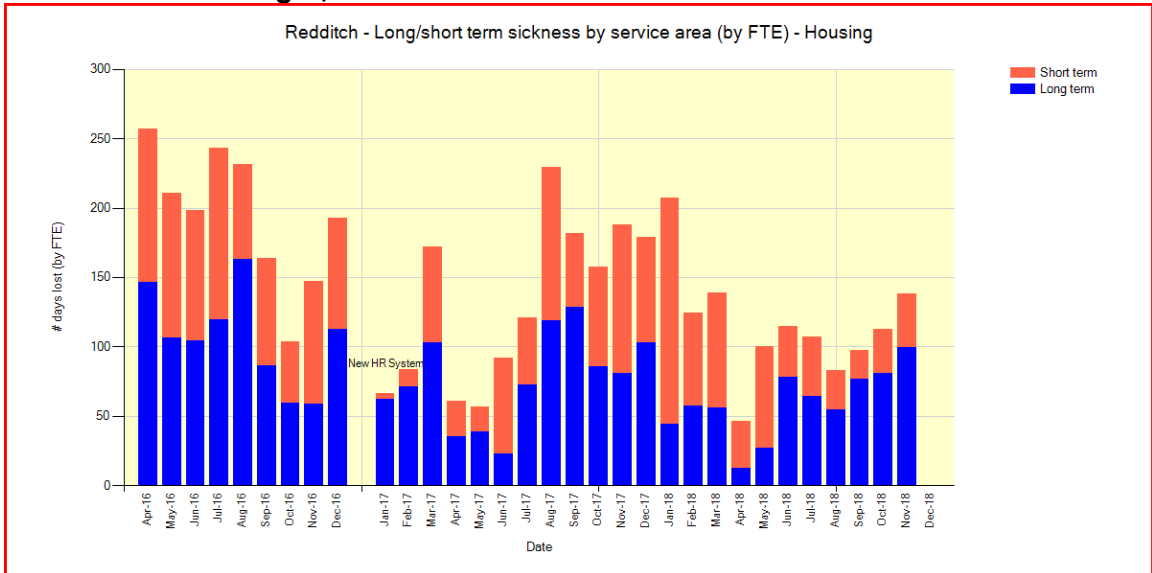
Long term absence has seen an increase over the last 2 months; increases have been experienced in Environmental Services, Customer Services, Planning and Regeneration and Business Transformation.

**Short Term Sickness Absence by service area (by FTE)**  
**Contact: Nicola Wright, Assistant HR & OD Advisor**



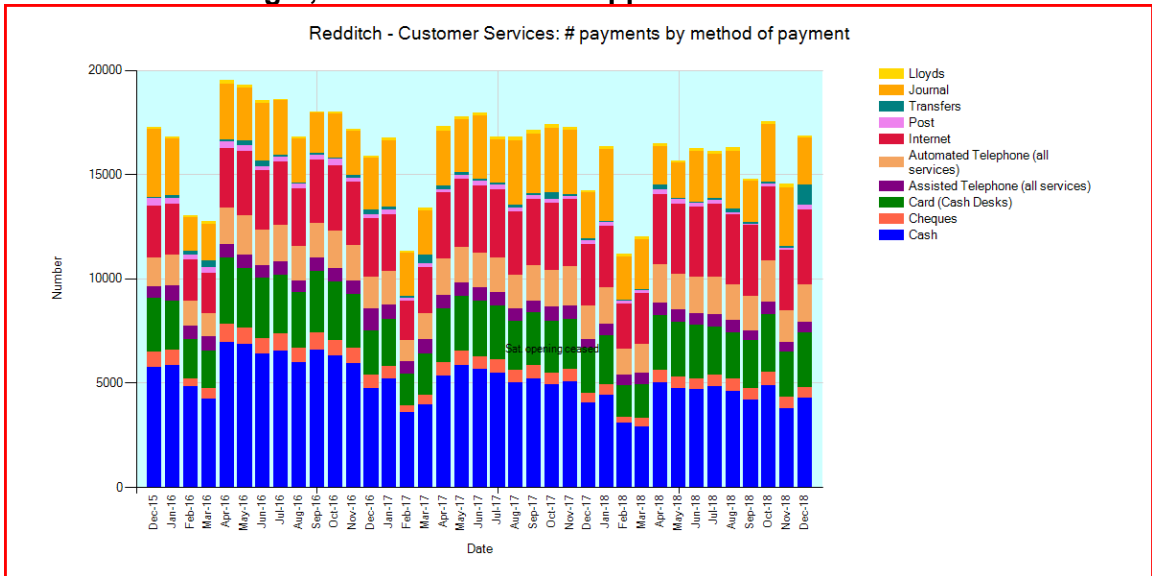
Short term absence has seen an overall decrease from the previous month; it is at the lowest level recorded in 2018.

**Long/Short Term Sickness Absence by service area (by FTE) - Housing**  
**Contact: Nicola Wright, Assistant HR & OD Advisor**



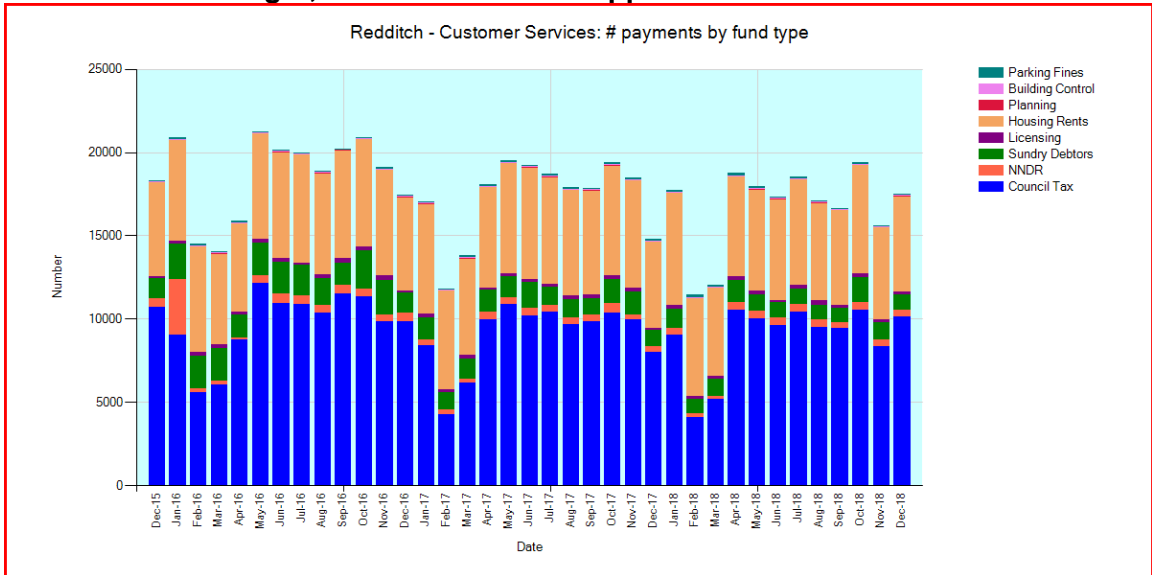
Due to a number of changes within Housing Management, HR are providing ongoing assistance in the monitoring and recording of sickness absence.

**Customer Services: # payments by method of payment**  
**Contact: Maria Wright, Senior Customer Support Officer**



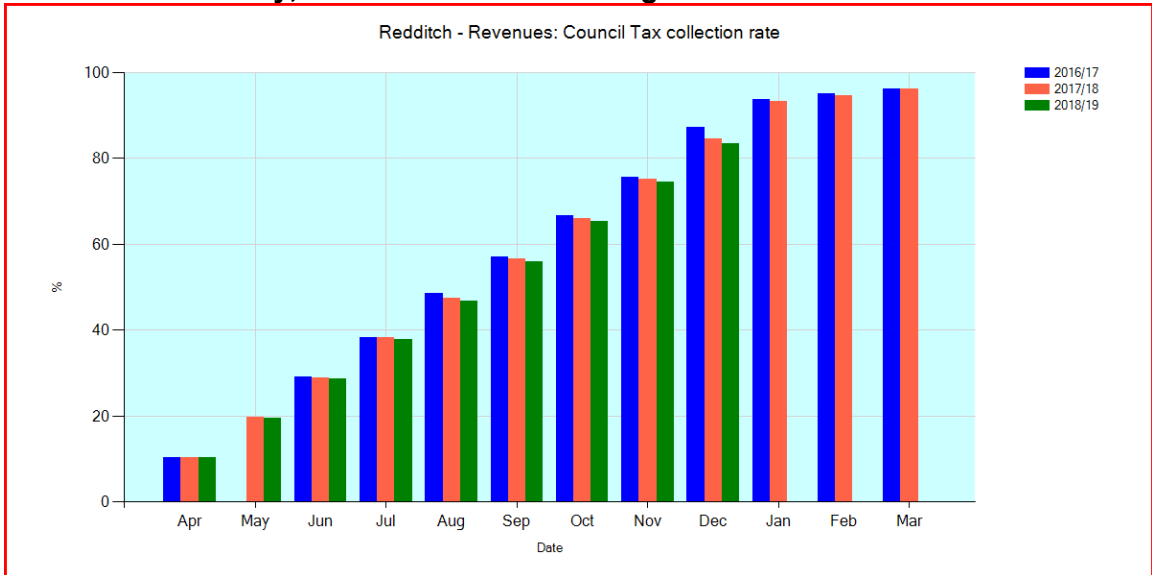
Payments by fund type remain largely unchanged; cash payments still remain the highest choice of method of payment for customers, followed by internet payments and card payments at the desk. Procurement is underway in Housing for a new system to allow Direct Debits to be set up for rent payments and Customer Support Officers are encouraging customers to take up Direct Debit as an alternative. There is also work ongoing with Housing to enable a refresh of payment cards so customers can make cash, card and cheque payments at PayPoint and Post Office locations. This should be in place by April 2019. Following that, work with Council Tax will be undertaken to see if it is feasible for the same provider to operate a barcoded billing system.

**Customer Services: # payments by fund type**  
**Contact: Maria Wright, Senior Customer Support Officer**



Council Tax still remains the highest payment by fund followed by housing rents and sundry debtors. This measure provides information relating to the total number of payments made through all routes i.e. web pay system, online and face to face.

**Revenues: Council Tax collection rate**  
**Contact: David Riley, Revenue Services Manager**



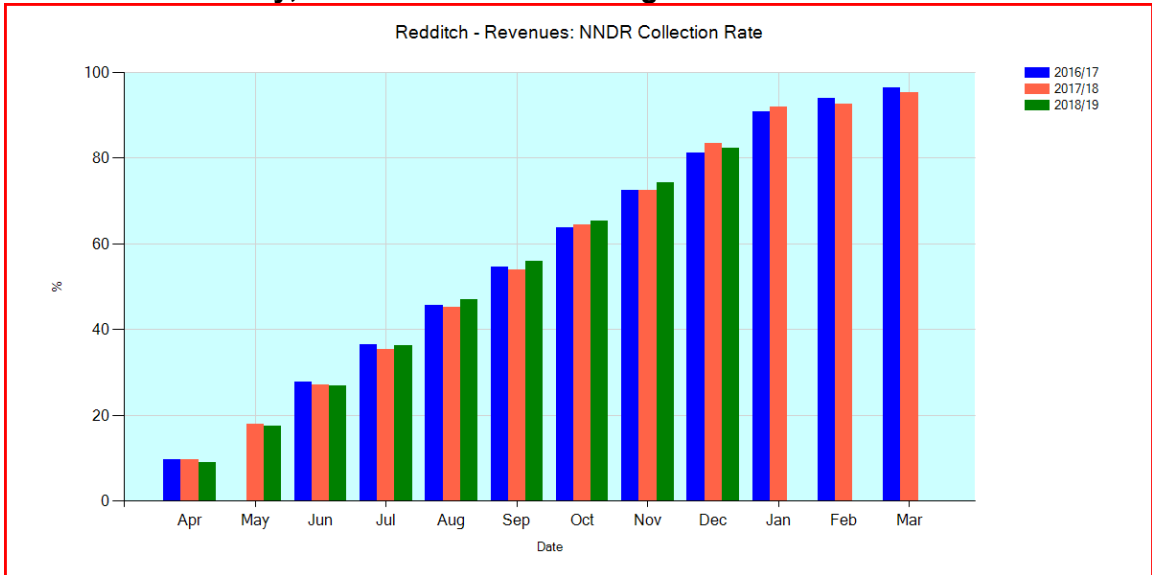
The end of year collection rates for 2016 and 2017 were broadly similar with an average of 96.16% of Council Tax collected. Measures have been set with the aim of collecting 97% of Council Tax within year.

When current performance is modelled against previous year's the collection rates the end of year figures are projected to be half one percentage point below target at 96%.

The timing of the issue of recovery documents are being reviewed for the final quarter of the year to ensure that timely reminders are issued to delinquent accounts and appropriate action is taken in respect of any outstanding balances. All team members have been provided with training in relation to debt recovery techniques so that target telephone intervention can be taken and appropriate actions are taken by team members to ensure payment of debts.

**Revenues: NNDR collection rate**

**Contact: David Riley, Revenue Services Manager**



The end of year collection rates for 2016 and 2017 were 96.51% and 95.29% respectively. Measures have been set with the aim of collecting 98.5% of Non-Domestic Rates within year.

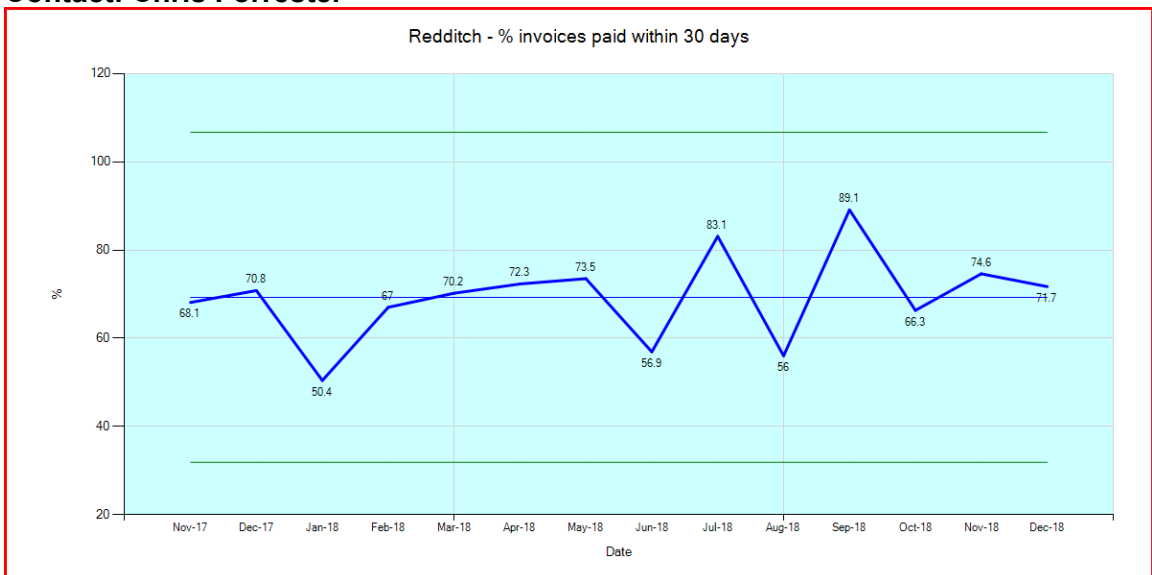
When current performance is modelled against previous years' the end of year collection rates are projected to be higher than in 2016 and 2017 but below the target of 98.5%; performance was 0.4% below target at the end of November and has slipped to 2.7% below target in December.

The reduction in performance is in part a result of increases in debit, delays in receiving payments from County Council, and increases in delinquent accounts.

In January 2019 action commenced to target telephone calls to delinquent accounts and the current collection performance is improving. During the final quarter of the year accounts with outstanding payments will be targeted for telephone recovery and reviewed on a weekly basis.

**% invoices paid within 30 days**

**Contact: Chris Forrester**



The drop in the figures since September are due to staff sickness, staff shortages and time spent on other prioritised projects, which has resulted in the team having a back log of work. We have been reviewing internal processes to determine how the figure can be improved. Due to current system limitations, a new member of staff will be hired through Matrix to increase support and it is expected this figure will improve as a result.

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REDDITCH BOROUGH COUNCIL**EXECUTIVE**5<sup>th</sup> February 2019**MEDIUM TERM FINANCIAL PLAN 2019/20 - 2022/23**

|                                  |  |
|----------------------------------|--|
| <b>Relevant Portfolio Holder</b> | Councillor Tom Baker-Price, Portfolio Holder for Finance and Enabling Services |
| <b>Relevant Head of Service</b>  | Jayne Pickering, Executive Director Finance and Corporate Resources            |
| <b>Non-Key Decision</b>          |  |

**1. SUMMARY OF PROPOSALS**

- 1.1 A recommendation will be made to Full Council on the Medium Term Financial Plan 2019/20 - 2022/23 and the Council tax will be set for 2019/20 on the 25<sup>th</sup> February. This report outlines the issues faced by the council and delegates to officers to investigate ways to achieve a balanced budget for Executive to consider.

**2. RECOMMENDATIONS****2.1 Executive is asked to recommend to Full Council****2.1.1 Approve the Unavoidable costs as attached at Appendix1:**

2019/20 £373k  
 2020/21 £287k  
 2021/22 £227k  
 2022/23 £255k

**2.1.2 Approve the Revenue Bids as attached at Appendix 2:**

2019/20 £184k  
 2020/21 £164k  
 2021/22 £156k  
 2022/23 £156k

**2.1.3 Approve the Identified Savings as attached at Appendix 3:**

2019/20 £946k  
 2020/21 £660k  
 2021/22 £665k  
 2022/23 £635k

**2.1.4 Approve the Capital Programme bids as attached at Appendix 4:**

2019/20 £1.875m  
 2020/21 nil  
 2021/22 nil  
 2022/23 £1.352m

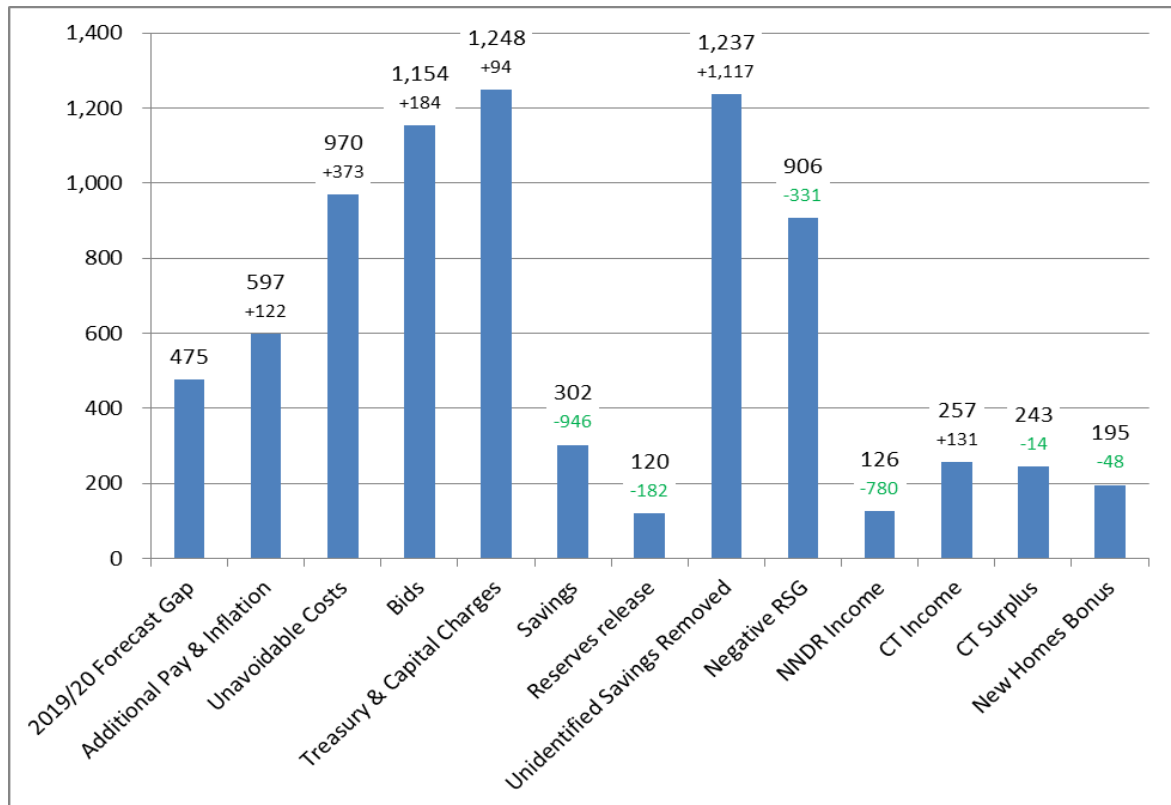
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**3. KEY ISSUES****Financial Implications**

- 3.1 The Council's Medium Term Financial Plan (MTFP) provides the framework within which the revenue and capital spending decisions can be made. For 2019/20 a 4 year plan is proposed to 2022/23. The plan addresses how the Council will provide financial funding to the Strategic Purposes and ensure residents receive quality services to meet their needs in the future. The Purposes that drive the financial considerations are :
- Help me find somewhere to live in my locality
  - Provide good things for me to see, do and visit
  - Help me live my life independently
  - Help me run a successful business
  - Help me be financially independent
  - Keep my place safe and looking good
- 3.2 When reviewing the budget projections officers consider the impact of demand on service and the costs associated with this demand. This may result in additional costs (associated with maintaining current service delivery) or reductions in anticipated income revenue over the next 4 years.
- 3.3 Over the last 12 months the Budget Scrutiny working group as established by the Overview and Scrutiny Committee has met on a regular basis to review costs, fees and charges and the capital programme and have made a number of recommendations to Executive.
- 3.4 Officers have factored in a number of assumptions into the Medium Term Financial Plan to update it in line with revised calculations and information from officers and Government.
- 3.5 The table below demonstrates the changes in the financial projections and budget gap for 2019/20 based on the original estimation of a £475k gap as presented in February 2018. Following the table there are explanations of the reasons for the changes resulting in the current gap of £195k for 2019/20.



**REDDITCH BOROUGH COUNCIL****EXECUTIVE**5<sup>th</sup> February 2019**3.6 Additional pay and inflation**

One of the pressures to the budget is the financial impact of implementing the National pay agreement in relation to increasing the spinal points attached to the current pay model. There is a separate item on the agenda to this meeting that details the rationale for the proposed pay model and the financial implications of this have been included in the budget.

**3.7 Unavoidable Costs**

When proposing the budget officers have also identified a number of budget pressures that have been deemed “unavoidable”. Unavoidable includes the ongoing effects of pressures identified during 2018/19 together with any issues that have been raised as fundamental to maintaining service provision as part of the budget process. In addition, income shortfalls that cannot be managed by improved marketing or price increases have been addressed during the budget planning. The pressures and income shortfalls of £373k are identified at Appendix 1

**3.8 Bids**

In addition to the unavoidable pressures revenue bids have been identified and included at Appendix 2. Bids relate to new funding requests made by officers to improve service delivery or to realise future efficiencies. The

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total bids for 2019/20 of £184k include funding for automation of transactional processing and funding for an apprentice.

**3.9 Treasury**

The increase of £94k is a result of the additional borrowing costs associated with the capital programme offset by the savings from making an up front payment to the pension fund. No assumptions have been made for future capital receipts on surplus sites.

**3.10 Identified Savings/additional income**

Identified savings and additional income of £946k are detailed at Appendix 2. These are proposed to ensure that budget pressures can be met and demonstrate the additional income that the Council is generating. This includes the income of £90k that has been generated from the service agreement to provide Lifeline services to Cannock Council.

**3.11 Unidentified savings**

In previous years an assessment has been made of savings and additional income that could potentially be realised by the Council. It is proposed that there are no longer any savings or income allocations that are not specifically identified and therefore there is a pressure to the budget of £1,117k to reflect the removal of the unidentified savings

**3.12 Negative RSG**

Whilst the final settlement has not been received the projections include the removal of the £331k negative grant payment to Government in line with the provisional settlement.

**3.13 NNDR Income**

For 2019/20 the Government assessed baseline for business rates is £2.171m. This is paid by the Government to Redditch as a grant following the creation of the Worcestershire Business Rate Pilot. Under the Pilot the County Council receive 75% of the business rate income and the Government receive 25%. The County Council also receive all the Section 31 grant previously received by the County and Districts. The Pilot agreement includes a commitment of nil detriment and the County Council will top up payments to Districts in addition to the baseline grant to provide an equivalent income they would have received had the previous system remained in place. For Redditch the top up payment is £0.684m. In relation to the no detriment clause it is assumed that any payment to the

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Birmingham LEP (estimated at £150k) will be met from the additional business rates received. Compared with the base budget assumption there has been an increase of £0.780m which reflects a mixture of business rate growth and additional section 31 support from the Government to compensate for national decisions that have reduced business rate income.

**3.14 Council Tax**

The Council is allowed to increase Council Tax by up to 2.99% without the need for a referendum. The Council will decide the level of the council tax for 2019/20 on 25th February 2019. The current projections include a 2.99% increase and therefore the demand on the collection fund to meet the Council's own needs will be £6.289m. The Council Tax relating to the Council's services will rise from £234.00 to £241.00.

Compared with the base budget assumed for 2019/20 in the medium term financial plan there has been a reduction in Council Tax and reflects fewer new dwellings

**3.15 CT Surplus**

This is the estimated surplus based on the latest 2018/19 collection fund information.

**3.16 New Homes Bonus (NHB)**

3.16.1 The amount of NHB for 2019/20 has been confirmed as £754k, which is £48k more than anticipated in the MTFP. The 2019/20 income would be generated from 268 band D properties. However the 0.4% levy on growth equates to 128 properties which results in an annual reduction of £213k in New Homes Bonus received.

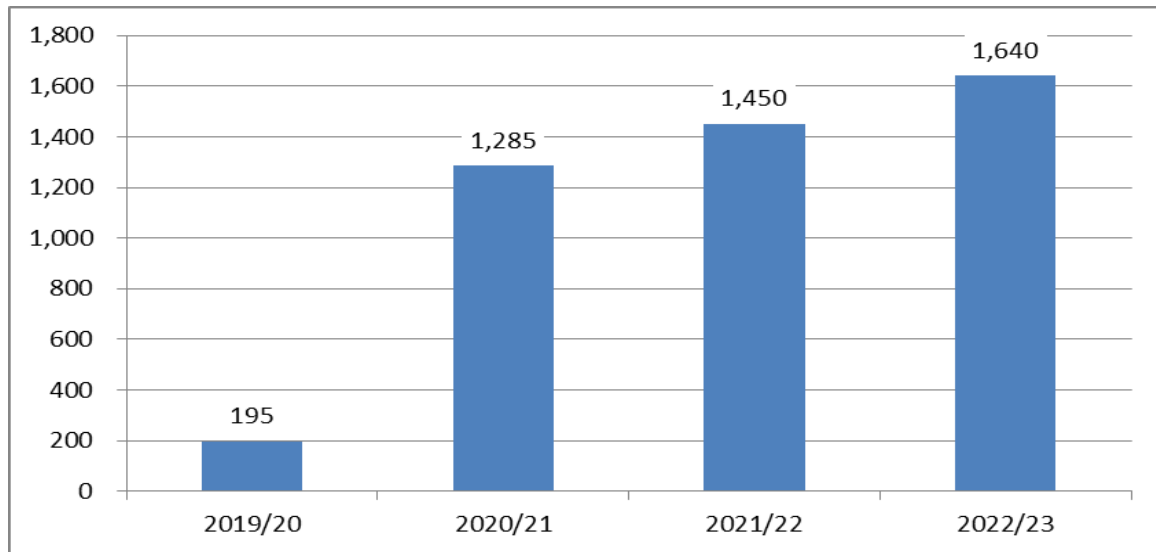
3.16.2 The MTFP will continue to be refreshed annually to take account of future changes in funding.

**3.17 Future Years**

3.17.1 Assumptions have been made in the financial plan for the following years including:

- The final year of the New Homes Bonus Scheme in 2019/20. Therefore an estimate of £208k is included in 2019/20 to continue for 4 years. There is no further funding included in the MTFP for "new" monies from 2020/21 which will result in a considerable funding gap for the Council.
- Additional costs of borrowing for the capital programme
- Financial impact of the revised pay model

This results in a medium term financial gap as follows:

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A more detailed table is shown below:

| <b>REDDITCH PROPOSED REVENUE BUDGET 2019/20 - 2022/23</b> |               |               |               |               |
|---|---------------|---------------|---------------|---------------|
|   | 2019-20       | 2020-21       | 2021-22       | 2022-23       |
|   | £000          | £000          | £000          | £001          |
| Departmental base budget                                  | 9,115         | 9,173         | 9,387         | 9,388         |
| Incremental Progression/Inflation on Utilities            | 122           | 199           | 279           | 485           |
| Unavoidable Pressures                                     | 373           | 287           | 227           | 255           |
| Revenue Bids/Revenue impact of capital bids               | 184           | 164           | 156           | 156           |
| Savings and Additional income                             | -946          | -660          | -665          | -635          |
| Reserve release   | -182          | 0             | 0             | 0             |
| Efficiency savings rolled forwards                        | 1,117         | 1,271         | 1,282         | 1,282         |
| <b>Net Revenue Budget Requirement</b>                     | <b>9,784</b>  | <b>10,434</b> | <b>10,666</b> | <b>10,931</b> |
| <b>FINANCING</b>  |               |               |               |               |
| Pool  | -2,855        | -2,899        | -2,941        | -2,986        |
| Council Tax   | -6,289        | -6,575        | -6,910        | -7,234        |
| New Homes Bonus   | -752          | -429          | -230          | -208          |
| Collection Fund Surplus (Council Tax)                     | -14           | 0             | 0             | 0             |
| Parish Precept  | 8             | 8             | 8             | 8             |
| Parish Precept income                                     | -8            | -8            | -8            | -8            |
| Bad Debt Provision  | 50            | 50            | 50            | 50            |
| Investment Income   | -661          | -952          | -1,349        | -1,673        |
| MRP (Principal)   | 1,004         | 1,159         | 1,249         | 1,610         |
| Interest payable  | 158           | 584           | 1,002         | 1,237         |
| Recharge to Capital Programme                             | -38           | -38           | -38           | -38           |
| Discount on advanced pension payment                      | -193          | -50           | -50           | -50           |
| <b>Funding Total</b>                                      | <b>-9,589</b> | <b>-9,149</b> | <b>-9,216</b> | <b>-9,292</b> |
| <b>General Balances</b>                                   |               |               |               |               |
| Opening Balances  | 1,401         | 1,206         | -79           | -1,529        |
| Contribution (from) / to General Balances                 | -195          | -1,285        | -1,450        | -1,640        |
| Agreed in year release of balances                        |               |               |               |               |
| <b>Closing Balances</b>                                   | <b>1,206</b>  | <b>-79</b>    | <b>-1,529</b> | <b>-3,169</b> |

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**3.18 General Fund**

3.10.1 The level of the general fund balance is currently £1.4m. The minimum level of balances recommended is £750k.

**3.19 Collection Fund**

3.19.1 The anticipated collection fund surplus is £106k, which will be distributed amongst the major preceptors using the prescribed formulae. This Council's share of the surplus payable as a one off sum is £14k.

**3.20 Precepts**

3.20.1 The precepts from Worcestershire County Council, the Hereford and Worcester Fire and Rescue Service and the Warwickshire and West Mercia Police and Crime Commissioner are due to set their precepts in the week commencing 11<sup>th</sup> February. This will enable the Council to set the Council Tax on 25<sup>th</sup> February 2019, which is in advance of the 28<sup>th</sup> February deadline on precepts being received.

**3.21 Capital Programme**

3.21.1 The Capital Programme has been considered to propose any new bids required to deliver services to the community. These are included at Appendix 4 with the proposed complete Capital Programme at Appendix 5. The borrowing costs have been factored into the revenue budget for the financial plan. There are detailed business cases available for all capital projects should members wish to consider them further

**4 Legal Implications**

4.1 As part of the budget and the Council Tax approval process, the Council is required by the Local Government Finance Act 1992 to make specific calculations and decisions in approving a balanced budget for the following financial year and setting the Council Tax Level. These will be included in the report to Executive and Council in February.

**5 Service / Operational Implications**

5.1 The MTFP will enable services to be maintained and, where achievable, improvements to the community.

**6 Customer / Equalities and Diversity Implications**

6.1 The impact on the customer has been reduced due to the savings being realised by reduction of waste in the services and ensuring that all services that create value to the customer are resourced.

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**7 RISK MANAGEMENT**

7.1 To mitigate the risks associated with the financial pressures facing the Authority regular monitoring reports are presented to both officers and Members to enable proactive action being undertaken to address any areas of concern. Risks include:

- Reductions in government funding leading to a reduction in the level of services delivered to the public
- Reductions in business rates income as a result of appeals or reduction in the rateable value leading to a lower level of income for the Council.
- Identification of sufficient and ongoing revenue savings to deliver a balanced budget.
- Allocation of sufficient resources to meet the needs of service delivery and the Councils priorities.
- Maintain adequate revenue and capital balances as identified in the MTFP to ensure financial stability.

The regular financial monitoring by Officers and Executive will provide a framework to mitigate the above risks.

**8. APPENDICES**

- Appendix 1 – Unavoidable costs
- Appendix 2 – Revenue Bids
- Appendix 3 – Identified savings
- Appendix 4 – Capital bids
- Appendix 5 – Proposed Capital programme

**AUTHOR OF REPORT**

Name: Jayne Pickering – Exec Director Finance and Resources  
e-mail: [j.pickering@bromsgroveandredditch.gov.uk](mailto:j.pickering@bromsgroveandredditch.gov.uk)  
Tel: 01527-881400

**UNAVOIDABLES - RBC**

Appendix 1

| Department                  | Strategic Purpose                                | Description of Pressure   | 2019-20<br>£'000 | 2020-21<br>£'000 | 2021-22<br>£'000 | 2022-23<br>£'000 | Comments  |
|-----------------------------|--|---|------------------|------------------|------------------|------------------|---|
| Business Transformation     | Enabling   | Occupational Health Budget  | 15               | 15               | 15               | 15               | To increase the level of occupational health support to previous budget level to ensure staff are supported in their health and well being.   |
| Legal & Democratic Services | Enabling   | Increase of Election costs for RBC  | 28               | 0                | 0                | 28               | To provide the additional funding required to undertake a standalone Borough election . A budget increase would not be required in 2020 as there are PCC elections to share the cost. A budget is not required in 2021 as there are only County Elections. A budget increase may not be required in 2022 as this is the next scheduled Parliamentary Election, however this will need to be reviewed if a Parliamentary Election is held in the intervening period. |
| Environmental Services      | Keep my place safe and looking good              | Reline of second cremator   | 40               | 0                | 0                | 0                | Reline of second cremator required to maintain service.   |
| Housing General Fund        | Help me to find somewhere to live in my locality | Increase in out of hours standby allowance  | 6                | 6                | 6                | 6                | Increase in out of hours standby allowance.   |
| Housing General Fund        | Help me to find somewhere to live in my locality | Increase in furniture equipment costs related to additional units above   | 1                | 1                | 1                | 1                | Increase in furniture equipment costs related to additional units above.  |
| Housing General Fund        | Help me to find somewhere to live in my locality | Two fixed term posts funded from Flexible Homeless Support Grant  | 60               | 60               | 0                | 0                | Two fixed term posts funded from Flexible Homeless Support Grant.   |
| Housing General Fund        | Help me to find somewhere to live in my locality | Additional rent deposits budget based on current trends and increased contribution to Redditch Nightstop - funded from FHSG | 62               | 44               | 44               | 44               | Additional rent deposits budget based on current trends and increased contribution to Redditch Nightstop - funded from FHSG.  |
| Housing General Fund        | Help me to find somewhere to live in my locality | Additional B&B budget due to increased levels of homelessness cases - mostly offset by increase in rents charged            | 5                | 5                | 5                | 5                | Additional B&B budget due to increased levels of homelessness cases - mostly offset by increase in rents charged.   |
| Housing General Fund        | Help me to find somewhere to live in my locality | Additional removals/storage budget related to line above  | 6                | 6                | 6                | 6                | Additional removals/storage budget related to line above.   |
| Corporate Services          | Enabling   | Contribution to the Birmingham Local Enterprise Partnership   | 150              | 150              | 150              | 150              | Potential Contribution to the Birmingham Local Enterprise Partnership - covered by additional business rates received through the Worcestershire Business Rates pilot scheme as it was agreed there would be no detriment to Redditch in joining the worcestershire pool.   |
| <b>TOTAL</b>                |  |   | <b>373</b>       | <b>287</b>       | <b>227</b>       | <b>255</b>       |   |

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**NEW REVENUE BIDS - RBC**

Appendix 2

| Department                    | Strategic Purpose   | Description of revenue bid  | 2019-20<br>£'000 | 2020-21<br>£'000 | 2021-22<br>£'000 | 2022-23<br>£'000 | Comments   |
|-------------------------------|---|---|------------------|------------------|------------------|------------------|--|
| Business Transformation       | Enabling  | Legal advice specific to employment Law   | 10               | 10               | 10               | 10               | To ensure the Council can draw on specific employment law advice for complex cases when required.  |
| Business Transformation       | Enabling  | Automation Resource   | 15               | 15               | 15               | 15               | To support the automation of processing and system functionality to enhance efficiency.  |
| Legal & Democratic Services   | Enabling  | Members remuneration increase   | 51               | 51               | 51               | 51               | Cost reflects additional funding required should members approve the remuneration.   |
| Leisure and Cultural services | Provide me with good thinkgs to see, do and visit. Keep my place safe and lookingo good | Parks and green spaces - 1 x post for Modern Apprenticeships within the parks and green space team to provide additional support in maintained the premier parks and gardens across Redditch (Arrow Valley Country Park and Morton Stanley Park). | 8                | 8                | 0                | 0                | Apprenticeships for Leisure's Parks and Green Space team were approved by management within the restructure in September 2017. However, budget is required as a revenue bid to suport this important apprenticeship post. The additional support will help provide a quality green space and inspection team for AVCP and MS parks and play areas. |
| Leisure and Cultural services | Provide me with good thinkgs to see, do and visit. Keep my place safe and lookingo good | Christmas lights  | 20               | 0                | 0                | 0                | To help fund the Redditch Christmas Lights.  |
| Environmental Services        | Keep my place safe & looking good   | Staffing increases  | 80               | 80               | 80               | 80               | Net impact of additional staff and resources required for the Business Case re waste collection.   |
| <b>TOTAL</b>                  |   |   | <b>184</b>       | <b>164</b>       | <b>156</b>       | <b>156</b>       |  |



**SAVINGS & ADDITIONAL INCOME - RBC**

| Department                          | Strategic Purpose   | 2019-20<br>£'000 | 2020-21<br>£'000 | 2021-22<br>£'000 | 2022-23<br>£'000 | Comments   |
|-------------------------------------|---|------------------|------------------|------------------|------------------|--|
| Community Services                  | Help me live my life independently                          | -90              | -90              | -90              | -90              | Lifeline - Additional Income from Cannock Chase contract                       |
| Community Services                  | Help me live my life independently                          | -30              | -30              | -30              | -30              | Lifeline - Additional Income from Cannock Chase contract - SLA                 |
| Community Services                  | Help me live my life independently                          | -20              | -20              | -20              | -20              | Reduction in budget following changes to the Grants to Voluntary Bodies scheme |
| Corporate Services                  | Enabling  | -54              | -54              | -54              | -54              | Print contract savings realised  |
| Corporate Services                  | Enabling  | -2               | -2               | -2               | -2               | Savings realised on supplies and services                                      |
| Corporate Services                  | Enabling  | -1               | -1               | -1               | -1               | Savings realised on supplies and services                                      |
| Corporate Services                  | Enabling  | -1               | -1               | -1               | -1               | Savings realised on supplies and services                                      |
| Corporate Services                  | Enabling  | -84              | -84              | -84              | -84              | 10 year pension liability from 2008 restructure                                |
| Corporate Services                  | Enabling  | -206             | -205             | -209             | -179             | Vacancy management saving to capture savings from vacant posts                 |
| Customer Access & Financial Support | Enabling  | -13              | -13              | -13              | -13              | Review of Business Rate budgets  |
| Customer Access & Financial Support | Help me be financially independent                          | -40              | 0                | 0                | 0                | Benefits - recharge for locality officer                                       |
| Customer Access & Financial Support | Help me run a successful business                           | -58              | -58              | -58              | -58              | Property - Additional rental income from all commercial units                  |
| Customer Access & Financial Support | Help me be financially independent                          | -4               | -4               | -4               | -4               | Review of Audit budgets  |
| Customer Access & Financial Support | Help me be financially independent                          | -3               | -3               | -3               | -3               | Review of Audit budgets  |
| Customer Access & Financial Support | Help me be financially independent                          | -14              | -14              | -14              | -14              | Review of Audit budgets  |
| Environmental Services              | Keep my place safe and looking good                         | -32              | -32              | -32              | -32              | Income from increased cremation fees   |
| Environmental Services              | Keep my place safe and looking good                         | -10              | -10              | -10              | -10              | Review of general budgets  |
| Legal and Democratic                | Help me find somewhere to live in my locality               | -1               | -1               | -1               | -1               | Land charges   |
| Legal and Democratic                | Enabling  | -5               | -5               | -5               | -5               | Income for work from Rubicon Leisure   |
| Leisure and Cultural Services       | enabling  | -38              | 0                | 0                | 0                | Reduction in forecast for ongoing systems implementation                       |
| Regulatory Client                   | Help me run a successful business                           | -3               | -3               | -3               | -3               | Additional Income  |
| Regulatory Client                   | Help me run a successful business                           | -10              | -10              | -10              | -10              | Additional Income  |
| Parenting & Family Support          | help me live my life independently (incl health & activity) | -16              | 0                | 0                | 0                | Additional year of management fee  |
| Housing General Fund                | Help me to find somewhere to live in my locality            | -5               | -5               | -5               | -5               | Accumulation of minor reductions in various budget lines                       |
| Housing General Fund                | Help me to find somewhere to live in my locality            | -11              | -11              | -11              | -11              | Reduction in crash pad costs   |
| Housing General Fund                | Help me to find somewhere to live in my locality            | 0                | -2               | -3               | -3               | Potential savings due to new system procurement                                |
| Housing General Fund                | Help me to find somewhere to live in my locality            | -193             | 0                | 0                | 0                | Flexible Homelessness Support Grant awarded for 2019/20                        |
| Housing General Fund                | Help me to find somewhere to live in my locality            | -2               | -2               | -2               | -2               | Public liability insurance budget removed as not applicable                    |
| <b>TOTAL</b>                        |   | <b>-946</b>      | <b>-660</b>      | <b>-665</b>      | <b>-635</b>      |  |

**CAPITAL BIDS - RBC**

Appendix 4

| Department                  | Strategic Purpose                               | Funding Source<br>i.e. Grant, Borrowing, Reserve, S105 | CAPITAL IMPLICATIONS |              |              |              | Commentary ( link to priorities etc)   |
|-----------------------------|---|--|----------------------|--------------|--------------|--------------|--|
|                             |   |  | 2019-20<br>£         | 2020-21<br>£ | 2021-22<br>£ | 2022-23<br>£ |  |
| Environmental Services      | Keep my place safe and looking good             | capital receipts/Borrowing                             | 0                    | 0            | 0            | 1,351,700    | Fleet Replacement Programme  |
| Leisure & Cultural Services | Provide Good things for me to see, do and visit | S106 Funding   | 79,686               | 0            | 0            | 0            | Proposal to replace existing toddler/junior play area, using S106 Play contribution, with a destination play facility to provide a greater attraction for people to see do and visit in Morton Stanley Park  |
| Leisure & Cultural Services | Provide Good things for me to see, do and visit | S106 Funding   | 25,633               | 0            | 0            | 0            | Proposal to improve hard and soft landscaping areas within Morton Stanley Park using S106 open space contribution to improve the existing infrastructure within this premier park  |
| Leisure & Cultural Services | Provide Good things for me to see, do and visit | S106 Funding   | 98,535               | 0            | 0            | 0            | Proposal for Sports Pitch improvement works using S106 contribution for Sports Facility improvement at Morton Stanley Park to provide quality pitches for use by the junior club   |
| Leisure & Cultural Services | Provide Good things for me to see, do and visit | S106 Funding   | 17,470               | 0            | 0            | 0            | Proposals to support Redditch Cricket Club improvement works using S106 funding for Sport within the local area to enhance the clubs facilities.   |
| Leisure & Cultural Services | Provide Good things for me to see, do and visit | S106 Funding   | 333,403              | 0            | 0            | 0            | Proposal to use S106 Contribution for improvements to Morton Stanley Park. This contribution will support other enhancement projects within Morton Stanley on Junior / toddler Play Areas, Open Space Infrastructure and access routes and Sports Provision. |
| Leisure & Cultural Services | Provide Good things for me to see, do and visit | S106 Funding   | 60,606               | 0            | 0            | 0            | proposal for S106 funding specifically for Pumtrack in AVCP. This funding will be used to re-create the former pumptrack at AV South tp provide a free of charge facility for use by the community   |
| Leisure & Cultural Services | Provide Good things for me to see, do and visit | S106 Funding   | 17,271               | 0            | 0            | 0            | Proposal for S106 funding specifically for 'green car parking' improvements at AV South to enhance and improve existing provision to support the sports provision in this location.  |
| Leisure & Cultural Services | Provide Good things for me to see, do and visit | S106 Funding   | 21,500               | 0            | 0            | 0            | Proposal to use S106 funding specifically for Hedgerow restoration and hedgelaying with associated fencing and gates at Arrow Valley Park SHM and Arrow Valley Park North  |

**CAPITAL BIDS - RBC**

Appendix 4

| Department                            | Strategic Purpose  | Funding Source<br>i.e. Grant, Borrowing, Reserve, S105 | CAPITAL IMPLICATIONS |              |              |                  | Commentary ( link to priorities etc)   |
|---------------------------------------|--|--|----------------------|--------------|--------------|------------------|--|
|                                       |  |  | 2019-20<br>£         | 2020-21<br>£ | 2021-22<br>£ | 2022-23<br>£     |  |
| Leisure & Cultural Services           | Provide Good things for me to see, do and visit  | S106 Funding   | 146,590              | 0            | 0            | 0                | Proposal to use S106 funding specifically for Grassland habitat restoration, recreation and monitoring at Arrow Valley Park and/or Morton Stanley Park   |
| Leisure & Cultural Services           | Provide Good things for me to see, do and visit  | S106 Funding   | 17,419               | 0            | 0            | 0                | Proposal to use S106 funding specifically for Abbey Stadium sports facilities enhancements. This contribution to be allocated to Rubicon Leisure to use as per S106 agreement terms                    |
| Leisure & Cultural Services           | Provide Good things for me to see, do and visit  | S106 Funding   | 51,248               | 0            | 0            | 0                | Proposal to use S106 funding specifically for Forge Mill and Bordesley Abbey play and open space enhancements. This contribution to be allocated to Rubicon Leisure to use as per S106 agreement terms |
| Leisure & Cultural Services           | Provide Good things for me to see, do and visit  | capital receipts/Borrowing                             | 26,000               | 0            | 0            | 0                | Officers request funding for pathway maintenance works following risk inspections and records. Pathway maintenance to ensure health and safety of users is maintained                                  |
| North Worcestershire Water Management | Comply with recommendations of 2014 RoSPA report which were subsequently adopted into the Councils Water Safety Policy | capital receipts/Borrowing                             | 180,000              | 0            | 0            | 0                | Total project cost £375k<br>Funding Secured £80k<br>Match Funding Applied for £110k<br>Capital Cost to RBC £180k<br>Capital can be spread across 19/20 and 20/21 FY but depends on delivery of works.  |
| Community Services                    | Help me live my life independently   | DFG Grant  | 800,000              | 0            | 0            | 0                | Disabled Facilities Grants   |
| <b>TOTAL</b>                          |  |  | <b>1,875,361</b>     | <b>0</b>     | <b>0</b>     | <b>1,351,700</b> |  |

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| Job No. | Description   | Service                     |                            | 2019/20 Total | 2020/21 Total | 2021/22 Total | 2022/23 Total |
|---------|---|-----------------------------|----------------------------|---------------|---------------|---------------|---------------|
|         |   |                             |                            | £             | £             | £             | £             |
| C1110   | Public Building   | CAFS                        | borrowing/capital receipts | 250,000       | 250,000       | 250,000       | 250,000       |
| C2245   | GF Asbestos   | CAFS                        | borrowing/capital receipts | 40,000        | 40,000        | 40,000        | 40,000        |
| C2000   | Home Repairs Assistance   | Community Services          | borrowing/capital receipts | 60,000        | 60,000        | 60,000        | 60,000        |
| C2001   | Disabled Facilities Grant   | Community Services          | DFG grant                  | 800,000       | 0             | 0             | 0             |
| C2100   | Vehicle replacement   | Environmental Services      | borrowing/capital receipts | 717,700       | 412,000       | 1,927,000     | 1,587,000     |
| C2316   | Wheelee Bin purchase  | Environmental Services      | borrowing/capital receipts | 115,000       | 85,000        | 85,000        | 85,000        |
| C2100   | Vehicle replacement dial a ride   | Environmental Services      | borrowing/capital receipts | 40,000        | 0             | 0             | 0             |
| C1302   | Improved Parking Scheme ( includes locality funding)  | Environmental Services      | borrowing/capital receipts | 400,000       | 400,000       | 400,000       | 400,000       |
| C2330   | Car Park Maintenance  | Environmental Services      | borrowing/capital receipts | 25,000        | 25,000        | 25,000        | 25,000        |
| C2321   | Arrow Valley Country Park - Play, Open Space and Sports Improvements.   | Leisure & Cultural Services | S106 Funding               | 172,000       | 0             | 0             | 0             |
| C2322   | Arrow Valley Country Park - Play, Open Space and Sports Improvements.   | Leisure & Cultural Services | S106 Funding               | 184,000       | 0             | 0             | 0             |
| NEW     | Improvement to Morton Stanley -Play Area for toddler and junior play  | Leisure & Cultural Services | S106 Funding               | 79,686        | 0             | 0             | 0             |
| NEW     | Improvement to Morton Stanley Open Space  | Leisure & Cultural Services | S106 Funding               | 25,633        | 0             | 0             | 0             |
| NEW     | Improvement to Sports Pitches infrastructure in Morton Stanley Park   | Leisure & Cultural Services | S106 Funding               | 98,535        | 0             | 0             | 0             |
| NEW     | Improvement to Redditch Cricket Club Facilities   | Leisure & Cultural Services | S106 Funding               | 17,470        | 0             | 0             | 0             |
| NEW     | Improvement to original Pump Track at AVCP  | Leisure & Cultural Services | S106 Funding               | 60,606        | 0             | 0             | 0             |
| NEW     | Improvement of 'Green Parking' at Arrow Valley South  | Leisure & Cultural Services | S106 Funding               | 17,271        | 0             | 0             | 0             |
| NEW     | Hedgerow Mitigation measures by restoration and hedge laying with associated fencing and gates at AVP SHM and AVP North | Leisure & Cultural Services | S106 Funding               | 21,500        | 0             | 0             | 0             |
| NEW     | Grassland Mitigation measures- recreating and monitoring grassland habitats in MS and AVCP                              | Leisure & Cultural Services | S106 Funding               | 146,590       | 0             | 0             | 0             |
| NEW     | Pitch or sports facilities improvements at the Abbey Stadium  | Leisure & Cultural Services | S106 Funding               | 17,419        | 0             | 0             | 0             |
| NEW     | POS/Play Improvements to Forge Mill (24,528 POS and 26,700 Play) and Bordesley Abbey Visitor Centre. PI                 | Leisure & Cultural Services | S106 Funding               | 51,248        | 0             | 0             | 0             |
| NEW     | Maintenance works to existing tarmac pathways in Morton Stanley Park  | Leisure & Cultural Services | borrowing/capital receipts | 26,000        | 0             | 0             | 0             |
| NEW     | Removal of 5 weirs through Arrow Valley Park  | Leisure & Cultural Services | borrowing/capital receipts | 180,000       | 0             | 0             | 0             |
| NEW     | Morton Stanley Play, Sport and Open Space Improvements (General)  | Leisure & Cultural Services | S106 Funding               | 333,403       | 0             | 0             | 0             |
|         | <b>Total General Fund</b>   |                             |                            | 3,879,061     | 1,272,000     | 2,787,000     | 2,447,000     |

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# Overview and Scrutiny Committee

Thursday, 3rd January, 2019

## MINUTES

### Present:

Councillor Joe Baker (Chair), Councillor Debbie Chance (Vice-Chair) and Councillors Joanne Beecham, Michael Chalk, Andrew Fry, Julian Grubb, Pattie Hill and Anthony Lovell

### Officers:

Jayne Pickering, Guy Revans and Paul Spooner

### Democratic Services Officers:

Jess Bayley and Amanda Scarce

## 70. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were received on behalf of Councillors Gemma Monaco and Jennifer Wheeler and it was confirmed that Councillors Julian Grubb and Yvonne Smith were attending as their respective substitutes.

## 71. DECLARATIONS OF INTEREST AND OF PARTY WHIP

There were no declarations of interest nor of any party whip.

## 72. MINUTES OF THE MEETING HELD ON 6 DECEMBER 2018

Members noted that during the discussions in respect of sexual health services those representing the services had indicated that they would review the opening hours for the service on Saturdays. This needed to be reflected in the minutes.

### RESOLVED that

subject to the amendment detailed in the preamble above, the minutes of the meeting of the Overview and Scrutiny Committee held on 6<sup>th</sup> December 2018 be approved as a correct record and signed by the Chair.

.....  
Chair

# Overview and Scrutiny Committee

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## 73. MEDIUM TERM FINANCIAL PLAN 2019/20 TO 2022/23 - UPDATE - PRE-SCRUTINY

The Executive Director of Finance and Resources provided Members with an update on the Medium Term Financial Plan 2019/20 – 2022/23. It was confirmed that the Fees and Charges for 2019/20 would be considered by the Budget Scrutiny Working Group at its meeting on 7<sup>th</sup> January 2019.

The report outlined the issues faced by the Council in achieving a balanced budget and delegated to officers to investigate ways to achieve this. The Executive Director of Finance and Resources drew Members' attention to a table within the report which demonstrated the changes in the financial projects and budget gap for 2019/20 based on the original estimation of a £475k gap as presented in February 2018. Explanations of the reasons for the changes which resulted in the current gap of £496k were also highlighted, with particular reference being made to the additional costs in respect of the implementation of the National pay agreement in relation to increasing the spinal points attached to the current pay model, which had increased the cost by £160k.

The following areas were also discussed in more detail:

- Unavoidable costs in order to maintain current services. This included funding for an automated transactional process which would allow for the process to become more efficient.
- Savings and income – this included £100k from a contract with Cannock achieved by the Lifeline service.
- The need to ensure that all savings were identified and not to be recorded as “unidentified” as had been the case previously.
- Negative Revenue Support Grant – it was noted that, whilst it had not been confirmed, the projections included the removal of the £331K negative grant payment to Central Government.
- Business Rates baseline, the increase in the Section 31 Grant and the impact of this.
- The officer recommendation to increase Council Tax by 2.99% and the proposed increase at County Council level.
- New Homes Bonus Scheme (NHB) – concerns around the future of the scheme and the impact from the loss of the “new” NHB payments.
- Assumptions that had been made for future years including additional costs of borrowing for the capital programme.
- The current and minimal recommended level of balances.
- Capital bids including fleet replacement.



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- Members sought clarification in respect of the £58k additional rental income in respect of savings and additional income. Officers agreed to provide information in respect of the properties this referred to outside of the meeting.
- It was confirmed that the reduction in the Grants budget of £20k had been returned to balances and formed part of the savings.
- The £10k referred to in respect of the new Lottery Scheme was for the licencing fee.
- The additional cost of £28k in respect of Electoral Services and what this referred to – officers agreed to provide the information outside of the meeting.
- Members asked for the capital bid in respect of Terry's Field to be clarified and it was confirmed that this should read Terry's Memorial Field and would be highlighted in the report presented to the Executive Committee.
- Offices confirmed that the Council had a statutory duty to provide a balanced budget by 23<sup>rd</sup> February 2019.

Members took the opportunity to thank the Executive Director of Finance and Resources and her team for all their hard work in producing a balanced budget.

## **RESOLVED that**

**the recommendations within the Medium Term Financial Plan 2019/20 – 2022/23 be noted.**

### **74. DEVELOPMENT PARTNER TO PROGRESS THE POSSIBLE REDEVELOPMENT OF WINYATES AND / OR MATCHBOROUGH DISTRICT CENTRES AND SURROUNDING AREAS - PRE-SCRUTINY - TO FOLLOW**

The Chair welcomed the Interim Head of the North Worcestershire Economic Development and Regeneration (NWEDR) and invited him to present the report.

The Interim Head of NWEDR explained that the report outlined the initial proposals for the redevelopment of Winyates and Matchborough district centres. These proposals would be considered by the Executive Committee at a meeting on 8<sup>th</sup> January which would then move the project on to the next stages, to include the establishment of a partnership board to oversee the work.

The following areas were then highlighted in detail:

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- The bid for Worcestershire One Public Estate (OPE) funding to support the proposed feasibility study.
- The need to work with Homes England and the Delivery Partner Panel to carry out soft market testing.
- The fact that both centres suffered from dated layout and design, which impacted on trade and income potential. This in turn led to an impact on the overall environment of the centres.
- The need for regeneration and improvement and the options available – the importance of getting this right was highlighted, in order to meet the needs of all concerned and to ensure that the Council was not put at a financial risk.
- The potential high costs of such a project and the work which had been carried out in recent months between NWEDR, the Planning and Regeneration Team and Homes England, together with Worcestershire OPE to explore a partnership approach.
- The funding streams which might be available and how to access these. This included a bid for £200k which was detailed within the report.
- The potential to provide additional housing of up to 400 units and to enhance the sports and leisure facilities.
- The need for the Council to work in partnership with the Arrow Vale RSA Academy and other public sector partners to ensure all related community services were integrated within the planned development.
- The process and advantages of working with Homes England and its Delivery Partner Panel to ensure that any risks to the Council were mitigated.
- The fact that all options would remain open to the Council upon completion of the soft market testing and the authority would not be obliged to commit to any of these options at the end of the process.
- The Interim Head of NWEDR had previous experience of working with a number of members of the Delivery Partner Panel and he advised that they had the expertise in similar projects and would be able to advise on what would be the best options available at the sites.
- The possibility of having one centre between the two areas and the use of all available land in appropriate ways.
- The Strategic Partnership framework and the restrictions which came with this option. It was highlighted that these partnerships were intended to support housing directly and did not have mixed use development experience. Should the Council opt for a Strategic Partnership an early commitment would need to be made to work with the partners on that partnership.

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The Interim Head of NWEDR concluded that he would suggest to the Executive Committee that the Delivery Partner Panel was the most suitable option for the Council to consider at this stage. This would allow for the soft marketing exercise to take place and help shape the Council's own plans, with an option then to go back to the market with more formal proposals at a later date. This created minimal risks for the Council and provided an opportunity to receive expert advice on the best way forward in order to secure the ambitions of the Council to regenerate these areas in the best way possible.

Following the presentation of the report, Members discussed a number of areas in more detail, including:

- Previous plans which had been drawn up in respect of the regeneration of Matchborough and Winyates district centres. It was confirmed that these had been very basic but would help to form a vision of what the Council would like and would provide an indication to potential developers of what was expected.
- Whether residents had been consulted. Officers acknowledged that the report made little reference to consultation stages. However, as this was the very earliest stage of the process it was confirmed that consultation would not take place until completion of the soft market testing. subsequently a steering group would be set up which would include all interested parties and would lead on stakeholder engagement.
- The potential for one district centre rather than two in the location and how this would be addressed in light of the current infrastructure in the area was discussed (reference to the Warwick Highway in particular was made). Officers acknowledged this issue and Members' attention was drawn to the plan provided within the report and the potential wider development area and land available.
- The number of houses that might be available and the breakdown of these. Specific reference was made to affordable housing and the potential loss of 29 Council houses as part of the redevelopment. Officers confirmed that there was the potential for up to 400 houses to be developed in line with the Council's planning strategy and this would include 30 per cent of the properties developed as affordable housing. There was further potential to increase the number of Council owned properties dependent on the final plans.
- The potential for one centre to service both areas and the impact of this on through traffic was considered. Members discussed the thinking behind the Redditch Development

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Corporation's original plans in the 1960s and 1970s, the development of the individual wards and how each area was served by highways infrastructure.

- The importance of consulting with Ward Councillors and local residents. Members expressed concerns that this had not happened for the redevelopment of Church Hill district centre to the detriment of the development, the community and partner organisations. Officers acknowledged that this was an important point to note.
- A number of Members noted that they were not particularly comfortable at this stage to opt for a particular route in respect of taking the development forward. Officers explained that by using the Delivery Partner Panel the Council was not making a commitment to a particular developer or route and therefore was able to make changes once the soft market testing had been completed, thus leaving the Council with all options still available to it.
- Members sought assurances that the mistakes made during the redevelopment of Church Hill district centre would not be repeated and any lessons learned would be taken on board.
- The importance of the provision of social housing, including Council housing, and the need for the authority to not just focus on developing affordable homes. Officers assured Members that there would be more detail around this within the next stage of the project. However, Members were assured that any plans would meet the Council's planning requirements and there was the potential for the number of Council owned houses to increase as part of the redevelopment.
- Members also questioned when local residents would be consulted and officers advised that consideration would be given to a statement being issued following the decision made at the Executive Committee meeting.
- Clarification in respect of the Arrow Vale Trust was requested and it was explained that this was the governing body of the Arrow Vale Academy.
- Reference was made to the photographs used in the bid document within the report and why the choice had been made to include these images. Officers noted that whilst these did not show the centres in the best light, they had been used specifically for the purpose of the bid.

Members discussed the recommendations which would be considered by the Executive Committee and after further discussion the Committee

# Overview and Scrutiny Committee

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**RESOLVED that**

**the recommendations detailed in the report be noted; and**

**RECOMMENDED that**

**assurances be given that no Council housing stock or business unit assets would be lost from the redevelopment of the Winyates and Matchborough district centres.**

**75. WASTE COLLECTION FROM HOUSES OF MULTIPLE OCCUPATION - REPORT**

Members were reminded that this was something which had been raised as a matter of concern at the Overview and Scrutiny work Programme Planning event in June when discussing possible areas for scrutiny. The Head of Environmental Services provided Members with details around waste collection services for Houses of Multiple Occupation (HMOs) in light of the recent licensing changes which had come into force on 1<sup>st</sup> October 2018. The changes meant that landlords had to provide facilities for storing and disposing of household waste, recycling and garden waste. The changes also extended the description of HMOs to include properties which were less than three stories high.

The Head of Environmental Services provided Members with details around the legal implications of the changes and the impact of failure by the licence holder to comply with the scheme. Background information was also provided in respect of HMOs and the important role that they played within the housing sector. The accommodation was typically cheaper than other private rental options and often housed vulnerable tenants. Historically, this type of accommodation also brought with it problems in respect of waste, as the tenants were often transient and did not take responsibility for their waste. There was a lack of ownership and the quality and cleanliness of items presented as generally poor, with waste often uncontained and deposited direct into bins rather than bagged.

The Head of Environmental Services confirmed that his team were working closely with the Private Sector Housing Team to ensure that all future licenses granted for HMOs included a written statement ensuring waste was sufficiently catered for as part of their conditions. The team also carried out inspections before granting any licence with the specifics of those conditions being reiterated. It was confirmed that waste of this nature was being discussed at a national level and there was an argument being put

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forward to justify this type of waste as being classified as commercial.

Following the presentation of the report Members discussed a number of areas in more detail, including:

- Whether the licences were renewed on an annual basis – Officers agreed to confirm this with Members outside of the meeting.
- Agreement that if the Government changed the existing regulations then HMOs would be treated as commercial premises for waste purposes.
- Disposal of garden and bulky waste – it was confirmed that these services were available at the appropriate costs.
- Difficulty in navigating the Council's website – it was agreed that this would be taken up further outside of the meeting.
- Difficulty in being able to establish who was responsible for the waste and how this could potentially be addressed.
- Whether there was the potential for the Committee to further investigate the subject of waste and recycling levels. Following discussion the Committee agreed that this was a subject which had been scrutinised by a Task Group in some detail previously though this had disappointingly not caused an increase in recycling rates. Therefore Members concluded that further investigation of the subject was unlikely to impact on the Council's recycling rates.
- The increased number of HMOs within the Borough and concerns that this would continue into the future and the ongoing problems which it brought.

Members were keen to ensure that the impact of the new legislation was monitored and met the needs of all those concerned, before any further action on this matter was taken.

## **RESOLVED that**

**the briefing note in respect of Waste Collection from Houses of Multiple Occupation be noted.**

## **76. TASK GROUPS, SHORT SHARP REVIEWS AND WORKING GROUPS - VERBAL UPDATES**

### Budget Scrutiny Working Group

Officers advised that the Group would meet on 7<sup>th</sup> January 2019 when it would consider the Housing Revenue Account and the Fees and Charges report for 2019/20. Due to the timing of this meeting it

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was confirmed that any recommendations would be fed directly through to the Executive Committee meeting on 8<sup>th</sup> January.

### Performance Scrutiny Working Group

Members were advised that the next meeting of this Group would take place on 10<sup>th</sup> February 2019.

## **77. EXTERNAL SCRUTINY BODIES - VERBAL UPDATES**

### West Midlands Combined Authority (WMCA) Overview and Scrutiny Committee – Councillor M. Chalk

Councillor Chalk advised that at the most recent meeting of WMCA Overview and Scrutiny Committee there had been a question and answer session with the Mayor, Mr. A. Street. There had been some thirty questions put to him, many of them around available funding and Councillor Chalk explained that he would be happy to provide further details to any Members who would like more detail.

### Worcestershire Health Overview and Scrutiny Committee (HOSC) – Councillor M. Chalk

Councillor Chalk informed the Committee that at the previous HOSC meeting one of the areas covered had been plans for coping with winter pressures and he was pleased to report that more beds had been made available at the Alexandra Hospital in Redditch.

## **78. EXECUTIVE COMMITTEE MINUTES AND SCRUTINY OF THE EXECUTIVE COMMITTEE'S WORK PROGRAMME - SELECTING ITEMS FOR SCRUTINY**

Officers advised Members that recommendations from the Overview and Scrutiny Committee had been considered at the Executive Committee meeting on 11<sup>th</sup> December and it was noted that one remained outstanding and that this would be considered at the Executive Committee meeting on 8<sup>th</sup> January.

An update in respect of the Executive Committee's Work Programme was provided, which included a number of additional items being included following its publication. These were:

- The removal of the item in respect of the restructure of Planning Services – Town Centre Co-ordination.
- Unit 17 Broad Ground Road, Redditch – this had now gone back to March.

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- Flexible homelessness item – this was included twice in the Work Programme but Officers confirmed that it was only one item.
- Private Sector Housing Report Scheme item would be considered at the 5<sup>th</sup> February Executive Committee meeting.
- A new item in respect of a change in the operator at Arrow Valley Countryside Centre had been added recently.

## **RESOLVED that**

- a) the minutes of the Executive Committee held on 11<sup>th</sup> December 2018 be noted; and**
- b) the Executive Committee's Work Programme be noted.**

## **79. OVERVIEW AND SCRUTINY WORK PROGRAMME**

Officers provided a number of updates in respect of the Committee's work programme, this included the following:

- Overview and Scrutiny – Select Committee Findings. Members were advised that the Government's guidance in respect of Overview and Scrutiny, which was due to be issued in December 2018 following a Select Committee review of the process, had not yet been published. It was therefore likely that this item would need to be postponed.
- Housing Improvement Plan – this should have been included within the February meeting as Members' had requested to pre-scrutinise this item, following consideration of the Executive Work Programme.
- Community Lottery item – this should also have been included in the Committee's work programme for pre-scrutiny at its February meeting.

It was noted that there were a significant number of items to be considered at the meeting in February and after discussion it was agreed that an additional meeting would be arranged, prior to 5<sup>th</sup> February Executive Committee meeting in order to give the Committee sufficient opportunity to consider all the items.

## **RESOLVED that**

- a) Officers canvass a date for an additional Overview and Scrutiny Committee meeting as detailed in the pre-amble above; and**



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- b) the Overview and Scrutiny Committee's Work Programme be noted.

The Meeting commenced at 6.30 pm  
and closed at 7.57 pm

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