Public Document Pack

Executive

Committee

Tue 8 Sep
2026
6.00 pm

Oakenshaw Community Centre,
Castleditch Lane, Redditch, B98 7YB

Redditch
Borough Council
Working together for our communities

If you have any queries on this Agenda please contact
Eve Davies

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GUIDANCE ON FACE-TO-FACE MEETINGS

If you have any questions regarding the agenda or attached papers, please do not hesitate to contact the officer named above.

Notes:

Although this is a public meeting, there are circumstances when Council might have to move into closed session to consider exempt or confidential information. For agenda items that are exempt, the public are excluded.

Redditch Borough Council
Working together for our communities

Executive

Tuesday, 8th September, 2026

6.00 pm

Oakenshaw Community Centre

Agenda

Membership:

Cllrs: Matthew Dormer (Chair), Brandon Clayton, Gemma Monaco, Wanda King, Ashley Monk, Craig Warhurst (Vice-Chair)

Assistant Director of Legal, Democratic and Procurement Services prior to the commencement of the meeting and which the Chair, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

Agenda Item 4

Redditch Borough Council
Working together for our communities

Executive Committee

Tuesday, 28th July, 2026

MINUTES

Present:

Councillor Matthew Dormer (Chair), Councillor Craig Warhurst (Vice-Chair) and Councillors Brandon Clayton, Wanda King and Ashley Monk

Officers:

Matthew Austin, James Bevan, Matthew Bough, Paul Earley, Claire Felton, John Leach, Simon Parry and Katie Sharp-Fisher

Democratic Services Officers:

Eve Davies

19. APOLOGIES

Apologies were received on behalf of Councillor Gemma Monaco.

20. DECLARATIONS OF INTEREST

There were no declarations of interest.

21. LEADER'S ANNOUNCEMENTS

The Leader asked Members to note that at the meeting of the Overview and Scrutiny Committee held on 27th July 2026, the following items had been pre-scrutinised:

- Housing Assistance Policy 2026
- Food Waste Collections Implementation

Following discussions, the Committee endorsed the recommendations set out in the reports. The Committee also proposed further recommendations in relation to the Housing Assistance Policy 2026, which were detailed in the ‘Additional Papers 2’ pack.

On behalf of the Executive Committee, the Leader thanked the Members of the Overview and Scrutiny Committee for their work in pre-scrutinising the reports.

Executive

Committee

Tuesday, 28th July, 2026

22. HOUSING ASSISTANCE POLICY 2026

The Private Sector Housing Manager presented a report regarding the Housing Assistance Policy 2026.

The Committee was advised that the purpose of the policy was to support disabled and vulnerable individuals to remain living independently in their own homes. Assistance typically included adaptations such as stairlifts, level-access showers and extensions to facilitate ground-floor living arrangements.

Members noted that, whilst the majority of the elements of mandatory grants were prescribed by legislation, the Council was required to maintain a local policy to set out its approach to a number of discretionary elements for the application of discretionary funding. This included the provision of top-up funding where the cost of necessary adaptations exceeded the grant funding available.

The revised policy had been developed collaboratively by officers from all Worcestershire local authorities. The shared approach was intended to improve the customer experience, ensure consistency across the county and support preparations for Local Government Reorganisation.

The Committee was informed that the principal amendments to the 2024 policy had been made to achieve three key objectives:

- To establish a common policy across Worcestershire authorities and provide greater clarity and consistency of arrangements.
- To adopt nationally recognised performance targets in order to improve delivery timescales for urgent and non-urgent, as well as complex and non-complex, cases.
- To remove additional discretionary fees for high-value adaptations, thereby providing greater flexibility to approve exceptional cases.

Members also noted that the policy recognised the Armed Forces Covenant and set out how the Council would work with local organisations to ensure that serving personnel, veterans and their families received appropriate support where required.

In relation to funding, the Committee was advised that the revised policy would not place any additional financial burden on the Council. Funding for housing assistance was provided by Government through the Better Care Fund and through recycled funding arising from previous assistance cases where repayment conditions had been triggered.

In concluding the presentation, the Private Sector Housing Manager advised that the policy would enable the Council to meet its statutory responsibilities, provide a fair and transparent framework for housing assistance, support residents to remain independent in their homes, improve energy efficiency and help address service failures where identified.

Following presentation of the report, the Committee considered the recommendations that had been proposed by the Overview and Scrutiny Committee at its meeting held the previous evening as set out below:

RECOMMENDED that

The following amendments be made to the Housing Assistance Policy 2026:

1) Wording be added to the first paragraph of section 13 – Decisions, Notifications and Redeterminations, to read: "The Council will do everything it can to fast track cases where applicants have rapidly progressing or terminal conditions."

2) Information is set out at the beginning of the document on who is eligible to apply under the Policy (both for the Disabled Facilities Grant and any discretionary assistance set out under the Policy).

3) That the financial eligibility criteria (i.e. income and savings test limits and contribution thresholds for amounts above the limit) are clearly set out in the Policy and communicated through information on the Disabled Facilities Grant available on the Council's website.

4) That the Policy is accessible in the languages of communities identified as being under-represented in accessing Disabled Facilities Grant.

In considering the recommendations proposed by the Overview and Scrutiny Committee, Members were advised that arrangements were already in place to prioritise applications involving residents who were receiving end-of-life or palliative care, or who were living with a rapidly progressing illness. Occupational Therapists were able to award an additional thirty priority points at the start of the assessment process, enabling such cases to be fast-tracked where appropriate. Works would then be resolved within fifty-five days, where possible. It was acknowledged that the report could be amended to provide greater clarity regarding these arrangements and the role of Occupational Therapists in prioritising cases.

With regard to eligibility criteria, officers confirmed that the relevant information was already contained within the policy. However, it was recognised that further clarification could be incorporated to make the criteria easier for applicants to understand.

Members also considered comments relating to the financial eligibility criteria. Officers explained that the means-testing process was complex and assessed a range of factors, including household income, savings and pension arrangements. As a result, it was not possible to provide fixed income or savings thresholds within the policy. It was further noted that the means-testing framework was set by central Government and subject to periodic amendment. To assist applicants, officers suggested that links to further information regarding the means-testing process could be provided on the Council's website.

Members also raised questions regarding the cost of translation services and the associated resource implications.

Following detailed discussions regarding the proposed recommendations, Members agreed to note the comments provided by the Overview and Scrutiny Committee.

RESOLVED that

1) **The Housing Assistance Policy be approved and adopted; and**

2) **Delegated authority be granted to the Assistant Director of Community and Housing Services, following consultation with the Portfolio Holder for Housing, to agree any revisions to the Housing Assistance Policy and in line with any legislative or government guidance updates.**

23. FOOD WASTE COLLECTIONS IMPLEMENTATION

The Environmental Services Manager presented the Food Waste Collections Implementation report.

Members were advised that the requirement to introduce a separate food waste collection service had been established under the Environment Act 2021, with a compliance deadline of the end of March 2026. As part of the Act, the Government had committed to providing capital funding for vehicles and containers, together with ongoing revenue funding to support service delivery. Whilst capital funding had been received, the Government had delayed providing details of the ongoing revenue funding arrangements. Members were informed that no specific allocation for food waste collections had been identified within the Local Government Finance Settlement and there had been no significant increase in funding to support implementation costs.

It was reported that a number of local authorities had opted not to implement the service at this stage, including Wyre Forest District Council, due to concerns regarding funding.

The Committee was advised that Redditch Borough Council and Bromsgrove District Council had been working together to develop a joint service. A joint procurement exercise had initially been undertaken with Wyre Forest District Council because of limited depot capacity across the area and the intention to use a third-party provider to support delivery and share risk. However, following changes to the funding position, Wyre Forest District Council had withdrawn from the procurement process, meaning that the original proposal could not proceed.

As part of the Council's financial planning, provision had been made within the Medium Term Financial Plan to address an anticipated shortfall in revenue funding. However, Members were informed that this funding would now be required to support the overall rollout of the service.

The Environmental Services Manager explained that the proposed approach would initially provide food waste collections to approximately fifty per cent of households in Redditch, commencing between late January and early February of the following year. Members noted that the collection vehicles had a lead time of approximately twelve months and were expected to arrive in December 2026. The service would therefore be introduced in phases, rather than being implemented across the whole Borough at once. This phased approach would enable the Council to ensure the service was operating effectively before extending it further.

It was highlighted that a number of local authorities, including Dudley Metropolitan Borough Council, had implemented their services on a Borough-wide basis from the outset and had subsequently experienced significant operational difficulties. Members were advised that the phased rollout was intended to mitigate these risks, avoid disruption to existing recycling services and protect the Council's reputation.

The report also outlined proposals for additional funding to support the eventual expansion of the service to all households. Members were informed that the Council was not currently compliant with its statutory duties in relation to food waste collections. However, commencing implementation would demonstrate progress towards compliance and reduce the risk of legal challenge. It was further noted that Government was not currently taking enforcement action against authorities that had yet to fully implement the service and that none of the Worcestershire local authorities were fully compliant at that stage.

The Committee was advised that the additional funding requirement identified within the report would enable the Council to recruit the necessary staff and deliver further collection rounds, with the aim of achieving full implementation of the service by summer 2028.

Members also noted that the delivery of food waste caddies would be undertaken by in-house staff. This approach was considered advantageous as staff had developed a detailed knowledge of the local area and would be able to support the rollout effectively from the outset.

Consideration was also given to the proposed leasing of land to support service delivery. The Committee was advised that the Council did not have sufficient space at its existing facilities and would therefore need to utilise privately leased land with sufficient space for vehicle storage and staff parking. Although efforts had been made to identify a single suitable site, negotiations were currently taking place in relation to two smaller sites which together would meet operational requirements.

Associated costs would be shared between Redditch Borough and Bromsgrove District Councils on a 60:40 basis, with Bromsgrove District Council meeting the larger proportion. The proposed lease arrangement would provide operational security whilst also recognising the uncertainty surrounding Local Government Reorganisation (LGR). A five-year lease with a three-year break clause was therefore proposed, providing flexibility to review requirements as LGR progressed and alternative sites potentially became available.

Following presentation of the report, Members had detailed discussions and made the following comments:

- Concerns were raised regarding potential hygiene and odour issues associated with food waste collections, together with questions about where the collected waste would be processed and any impact on local communities. Members were advised that food waste would be transported to an anaerobic digestion facility operated by Severn Trent Green Power in Kinver. Food waste would not be stored overnight in vehicles or at operational sites except in the event of a breakdown, and no adverse impacts on local residents were anticipated.
- The scheme would divert a significant proportion of food waste from the residual waste stream, reducing the volume sent for incineration. Approximately thirty per cent of the average household residual waste bin was estimated to consist of food waste.
- Household participation rates remained uncertain and planning assumptions were based on a fifty per cent uptake rate, reflecting national experience. A communications campaign, including letters and social media activity, would support the rollout and encourage participation.
- The initiative also aligned with wider waste minimisation objectives by encouraging residents to reduce food waste and maximise recycling.
- It was noted that disposal arrangements had only recently been finalised once implementation timescales became clearer. Whilst the preferred treatment facility had limited remaining capacity, local authority food waste was generally preferred by operators due to its varied composition and so would be prioritised.
- The phased implementation approach was welcomed as it would allow operational issues to be identified and resolved before the service was expanded Borough-wide. Lessons could also be learned from the experiences of other authorities that had encountered difficulties with full-scale implementation from the outset.
- The Chief Executive advised that correspondence had been submitted to the Department for Environment, Food and Rural Affairs (DEFRA) outlining the Council’s circumstances and demonstrating that all

reasonable efforts were being made to comply with statutory requirements.

- It was emphasised that the implementation timetable set out in the report should be adhered to.
- Members were informed that food waste collections would take place on a weekly basis. Residents would receive a seven-litre kitchen caddy and a twenty-three-litre external food waste container, with food waste collected on the same day as residual waste.
- Existing assisted collection arrangements for elderly and disabled residents would be extended to include food waste collections, with further information to be provided as part of the communications campaign.
- Flats and Houses in Multiple Occupation (HMOs) would be included in a later phase of the rollout to enable lessons learned from the initial implementation to be applied.
- The external food waste containers would be fully sealed and fitted with locking lids to minimise spillages and reduce the risk of pests.
- The Council would provide food waste liners, with an initial supply delivered alongside the caddies and further supplies available on request rather than through blanket distribution.
- Providing liners was intended to increase participation and reduce concerns regarding cleanliness of kitchen caddies. Experience from other authorities indicated that the provision of liners resulted in higher usage rates. Approximately £8,000 had been allocated for the initial supply of liners, with a further £5,000 to £6,000 earmarked for future distribution.
- The liners would be manufactured from a plastic polymer rather than compostable material, as this was the preferred option at the treatment facility. Compostable liners could also interfere with processing and had a shorter storage life.
- Members noted that the proposed approach reflected a model that had been successfully adopted by a number of authorities nationally.

NOTED the progress made on food waste collection implementation.

RESOLVED that Authority be granted to the Assistant Director for Regeneration and Property Services to negotiate and finalise the terms of the lease for land identified to operate food waste collections from.

RECOMMENDED that an allocation of additional ongoing revenue of £376,311 for the expansion of the food waste collection service from 2027/28 is considered as part of the Medium-Term Financial Plan, with any decision deferred until the full financial implications are assessed alongside wider funding priorities through the budget process.

24. MEDIUM TERM FINANCIAL PLAN SCENE SETTING REPORT 2027/28

The Financial Services Manager presented the Medium Term Financial Plan (MTFP) Scene Setting Report.

Members were advised that the report represented the first stage in the process of preparing the 2027/28 budget and the Medium Term Financial Plan through to 2030/31. The report set out the proposed timetable, key assumptions and financial issues that would inform the development of future budget proposals.

It was noted that the report had been prepared during a period of significant change. Whilst the Government had provided a three-year financial settlement, uncertainty remained beyond that period. Members also recognised the implications of Local Government Reorganisation (LGR) and the approach of vesting day, which created additional uncertainty for long-term financial planning.

The Financial Services Manager highlighted three key messages arising from the report. Firstly, the Council continued to face a number of significant financial pressures. An initial review of the budget had identified pressures totalling approximately three million pounds. Members were advised that a number of savings and efficiency measures had yet to be delivered and that some one-off savings, including those achieved through vacancy management, had not been incorporated into the Council’s base budget. In addition, projected shortfalls within the Town Hall budget and other emerging pressures indicated that further action would be required to address the funding gap.

Secondly, Members were advised of the need to continue prudent financial planning. The assumptions underpinning the MTFP included provision for a two per cent pay award, annual increases in fees and charges, and Council tax increases in line with Government expectations and referendum limits. Despite these assumptions, the financial settlement did not fully offset rising costs, including pay, contractual commitments and inflationary pressures. The Council would therefore need to continue identifying efficiencies and opportunities to strengthen its long-term financial sustainability.

Thirdly, the report highlighted the uncertainty surrounding future local government funding arrangements as a consequence of LGR. As details continued to emerge, the Council's financial planning would need to take account of the associated risks and uncertainties.

In summary, the Committee noted that the report provided the framework for the development of the 2027/28 budget, set out the principal financial challenges and assumptions facing the Council, and established the timetable through which detailed budget proposals would be brought forward for Member consideration.

The Portfolio Holder for Finance and Governance highlighted the need to address the two point three million pound savings requirement. He stated that the administration would take greater ownership of the budget process moving forward and noted that additional pressures could arise if future pay awards exceeded the contingency included within the financial assumptions. He further commented that local government remained underfunded and advised that he would be working closely with the Director of Finance and the Finance team to identify savings and address emerging budget gaps.

In response to a query regarding the impact of national policy changes and the future of the New Homes Bonus, officers advised that the funding stream had not been confirmed as ending entirely. It was noted that the local government funding landscape remained highly fluid, making it difficult at this stage to identify with certainty which funding streams would continue beyond the current settlement period. Greater clarity was expected as vesting day approached.

RESOLVED that

1) **The budget process outlined in this report be followed for the 2027/28 annual budget and the Medium Term Financial Plan (2027/28 to 2030/31) subject to the impact of Local Government Reorganisation and vesting day on 1 April 2028.**

2) **The current pressures of £2.338m be noted for consideration as part of the budget process for 2027/28.**

25. TREASURY MANAGEMENT OUTTURN REPORT 2025/26

The Portfolio Holder for Finance and Governance presented the Treasury Management Outturn Report for 2025/26.Members were advised that the report presented a positive position and confirmed that the Council had complied with its Treasury Management Strategy. The report also highlighted how the Council had managed treasury activity during a period of global market and economic uncertainty.

Members noted that the Council's investments remained in a positive position and that borrowing was well within approved limits. The Portfolio Holder for Finance and Governance commented that this demonstrated responsible financial management from a treasury perspective.

Officers clarified that the reported borrowing figure of one hundred and sixty million pounds included one hundred and twenty five million pounds relating to previous refinancing of the Housing Revenue Account.

RECOMMENDED that

1) **the Council's Treasury performance for the financial year 25/26 be noted.**

2) **the position in relation to the Council's Prudential indicators be noted.**

26. QUARTER 4 FINANCIAL MONITORING AND OUTTURN REPORT 2025/26

The Financial Services Manager presented the Quarter Four Financial Monitoring and Outturn Report for 2025/26.

The Committee was advised that the report set out the Council's final financial position for 2025/26, including performance against budget, explanations for key variances, and the impact on Council balances, reserves and the capital programme.

It was reported that the Council had closed the financial year with an overspend of £579,000. Members noted that this was significantly lower than some of the service pressures projected during the year. The overspend had been funded from the General Fund balance.

The largest service pressures were within Finance and Customer Services, this was largely as a result of a housing benefit subsidy shortfall of one point two million pounds. Additional budget pressures had arisen from the use of agency staffing and work relating to VAT. Environmental Services had also experienced an overspend, largely due to fleet maintenance costs and bereavement services. Members were informed that many of these pressures were one-off in nature and were not expected to recur. These issues, together with income shortfalls and recruitment challenges, would be reflected in the Medium Term Financial Plan (MTFP) scene-setting report.

The Committee noted that the Council had benefited from positive corporate finance outcomes during the year, including one point six million pounds in Section 31 grant funding and £541,000 of investment income.

Despite the year-end overspend, the Council remained in a relatively stable financial position, with a General Fund balance of £6.79 million. It was highlighted that these balances provided an important degree of financial resilience. Members also noted that the Housing Revenue Account (HRA) position was broadly in line with budget and that the Council continued to invest in its housing stock, energy efficiency measures and the delivery of new homes.

In conclusion, Members noted that while an overspend had been recorded at year-end, the report provided a clear explanation of the underlying pressures and outlined the actions being taken to address them.

The Portfolio Holder for Finance and Governance commented that the Council's financial position had changed since Quarter Four, with overspends now anticipated in relation to both the Innovation Centre and the Town Hall. He advised that work was being undertaken with the Director of Finance to gain a clearer understanding of earmarked reserves and balances, including reviewing projects to ensure that resources were directed towards schemes that were deliverable. Where projects were no longer considered achievable, consideration would be given to reallocating resources accordingly.

RESOLVED that

1) **the updated procurements position set out in Appendix A to the minutes be noted, with any new items over £0.200m to be included on the forward plan.**

RECOMMENDED that

2) **The 2025/26 revenue outturn position is an overspend of £0.579m which will be funded by an allocation from the General Fund Balance.**
3) **The Ward Budget allocation for 2025/26 of £54,000 had approved allocations at £46,900 as at 31 March 2026, resulting in £7,100 which is transferred to General Fund reserves.**
4) **The General Fund Balance of £7.364m (as at 1 April 2025) being reduced to £6.792m as a result of the £0.579m overspend and the £0.007m net transfer from Ward Budget Reserves using the approach previously agreed with members**
5) **The outturn position in respect of the GF Earmarked Reserves is £20.957m and HRA Earmarked Reserves is £9.160m as at 31 March 2026.**
6) **The 2025/26 capital outturn position is £8.154m spend against a total estimated programme of £31.847m. The net balance of £23.693m will be carried forward and included for review within the 2026/27 capital programme.**
7) **HRA net operating expenditure is £0.397m, broadly in line with the revised budget, and is break even after a small variance in planned use of balances at year end. Capital Expenditure is net £1.326m more than budget and the balance be carried forward and included in the 2026/27 HRA capital programme.**

Appendix A - Procurement Pipeline

Executive
Committee

Tuesday, 28th July, 2026

27. OVERVIEW AND SCRUTINY COMMITTEE

Members considered the minutes of the meeting of the Overview and Scrutiny Committee held on 8th June 2026.

RESOLVED that

the minutes of the meeting of the Overview and Scrutiny Committee held on 8th June 2026 be noted.

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

There were no minutes or referrals from the Overview and Scrutiny Committee or any of the Executive Advisory Panels on this occasion, other than those already detailed.

29. MINUTES

RESOLVED that the minutes of the Executive Committee meeting held on 9th June 2026 be approved.

30. TO CONSIDER ANY URGENT BUSINESS, DETAILS OF WHICH HAVE BEEN NOTIFIED TO THE ASSISTANT DIRECTOR OF LEGAL, DEMOCRATIC AND PROCUREMENT SERVICES PRIOR TO THE COMMENCEMENT OF THE MEETING AND WHICH THE CHAIR, BY REASON OF SPECIAL CIRCUMSTANCES, CONSIDERS TO BE OF SO URGENT A NATURE THAT IT CANNOT WAIT UNTIL THE NEXT MEETING

There was no urgent business on this occasion

The Meeting commenced at 6.01 pm
and closed at 7.03 pm

REDDITCH BOROUGH COUNCIL

Executive Tuesday, 8 September 2026

Redditch Town Centre Strategy

Relevant Portfolio Holder		Leader of the Council, Councillor Matthew Dormer
Portfolio Holder Consulted		Yes
Relevant Assistant Director		Assistant Director Regeneration and Property Services
Report Author: Lyndsey Berry	Job Title: Economic Growth Manager – Towns & Centres email: lyndsey.berry@bromsgroveandredditch.gov.uk Tel: 01527 881221	
Wards Affected		(Central Ward);
Ward Councillor(s) consulted		Yes
Relevant Council Priority		Economy, Regeneration & Prosperity;
Non-Key Decision		
If you have any questions about this report, please contact the report author in advance of the meeting.		
This report contains exempt information as defined in Paragraph(s) of Part I of Schedule 12A to the Local Government Act 1972, as amended		

1. **RECOMMENDATIONS**

The Executive Committee is asked to RESOLVE that:-

1) The Redditch Town Centre Strategy and Action Plan attached at Appendix 1, be approved.

2. **BACKGROUND**

2.1 The last comprehensive town centre strategy for Redditch was prepared in 2008. While elements of that strategy have been reviewed and refreshed over time, the scale of change affecting town centres nationally and locally means that a renewed, clear and unified strategic framework is now required. Redditch Town Centre faces a different operating context, shaped by changes in retail, working patterns, visitor behaviour and economic conditions, alongside major recent investment through the Towns Fund and public realm improvements.

2.2 This draft Redditch Town Centre Strategy provides a collaborative, place-based framework to guide decision-making and investment over the coming years. In addition to high level actions, it sets out a shared vision, guiding principles and headline themes that respond to a changing landscape and support flexibility over time. The strategy is intended to be delivered through partnership working, aligning the roles of the Council, the Business Improvement District and wider partner organisations around common aims:

a) strengthening identity, culture and heritage
b) supporting regeneration, business growth and a more diverse economy
c) adapting to changes in retail and the nighttime economy
d) improving public spaces, movement and connectivity
e) encouraging collaboration, participation and community use.

2.3 The development of the Redditch Town Centre Strategy has been informed through a programme of engagement. This included two multi-stakeholder workshops involving a range of partners, organisations and town centre interests, alongside a dedicated focus group session with Heart of Worcestershire (HoW) College students to ensure young people's perspectives were reflected. Consultation is intended to be an ongoing and embedded part of the strategy's lifecycle. This will ensure it remains fit for purpose as conditions change and that stakeholders continue to play an active role in shaping priorities and supporting implementation through collaborative delivery arrangements.

2.4 In advance of the presentation of this report to the Executive Committee, a Town Centre Strategy review meeting and a walkabout of the town centre were undertaken with the Leader of the Council, the senior leadership team and Redditch BID. This provided an opportunity to review progress to date, assess current challenges and reaffirm priorities for the strategy. The discussions highlighted the importance of maintaining a strong operational focus alongside longer-term regeneration ambitions. This recognises that issues affecting businesses and visitors on a day-to-day basis, such as cleanliness, maintenance, safety and the overall quality of the town centre environment, must be addressed if wider improvements and investment are to be successful. The exercise has helped shape and strengthen this strategy particularly in relation to the action plan.

3. OPERATIONAL DETAILS

3.1 The strategy is intended to operate as a collaborative framework, with key actions delivered by a range of partners, including the Business Improvement District and other stakeholders, in accordance with their roles and areas of responsibility.

3.2 To support effective delivery and partnership working, the Council will convene quarterly meetings with key partners to coordinate activity, progress agreed actions and review the ongoing relevance of the strategy.

3.3 The actions within this strategy set out the Council's initial commitments to help deliver the vision for Redditch Town Centre. They focus on areas where the Council can provide leadership, coordinate activity, influence change and directly deliver improvements.

3.4 Successful delivery of the strategy will, however, depend on collaboration with businesses, the BID, landowners, community organisations, cultural partners, Worcestershire County Council and other stakeholders. As partnership arrangements develop, the delivery plan will be expanded to incorporate the commitments, projects and actions of partner organisations, creating a shared programme of activity for the town centre. This approach recognises the Council's role as the driving force behind the strategy while ensuring that long-term success is built on collective action and shared responsibility.

3.5 The initial Year 1 Action Plan is intentionally focused on management, coordination, enforcement, activation and environmental improvement measures that can largely be delivered through existing service provision, partnership working and available resources. This approach will enable early progress and visible improvements within the Town Centre while providing the evidence base for future investment priorities.

3.6 The Action Plan will be reviewed and refreshed annually to respond to changing circumstances, emerging opportunities, funding availability and delivery progress.

4. FINANCIAL IMPLICATIONS

4.1 The Year 1 Action Plan has been developed with a focus on actions that can largely be delivered through existing Council and partner resources, existing service budgets and collaborative working arrangements. Whilst some future actions may require additional funding, capital investment or external grant support, these will be assessed and considered through future annual reviews of the Action Plan and brought forward through the Council's normal decision-making processes where necessary.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising directly from this report. The Framework is a non-statutory document that provides strategic direction.

6. OTHER - IMPLICATIONS

Local Government Reorganisation

6.1 The Redditch Town Centre Strategy has been developed as a flexible and collaborative framework that is intended to remain relevant and deliverable through local government reorganisation and beyond. Rather than relying on a single governance structure, the strategy enables actions to be taken forward by a range of partners, including the Council, the Business Improvement District and other key stakeholders, in line with their respective roles and responsibilities. It is anticipated that, following reorganisation, the successor authority will continue to provide strategic leadership and oversight, working alongside established town centre partners to ensure continuity, coordination and effective delivery of the strategy's shared objectives.

Relevant Council Priority

6.2 The Strategic Framework supports the Council's priority of Economy, Regeneration and Prosperity, as well as key objectives to increase footfall in the town centre and collaborate with partners to secure public and private investment.

6.3 It also complements and supports the work of business associations, community groups, and stakeholders through a coordinated approach to regeneration and town centre management.

Climate Change Implications

6.4 The Redditch Town Centre Strategy supports the Council's climate change objectives by promoting measures that encourage sustainable travel, reduce car dependency and enhance the environmental quality of the town centre. The strategy includes actions to improve walking and cycling connectivity, strengthen public transport access, increase tree planting and urban greening, and support the productive reuse of existing buildings and vacant premises.

6.5 By encouraging a more compact, mixed-use and accessible town centre, the strategy can help reduce transport-related emissions, improve climate resilience and contribute to wider environmental and public health benefits. Future projects arising from the Strategy will be expected to consider climate change impacts and opportunities as part of their development and delivery.

Equalities and Diversity Implications

6.6 An Equality Impact Assessment will be undertaken to support the implementation of the Redditch Town Centre Strategy. The Council will continue to engage with residents, community organisations and groups representing people with protected characteristics to better understand potential impacts, identify barriers to participation and inform delivery. Equality considerations will be embedded throughout future action plans and projects, with appropriate mitigation measures developed where any adverse impacts are identified.

Community Impact Implications

6.7 The Redditch Town Centre Strategy is intended to have a positive impact on community safety, health and wellbeing. A key objective of the strategy is to create a town centre that is welcoming, safe, inclusive and attractive for residents, businesses and visitors. Actions including improvements to street lighting, enhanced wayfinding, public realm investment, town centre ambassador/warden provision and support for a safe evening economy are intended to improve perceptions of safety and encourage greater use of the town centre. The strategy also promotes partnership working between the Council, Redditch BID, businesses, community organisations and other stakeholders to help address ongoing town centre management issues and support community cohesion.

6.8 The strategy is also expected to support health and wellbeing outcomes by encouraging increased walking and active travel, improving the quality and accessibility of public spaces, introducing additional greening and landscaping, and supporting opportunities for social interaction through events, cultural activities and community-led initiatives. Measures to increase activity within the town centre, including support for community venues, youth engagement and meanwhile uses of vacant premises, will contribute towards reducing social isolation and promoting a more vibrant and inclusive town centre environment.

7. RISK MANAGEMENT

7.1 Project/Action specific risks will be managed through the action planning process and overseen by the Centres Manager in collaboration with the Assistant Director of Property and Regeneration.

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8. **APPENDICES and BACKGROUND PAPERS**

8.1 Appendix 1 – Redditch Town Centre Strategy & Action Plan

REDDITCH BOROUGH COUNCIL

Executive **Tuesday, 8 September 2026**

9. REPORT SIGN OFF

Department	**Name and Job Title**	**Date**
Portfolio Holder	Cllr Matt Dormer	10/08/26
Lead Director / Assistant Director	Rachel Egan Assistant Director Property and Regeneration	11/08/26
Financial Services	Paul Earley Interim Finance Manager	12/08/26
Legal Services	Nicola Cummings, Principal Solicitor – Governance	12/08/26
Policy Team (if equalities implications apply)	Helen Mole Policy Manager	17/08/26
Climate Change Team (if climate change implications apply)	Matthew Eccles Climate Change Manager	12/08/26
Community Safety	Bev Houghton	12/08/26

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Appendix 1

Redditch Town Centre Strategy

Foreword

Redditch Town Centre matters. It is the heart of our borough: a place where people shop, work, meet friends, enjoy events, visit local businesses and access essential services. From the Kingfisher Centre and High Street to Church Green and our public spaces, the town centre plays an important role in the everyday life of our community.

Like town centres across the country, Redditch has faced significant challenges in recent years. Changing shopping habits, economic pressures and evolving patterns of work and leisure mean that town centres must continually adapt. However, we should be equally clear about the opportunities ahead. Redditch has many strengths: a strong community spirit, successful businesses, excellent transport connections, valued heritage, active community organisations and a town centre that remains central to the life of the borough.

I am ambitious for Redditch and for the future of our town centre. My ambition is simple: a town centre that people are proud of, where businesses want to invest and grow, and where residents and visitors feel welcome, safe and inspired to spend time. Achieving that ambition requires us to build on the strengths we already have while being prepared to address the challenges that hold us back.

This strategy is not about change for change's sake. It is about supporting the people, businesses and organisations that already make Redditch special, while creating the conditions for new investment, new opportunities and new ideas to flourish. It recognises that successful town centres need more than shops alone. They need culture, leisure, events, attractive public spaces, thriving businesses and a sense of identity that encourages people to spend time there.

Since becoming Leader, I have met with businesses, partners and stakeholders and undertaken a town centre walkabout with officers and the Business Improvement District (BID) Manager to understand both the opportunities and the day-to-day issues affecting the town centre. Those discussions reinforced the importance of balancing longer-term regeneration ambitions with practical action on the ground. We must address the issues that affect businesses, visitors and residents today if we are to create the confidence needed for future growth and investment.

The Council has a key leadership role to play, but we cannot deliver this vision alone. The future success of Redditch Town Centre will depend on continued collaboration between the Council, the BID, businesses, landowners, community organisations and local residents. By working together, we can build on what makes Redditch distinctive and create a town centre that is more welcoming, vibrant and resilient for the future.

This strategy provides a clear direction, but it must also lead to action. I look forward to working with our partners and communities to turn these ambitions into positive change and ensure Redditch Town Centre continues to be a place that serves and reflects the people of our borough.

I would like to thank everyone who has contributed their time, insight and ideas in helping shape this strategy. Your commitment and passion for Redditch have been invaluable, and I look forward to working together to deliver its future.

Cllr Matthew Dormer
Leader of Redditch Borough Council

Appendix 1

1. Introduction

Redditch Town Centre is the borough's principal destination for shopping, leisure, culture, services and community life. Developed as part of the New Town programme in the 1960s, it brings together retail, hospitality, public spaces, cultural venues, transport connections and civic functions in a highly accessible location. At its heart sits the Kingfisher Centre, one of the country's earliest purpose-built indoor shopping centres, which remains a vital economic anchor, visitor destination and defining feature of the town centre.

The Kingfisher Centre represents one of Redditch Town Centre's greatest assets and provides a significant opportunity for collaborative growth and investment. Strong relationships are already being developed between partners, creating the foundation for closer joint working that benefits the town centre. By strengthening these partnerships, there is an opportunity to better connect activity inside and outside the centre, encouraging visitors to explore the wider town centre while also drawing more people into the Kingfisher. Together, both destinations can complement and reinforce one another, creating a stronger overall visitor offer, increasing dwell time, supporting businesses and driving footfall across the town centre.

Like town centres across the UK, Redditch is adapting to changing patterns of retail, leisure and consumer behaviour. Online shopping and a reduction in traditional high street retail mean that successful town centres must increasingly offer experiences, culture, hospitality, events and opportunities for social interaction alongside shopping. While some areas are quieter than they once were and parts of the town centre are underutilised, Redditch has strong foundations on which to build.

Excellent bus and rail connectivity, proximity to key employment areas, an established retail offer, and anchor destinations such as the Kingfisher Centre provide a strong platform for future growth. Recent public realm improvements have enhanced accessibility and the visitor experience, while an expanding programme of events and activities continues to bring communities together and attract visitors into the town centre.

This strategy sets a direction for a town centre where people choose to spend time, not simply pass through; a place that supports business growth, cultural activity and a vibrant day-to-evening economy. It provides a long-term framework to guide decision-making, investment and collaborative partnership working to 2035 and beyond, establishing a shared vision, guiding principles and priorities for action.

2. Vision and Outcomes

Redditch Town Centre will be a welcoming and vibrant place that reflects and embraces the diverse heritage, people and communities at the heart of the town. We will celebrate all that makes Redditch special and create a centre that is easy to use, safe, inclusive and enjoyable for everyone — including young people, residents, businesses and visitors.

Appendix 1

Over the next decade, the town centre will be a place where people feel welcome and valued, where opportunities can grow, and where local culture is supported. By working with local people, businesses and partners, we will help create new ideas and opportunities that reflect the community spirit, ambition and pride of those who call Redditch home.

By 2035 we will:

- Strengthen the Town Centre's identity, culture and heritage so it is visible in everyday experience.
- Grow a safe and welcoming evening economy, increasing activity and improving perceptions of the town centre after dark.
- Support a more diverse economy, including creative industries, independent businesses and flexible workspace.
- Improve public spaces, gateways and routes through the town centre, making it easier and more enjoyable to visit and explore.
- Embed collaboration in day-to-day delivery, so partners, communities and businesses have a clear role in shaping activity and making change happen.

Role of the Town Centre:

- The civic, cultural and social heart of the borough
- A mixed-use destination for community life, culture, events, enterprise, learning and living
- A welcoming destination with clear routes, good signage and strong connections between the train station, transport hubs, key destinations and public spaces across the town centre.
- The Town Centre will continue to evolve, supporting mixed uses and more activity through the day and evening as patterns of living, working and spending time change.

3. Guiding Principles

The following principles provide a consistent basis for delivery. They help partners make choices that align with the vision, while leaving room to respond to opportunities and changing needs:

Collaboration first
Improving the Town Centre is a shared endeavour. Progress relies on partnership between public, private and community interests, rather than action by any single organisation.

Community-centred
Day-to-day experience matters. Decisions should be informed by how people actually use and experience the Town Centre.

Inclusive
The Town Centre should be welcoming, accessible and reflective of all communities, backgrounds and ages.

Flexible and adaptive
The strategy must be able to respond to change—whether economic, social or environmental—without losing its overall direction.

Incremental
Long-term improvement will come through cumulative action over time, not just large-scale schemes.

Identity-led
Change should strengthen confidence, pride and distinctiveness, building on what makes Redditch recognisable and valued.

These principles provide a consistent basis for assessing future proposals, projects and partnerships, helping ensure that change in the Town Centre is coherent, purposeful and aligned with the wider vision.

4. Baseline: strengths, weaknesses, opportunities and challenges

Strengths

- Strong community identity and growing appetite for collaboration.
- The Kingfisher Centre, a major regional asset and economic anchor, attracting significant footfall and providing opportunities for joint promotion, events and visitor circulation across the wider town centre.
- Established and growing partnership with the Kingfisher Centre, creating opportunities to align activities, increase dwell time and encourage movement between indoor and outdoor town centre destinations.
- Distinctive heritage and cultural assets such as the Jon Bonham statue.
- Central location with good regional transport accessibility.
- Established retail core, market presence and mix of national and local businesses.
- Active Business Improvement District (BID) and engaged stakeholders.
- Recent public realm improvements that provide a stronger foundation for future investment and placemaking initiatives.

Weaknesses

- Fragmented Town Centre layout and wayfinding challenges
- Perceptions of safety, cleanliness and evening activity

- The layout of the town centre can limit visibility and connections between key destinations, reducing awareness and footfall in areas such as Church Green and the wider High Street.
- Underused spaces
- Heritage and cultural assets are under-utilised in the everyday Town Centre experience

Opportunities

- Repositioning the Town Centre as a cultural and social destination
- Growth of independents, markets, pop-ups and experiential uses
- Increased cultural programming, events and trails
- Improved public realm, greening and gateways
- Stronger partnership working and community-led activity

Challenges

- Ongoing retail change and market uncertainty
- Public sector funding constraints
- Managing perceptions
- Ensuring inclusive engagement across diverse communities
- Aligning multiple stakeholders with different priorities and timescales

5. Strategic aims and key actions

The strategy is organised around five priority themes. Each theme includes high-level actions, designed to stay relevant as investment, partners and opportunities change.

This approach recognises that delivery will be shared across many organisations, while ensuring that different projects and activities work together towards the same outcomes.

The Strategic Aims that follow focus on:

- strengthening identity, culture and heritage
- supporting regeneration, business growth and a more diverse economy
- adapting to changes in retail and the night-time economy
- improving public spaces, movement and connectivity
- encouraging collaboration, participation and community use

Together, these aims reflect a shift away from a Town Centre defined primarily by retail, towards one that is more mixed, experience-led and people-focused.

Identity, Culture & Heritage

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Aim: Celebrate Redditch’s character by making culture and heritage visible, active and easy to discover.

- Develop and promote a stronger town centre identity that celebrates Redditch's heritage, culture and distinctive character.
- Explore opportunities to introduce new public art and flexible heritage displays that celebrate the town’s distinctive identity
- Update existing heritage studies and use them to shape projects, trails and interpretation.
- Improve shopfronts on key streets to reinforce character and quality of the Conservation Area
- Use our international twinning to broaden cultural activity and community participation.

Regeneration & Business Growth

Aim: Attract investment, support local enterprise and deliver regeneration that strengthens the Town Centre economy.

- Cultural quarter – define a creative/cultural quarter concept to attract footfall, grow creative industries and reinforce identity.
- Develop a proactive approach to vacant premises, including engagement with property owners, the promotion of available opportunities and the exploration of High Street Rental Auction powers where appropriate.
- Innovation centre – create a focal point for the local innovation ecosystem and a base for business support and collaboration on the old police station site.
- Business support and funding – target grants and advice, strengthen networks and grow peer-to-peer support.

Retail, Markets & Night-Time Economy

Aim: Strengthen the retail and market offer and grow a safe, welcoming evening economy that increases footfall and dwell time year-round.

- Animate vacant space with pop-ups, street theatre and street-food activity to increase dwell time.
- Run a coordinated Town Centre marketing and events programme (markets, festivals and campaigns) to build a consistent year-round offer.
- Host periodic business support events for retail, hospitality and service businesses.
- Commission murals and public art to improve visual appeal and showcase local creativity.

- Promote Redditch Town Centre as a destination for investment, business growth, retail, leisure and development opportunities through coordinated marketing and promotional activity.

Public Realm, Placemaking & Environment

Aim: Create high-quality, green and accessible public spaces that encourage people to dwell, explore and feel safe.

- Improve pedestrian movement from the train station to Unicorn Hill, prioritising direct, attractive routes.
- Improve street lighting in key locations to support safety and evening use.
- Explore the introduction of a Town Centre ambassador or warden scheme to provide a visible, welcoming presence, support visitors and help address day-to-day issues in the town centre.
- Increase tree planting and greening to improve comfort, environmental quality and character.
- Develop a Canopies Area improvement and activation programme

Transport, Connectivity & Movement

Aim: Make it easier to get into, through and around the Town Centre by improving connections and supporting safe, sustainable travel.

- Work with transport providers and Worcestershire County Council to improve evening transport options, including bus services and demand-responsive transport, to support access to the town centre.
- Improve wayfinding across the centre, including underpasses and key approach routes.
- Provide visitor information at or near the train station.
- Align any movement/active travel app with the Local Cycling and Walking Infrastructure Plan (LCWIP).
- Ensure adequate safe, secure cycle parking in priority locations.
- Test taxi marshal provision during peak evening periods to support safety and accessibility.

Community, Collaboration & Participation

Aim: Enable communities, partners and businesses to work together to help shape and bring the Town Centre to life.

- Support ‘third spaces’ (cafés, clubs, pubs and community venues) that help people meet, connect and spend time in the centre.

- Support delivery of St Stephen’s Church youth-focused provision such as the Lightbox.
- Expand the Redditch arts and culture programme to increase participation and visibility in the town centre.
- Use meanwhile uses to bring vacant spaces into temporary use for community and cultural activity.
- Use Mercian Square as a platform for community-led events and activity.
- Establish a young people’s focus group to inform Town Centre activity and shape the delivery and development of the strategy.
- Develop an understanding of existing groups and organisations and explore ways to strengthen coordination and collaboration over time.
- Work with the statutory Community Safety Partnership (CSP), West Mercia Police, businesses and community organisations to support initiatives that improve perceptions of safety, reduce anti-social behaviour and create a welcoming town centre environment.

6. Delivery, governance and monitoring

Governance

- The Council will provide strategic leadership and coordinate delivery with partners.
- Delivery will involve the BID, businesses, landowners, community and cultural partners, the Community Safety Partnership and other stakeholders.

Delivery plan

- Alongside longer-term regeneration initiatives, partners will prioritise the day-to-day management and quality of the Town Centre environment. This will include public realm maintenance, cleanliness, landscaping, enforcement activity, shopfront quality, vacancy reduction and measures to improve the overall visitor experience. These actions will form part of the annual Town Centre Action Plan and be reviewed regularly through partnership governance arrangements.
- Quarterly partnership meetings will coordinate activity, review progress and respond to emerging issues.
- A delivery plan will sit beneath this strategy, setting out actions, lead partners, timescales and resources.
- The annual action plan will include both strategic regeneration projects and operational management priorities.
- Key Performance Indicators (KPIs) will track progress and support accountability.

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Monitoring and review

- Progress will be reviewed regularly through partnership governance arrangement.
- An annual Town Centre health check will track economic, social and environmental indicators.
- The strategy will be kept current by updating actions as circumstances change while maintaining the long-term vision and direction.

Appendix 1

Redditch Town Centre Action Plan – Year 1 September 2026-August 2027			
Strategic Aim / Action	**Lead**	**Delivery Timescale**	**Success Measure**
Transform Public Spaces and Connectivity within the Town Centre and Celebrate its Unique Identity			
Undertake a comprehensive Town Centre Public Realm & Landscaping Review covering paving, planting, lighting, street furniture and public spaces	RBC	September - February	Review completed and action schedule agreed
Audit all street furniture, signage, bollards, bins and wayfinding to establish a coordinated Town Centre design approach	RBC	September - February	Audit completed
Remove redundant, damaged or unnecessary signage and identify replacement requirements	RBC	December - August	Number of improvements delivered
Prepare and implement a Canopies Area Improvement Action Plan, including activation, maintenance, events and marketing activity	RBC	December - August	Action Plan completed and initial improvements delivered
Deliver initial greening and seasonal planting programme	RBC	December - August	Number of planting schemes delivered
Audit unauthorised shopfront alterations and advertisements and establish an enforcement programme	RBC	December-February	Audit completed
Enhance Town Centre Links and Visitor Access			
Improve visitor information and wayfinding between the railway station and town centre	RBC / WCC	March - August	Initial improvements delivered
Build a Safe and Inclusive Town Centre Community			

Appendix 1

Redditch Town Centre Action Plan – Year 1 September 2026-August 2027			
Strategic Aim / Action	**Lead**	**Delivery Timescale**	**Success Measure**
Develop a Town Centre maintenance and cleanliness improvement programme	RBC	January	Programme adopted
Review cleanliness, waste storage and servicing arrangements in key areas including William Street and Threadneedle House	RBC	September - February	Improvement actions agreed
Undertake targeted enforcement activity relating to waste management and commercial bin compliance	RBC	September - August (ongoing)	Number of issues resolved
Establish Young People's Town Centre Forum	RBC	Ongoing	Forum established
Pilot Town Centre Ambassador / Warden Scheme	RBC / BID	March - August	Pilot completed
Complete community stakeholder mapping exercise	RBC	October	Database established
Cultivate a Thriving Local Business Ecosystem			
Identify eligible long-term vacant units and explore use of High Street Rental Auction (HSRA) powers	RBC	December - May	Eligible properties identified
Prepare implementation process for High Street Rental Auctions where appropriate	RBC	March - August	Process approved
Launch vacant shop pop-up programme	RBC / BID	September - August (ongoing)	Number of units activated
Produce a Town Centre Inward Investment Prospectus	RBC	June - August	Prospectus launched
Create a Buzz and Attract More Visitors			

Appendix 1

Redditch Town Centre Action Plan – Year 1 September 2026-August 2027			
Strategic Aim / Action	**Lead**	**Delivery Timescale**	**Success Measure**
Deliver a coordinated annual events programme	RBC / BID	September - August (ongoing)	Event attendance

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REDDITCH BOROUGH COUNCIL

Executive Tuesday, 8 September 2026

Housing Decant Policy

Relevant Portfolio Holder		Cllr Ashley Monk
Portfolio Holder Consulted		Yes
Relevant Assistant Director		Assistant Director Community and Housing Services
Report Author: Jon Elger	Job Title: Housing Service Manager Contact email: jon.elger@bromsgroveandredditch.gov.uk Tel: 01527 64252 ext 3272	
Wards Affected		All Wards
Ward Councillor(s) consulted		N/A
Relevant Council Priority		Community & Housing;
Non-Key Decision		
If you have any questions about this report, please contact the report author in advance of the meeting.		

1. **RECOMMENDATIONS**

The Executive Committee is asked to RESOLVE that:-

1) **The Housing Decant Policy be approved.**

2) **Authority be delegated to the Assistant Director of Community and Housing Services and Assistant Director of Environmental and Housing Property, following consultation with the Portfolio Holder for Housing, to agree any revisions to the Housing Policies following the consultation and in line with any legislative or government guidance updates**.

2. **BACKGROUND**

2.1 The purpose of the policy is to set out the assistance available when it is necessary to move residents from their existing home into temporary or permanent alternative accommodation in an emergency, or to facilitate major repairs or modernisation, regeneration or redevelopment works where the property is to be demolished. This process is referred to as decanting.

3. OPERATIONAL ISSUES

3.1 The policy outlines arrangements for the rehousing and financial compensation of residents in line with the Council's allocation policy and legal requirements to deliver vacant possession of affected properties and ensure effective use of resources.

3.2 The Council recognises the significant impact any such move may have on residents' lives, especially when the move is not through choice. This policy aims to provide residents with a clear understanding of the general approach to be adopted; provide an efficient and fair process for managing decants, set out the level of compensation (if any) that might be offered, explain the types of practical guidance and support the Council can provide to those affected; and to provide a clear approach to managing the decant proceedings.

3.3 The Policy gives residents an understanding of the steps the Council will take to deliver vacant possession of properties where needed and secure for residents an alternative home where the Council has an obligation to do so.

3.4 The Policy:

- Explains the circumstances in which a tenant will be required to move,
- Ensures disturbance and home loss payments are made consistently and fairly,
- Explains what levels of compensation and practical help might be offered,
- Sets out criteria for allocating vacancies to households who are required to move,
- Will help minimise disruption to households affected,
- Protects the authority's most vulnerable residents,
- Clarifies the Council's decision-making processes.

3.5 All Decants that take place are manged and recorded in the Council's CX database. No new or enhanced IT software or hardware are required to deliver this Policy.

4. FINANCIAL IMPLICATIONS

4.1 Potential financial implications are specific to the following set out below:

- Reduction in costs in the use of Bed and Breakfast accommodation by making units of the Council's housing stock available for decants.
- Loss of rent where no rent is charged in properties that residents are decanted into.
- Home Loss payments to the prescribed amount as set out in housing legislation.
- Disturbance payments to the prescribed amount as set out in housing legislation.
- Sundry costs and expenses as set out in the policy and at the discretion of the Council

These costs will be met from the Housing Revenue Account.

5. LEGAL IMPLICATIONS

5.1 The Council is duly obliged to adhere to legislation current at the time of the temporary or permanent decant taking place. Specific legislation regarding decants is as follows:

- Tenants- The Council has a legal obligation under Section 105 of the Housing Act 1985 to consult with tenants when they are substantially affected by a matter of housing management. This includes the decommissioning of Council housing stock. The Council must consider the views tenants provide before making any decisions on those proposals.

- Tenants- Home Loss Payment- These payments are statutory fixed payments, made under Sections 29-33 of the Land Compensation Act 1973, paid in recognition of personal upset and distress caused by displacement.

- Tenants- Home Loss payments. The amount of compensation available under a home loss payment is determined by Government regulations as set out in The Home Loss Payments (Prescribed Amounts) (England) Regulations 2020.

- Leaseholders- In the case the Council may need to use compulsory purchase powers to acquire the lease, the rights of the leaseholder to compensation and rehousing will be determined by the terms of their lease, relevant legislation, and the Housing Allocations Policy. A duty to secure suitable alternative accommodation may arise under section 39 of the Land Compensation Act 1973 in certain cases where displacement is permanent and, where compulsory purchase is used, the leaseholder may fall into Band 2 (when displacement is 6-12 months away) or Band 1 (when displacement is less than 6 months away) of the Allocations Policy.

- Leaseholders- Where a property is owned by a leaseholder and is due to be demolished, the Leaseholder is entitled to 10% of the market value of their interest, subject to a maximum and minimum (in accordance with section 30 of Land Compensation Act 1973 and the Home Loss Payments (Prescribed Amounts) Regulations 2021).

6. OTHER - IMPLICATIONS

Local Government Reorganisation

6.1 This Policy is not impacted by local government reorganisation.

Relevant Council Priority

6.2 The policy supports the Council’s Community and Housing Priority. Current or future decisions by the Council to demolish, refurbish or redesign aspects of their housing portfolio will be in a stronger position with this Policy in place, as it sets out the terms of all aspects of process and compensation in that eventuality.

Climate Change Implications

6.3 No direct climate change implications have been identified. However, decants are commonly associated with refurbishment, redevelopment and demolition projects which may present both carbon reduction opportunities and environmental impacts. Future projects requiring decants should consider energy efficiency, embodied carbon, climate resilience and transport impacts through project-specific decision-making processes.

Equalities and Diversity Implications

6.4 An Equalities Impact Assessment of this Policy has been undertaken and is attached in Appendix 2.

Community Impact

6.5 In the case of emergency short term decants there are no direct community safety implications. There will be health and safety and wellbeing issues linked to the decant of the specific home, as the remedial works would be undertaken because the home is unsafe or uninhabitable until the works are completed.

6.6 In the case of large-scale demolition or refurbishments there may be issues of community safety with regards to fenced off building sites being accessed and crime taking place in empty homes prior to demolition or refurbishment. Mitigating these risks would be considered and dealt with as appropriate to the nature and extent of the works, or demolition taking place.

7. RISK MANAGEMENT

7.1 This Policy aims to reduce reputational risk and legal challenge by clearly setting out expectations to those effected and stating the Council's legal obligations clearly.

8. APPENDICES and BACKGROUND PAPERS

- Appendix 1- The Decant Policy
- Appendix 2- The Equalities Impact Assessment for the Decant Policy

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Councillor Ashley Monk - Portfolio Holder for Housing	13/08/26
Lead Director / Assistant Director	Judith Willis- Assistant Director of Community & Housing	03/08/26
Financial Services	Assistant Director of Finance and Customer Services	03/08/26
Legal Services	Assistant Director Legal and Procurement Services	05/08/26
Policy Team (if equalities implications apply)	Equalities Team	29/07/26

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Redditch Borough Council

Working together for our communities

Decant Policy

Created By	Claire Jones & Jon Elger			
Date Approved				
Date Published				
Maintained By	Claire Jones & Jon Elger			
Review Date	September 2028			
Version Number	**Modified By**	**Modifications Made**	**Date Modified**	**Status**
1				

CONTENTS **PAGE**

1. Introduction

1.1. The purpose of the policy is to set out the assistance available to move residents from their existing home into temporary or permanent alternative accommodation either in an emergency; to facilitate major repairs or modernisation; or in the case of regeneration or redevelopment works where the property is to be demolished or significantly reconfigured. This process is referred to as decanting.

1.2. The policy outlines arrangements for the rehousing and financial compensation of residents in line with the Council’s Allocation Policy and national legal compliance, to deliver vacant possession of affected properties and ensure effective use of our housing portfolio.

1.3. The Council recognises the significant impact any such move may have on residents' lives, especially where the move is not through choice.

1.4. This policy aims to provide residents with a clear understanding of the general approach to be adopted; provide an efficient and fair process for managing decants; set out the level of compensation (if any) that might be offered; explain the types of practical guidance and support the Council can provide to those affected; and to provide a clear approach to managing decant proceedings.

1.5 The Policy gives residents an understanding of the steps the Council will take to deliver vacant possession of properties when required; and how the Council will ensure alternative suitable homes when the Council has an obligation to do so.

2. Aims and Objectives

- Explain the circumstances in which a tenant will be required to move,
- Ensure disturbance and home loss payments are made consistently and Fairly,
- Explain what levels of compensation and practical help might be offered,
- Set out criteria for allocating vacancies to households who are required to move,
- Minimise disruption to households affected,
- Protect our most vulnerable residents,
- Clarify decision making processes.

3. To Whom the Policy Applies

3.1 This Policy applies to Council tenants and leaseholders who are required by the Council to move home so that major works or redevelopment can take place to their current home.

3.2 This policy does not apply to homeless applicants who have been accommodated temporarily under a duty arising from Part VII, Housing Act 1996 (as amended), or to any other form of Council licensee. Nor does it apply to people occupying properties as trespassers or otherwise unlawfully occupying a Council home.

3.3 This policy also applies to leaseholders whose homes are being purchased voluntarily, or by compulsory purchase by the Council to progress a regeneration or development project.

3.4 Tenants will be eligible for rehousing if the property being demolished is occupied as their only or principal home at the time of the Council's decision to take forward the regeneration project/scheme, and they are still residing at the property as their principal home at the time of rehousing. Any concerns about whether a tenant is living at a property as their only principal home will be verified by relevant investigations undertaken by the Council.

3.5 Council tenants are not eligible for assistance under this policy and will not be rehoused if the Council obtains an outright possession order against them, which has been issued by a court, for a breach of their tenancy (for example, anti-social behaviour), or if the tenant is found guilty of tenancy related fraud, unless the Council has determined there are exceptional circumstances. This does not apply to orders granted by the court which are suspended on certain terms (for example rent arrears with a payment plan or anti-social behaviour orders with conditions of behaviour or adjourned possession proceedings).

4. Temporary and Emergency Decants

4.1. Council tenants who are required to move due to repairs or refurbishment will be offered a temporary move in most cases and will usually be required to move back once the work is completed. They will sign a decant licence agreeing to return.

4.2. A permanent decant may be considered in exceptional circumstances in accordance with the Allocations Policy.

4.3. Where a Council tenant must vacate their property in the event of an emergency Council officers will help the tenant liaise with their family and friends or assist with making the necessary temporary or permanent rehousing arrangements.

4.4. For short periods, in an emergency, the Council may provide bed and breakfast/ hotel accommodation.

4.5. When reasonably possible tenants will be offered the size and type of property which they would be eligible for under the Allocations Policy. Consideration will be given to offering a property which is larger or smaller than required. Consideration will also be given to offering bungalows which are usually restricted to older or disabled applicants.

4.6. If tenants are offered a property on a temporary basis, they will be offered a decant licence and their original tenancy will continue. They will continue to pay rent on their original property, and no rent will be payable on the temporary accommodation.

4.7. We will only make one offer of temporary accommodation, and in making this we will consider the following:

- Number / age of household members registered to live in the household,
- Proximity of accommodation to the permanent home,
- Length of the proposed move,
- Medical needs of the household,
- Aids and adaptations in line with existing fixtures at permanent home,
- Cooking facilities / food provision,
- Place of work / school,
- Pets that are required as an aid to customers with a visual, aural, or sensory impairment, or any other disability.

4.10. If the offer for alternative accommodation is refused another booking will not be made and the tenant will be expected to arrange their own accommodation.

4.11. If access is not granted we may consider taking legal action to gain access to complete works, if the works in question are an immediate risk to public safety.

4.12. We may not always be able to meet all tenant needs due to availability of accommodation and as such, we expect tenants to be reasonable in their expectations.

4.13. We do not generally include pets as members of a household, and we cannot guarantee that any temporary accommodation offered will allow them. We will try and source accommodation for pets but, if this is not possible, we may look to cover the reasonable cost of rehoming the pets for the duration of the move.

4.14. Tenants moving into any property which is not hotel accommodation, will be required to sign a decant licence before doing so.

4.15. Summary of Assistance:

Temporary accommodation costs	The Council is responsible for paying these
Rent	The Tenant is responsible for paying the rent and any other charges on their own home when in temporary accommodation.
Council Tax	The Tenant is responsible for paying the Council Tax on the temporary accommodation but they are not obliged to pay council tax on their substantive tenancy.
Utilities	The Tenant is responsible for paying utility bills in the temporary accommodation, but they are not obliged to pay utility bills in their substantive tenancy. Meter readings will be taken when the reactive or planned move starts and ends, and we will reimburse usage.
Broadband/WiFi	The Tenant is responsible for moving their Wi-Fi to the temporary accommodation. Should any additional costs be incurred for moving the WIFI then the costs will be reimbursed to the tenant.

Contents Insurance	The tenant is responsible for paying this for their own home and any temporary accommodation if necessary.
Meals & Laundry	Where possible, temporary accommodation offered will have cooking facilities and, in such cases, we will not pay for food, meals or laundry. If the temporary accommodation does not have cooking and laundry facilities, compensation will be granted in accordance with The Housing Compensation Policy.
Other	At our discretion, we may, where necessary, pay the cost of: • Carpeting a decant property • Removals and/or storage of furniture • Disconnection and reconnection of utility supplies and the redirection of post Reimbursement will only be made where receipts are provided. Alternatively, we may arrange to pay the supplier directly.
Ad Hoc expenses	We will not pay for any other expenses that have not previously been agreed by us. Tenants wishing to claim for any other expenses must first discuss them with us and obtain our written agreement. Reimbursement of any such expenses will only be made where receipts are provided.

4.16 If during a move a tenant believes items have been damaged by us, they must advise us (including providing photographs) within 72 hours of the move ending.

4.17 Temporary accommodation is only for the use of the tenant and household members that we are aware of and have agreed to move.

4.18 The provision of temporary accommodation will be cancelled, and tenants and household members required to leave, if any of them acts in a way that breaches the rules of the establishment, or the behaviour could be considered a breach of tenancy if they were in their own home. Further temporary accommodation will not be offered, and we reserve the right to recover any costs that we have incurred because of the breaches.

4.19 Tenants will be liable for any damage caused deliberately or negligently by a member of their household or a visitor to any temporary accommodation and any associated costs will be recovered from the tenant through our recharge process.

5. Longer term or Permanent Decants

5.1. This section applies to Council tenants where the Council intends to redevelop or refurbish properties themselves or undertake major repairs.

5.2. There is no statutory right to return to a site that has been redeveloped, but the Council will offer this option to affected tenants whenever it is reasonable to do so. Tenants will be given priority for allocations in line with our Allocations Policy. The Council cannot guarantee that all tenants expressing a preference to return will be able to do so.

5.3. Where a tenant is allowed the option of returning to a redeveloped site, they do not have the right to move back to the exact home/plot from which they were decanted.

5.5. Where the Council intends to demolish then sell, or to simply sell the site for redevelopment, it cannot offer the right to move back. This will result in a permanent decant.

5.6. The order in which tenants will be decanted and the properties offered will depend upon:

- The schedule of demolition and building work,
- The condition of the existing accommodation,
- The needs of the tenant and their household,
- The ability of the tenant to move elsewhere e.g. access to transport,
- The length of tenancy,
- The vacancies which become available.

5.7. The decision as to which tenants are offered which properties (for permanent decants) will be made in accordance with the Council’s Allocations Policy. Households’ circumstances will be assessed accordingly.

5.8. Once a decision to demolish or regenerate an area has been taken by Cabinet, consideration will be given to the processes used to gain possession of the properties concerned. The first option will be to come to a voluntary agreement with the tenants concerned. Otherwise, the Council will need to gain possession orders in the County Court (under relevant grounds within the Housing Acts).

5.9. Tenants who move to a different property on a permanent basis will be required to pay the rent of the new property (not their original rent) and adhere to the tenancy conditions of the new property.

6. Decanting leaseholders

6.1 The Council will consult its leaseholders about any major works/demolition prior to any discussions around possible decanting. If such a situation arises, the Council will consult Leaseholders at the earliest opportunity and strive to agree an equitable solution voluntarily.

6.2 If agreement is not possible, the Council may have a right to decant a leaseholder to enable major works to be carried out under the terms of their individual lease.

6.3 Where the decant will be temporary, the Council will consider offering the leaseholder temporary accommodation on the same terms as it would one of its tenants. However, dependant on the terms of the lease, the Council may charge the full or partial cost of the temporary decant to the leaseholder in accordance with the Recharge Policy.

6.4 In other cases, the Council may need to use compulsory purchase powers to acquire the lease. In these scenarios, the rights of the leaseholder to compensation and rehousing will be determined by the terms of their lease, relevant legislation, and the Housing Allocations Policy. Information about compensation is given in section 17 below. A duty to secure suitable alternative accommodation may arise under section 39 of the Land Compensation Act 1973 in certain cases where displacement is permanent and, where compulsory purchase is used, the leaseholder may fall into Band 2 (when displacement is 6-12 months away) or Band 1 (when displacement is less than 6 months away) of the Allocations Policy.

6.5 The options will have to be determined on a case-by-case basis. Ultimately if the Council's ability to discharge its repair and maintenance responsibilities (likely to include major works to the structure of the building) were hindered by a leaseholder, the Council would be compelled to take legal advice.

6.6 Where a property is owned by a leaseholder and is due to be demolished, the Leaseholder is entitled to 10% of the market value of their interest, subject to a maximum and minimum (in accordance with section 30 of Land Compensation Act1973 and the Home Loss Payments (Prescribed Amounts) Regulations 2021).

6.7 If the Leaseholder does not accept the valuation agreed between their valuer and or the Councils valuer, they will be deemed to have rejected the Council's offer to buy by agreement. The Council will apply for a Compulsory Purchase Order to be made.

7. Decanting occupants who are not Council tenants or leaseholders

7.1 The Council has no automatic right or responsibility to decant occupants who are not the tenant or leaseholder of the Council. If such a situation arises, the Council will consult at the earliest opportunity and strive to agree an equitable solution voluntarily. If the occupants are tenants of a Council leaseholder, then the Council will negotiate directly with the leaseholder.

7.2 Where a repair to a Council property requires the temporary relocation of a neighbouring non-Council household, the Council will discuss and negotiate the terms of this with the neighbour.

8. Decanting tenants who have breached their tenancy

8.1 The Council will not refuse to decant a tenant due to rent arrears, other debt or Anti- Social Behaviour. However, any housing related debt owing can be deducted from home loss payments if these are applicable. If a tenant has rent arrears with a suspended possession order, they will be expected to pay rent in accordance with the terms of the Court Order. The Council will not decant tenants who have a Court Order for outright possession.

9. Applying for rehousing

9.1 Everyone due to be rehoused under this Policy must provide adequate information for officers to determine their priority in accordance with the Council's Allocation Policy, by completing a housing application form. All households to be rehoused under this policy must be assessed by and then be registered with the Council.

10. Redesignating Housing

10.1 This section only applies where a housing scheme, block or property is being redesignated (e.g., from age restricted to general needs) and where there is no requirement for tenants to move to another home. It only applies to Council tenants. All tenants concerned will be advised in writing of the redesignation and a record will be kept by the Council of all tenants this may apply to.

10.2 If any affected tenant, within 2 years from the date that the redesignation beings, wishes to move to another property with the same designation their home used to have they will be given priority in accordance with the Allocations Policy. Such an allocation will be dependent on a property with the same designation being available within the Councils housing portfolio.

11. When the Council will start to rehouse affected occupiers

11.1 The Council will produce a decant timetable on an individual scheme basis so that all affected households are aware of any deadlines. Whilst the Council will do all it can to rehouse households quickly, it will also be in the interests of households to consider properties that give them a realistic chance of rehousing within the timescales identified.

12. Amount of Payment

12.1 The amount of compensation available under a home loss payment is determined by Government regulations as set out in The Home Loss Payments (Prescribed Amounts) (England) Regulations 2020.

13. Communication and Consultation

13.1 Any major refurbishment project or regeneration scheme requires tenants, leaseholders, officers, and Councillors to work together.

13.2 The Council will ensure affected residents have the details of how to contact the Council in relation to proposals and works.

13.3 The Council has a duty to consult and actively engage with its tenants. Initial consultation with tenants will be at a time when proposals are at an early stage and the level of active engagement can vary. The Council has a legal obligation under Section 105 of the Housing Act 1985 to consult with its tenants when they are substantially affected by a matter of housing management. This includes the decommissioning of Council housing stock. The Council must consider the views tenants provide before making any decisions on those proposals.

13.4 In general, consultation and communication with leaseholders will take place alongside that carried out with the Council's tenants.

13.5 Information concerning a refurbishment or regeneration scheme will be available to all households at an early stage and further detailed information will be shared as soon as available. This information will include details of the works or scheme, timescales and, if appropriate, phases.

13.6 Formal consultation will be carried out in accordance with current legislation, and tenants will be given a minimum of 28 days in which to respond. These time periods are in addition to any formal periods of notice which must be given. During this consultation period, all households will be visited or contacted by an officer of the Council and will receive advice and information on:

- What the regeneration/refurbishment of the area is about and why it is being undertaken,
- When it will be done,
- The decanting policy and process,
- What re-housing options there are and how to apply or progress your preferred rehousing option,
- What the Council will do to help households prepare for decanting,
- Names and contact details of officers.

13.7 The outcome of the consultations will be reported back to tenants and residents in an appropriate format (without identifying comments made by individual respondents).

13.8 The Council will carry out an Equality Impact Assessment (EIA) in relation to each regeneration scheme and the use of this Policy. Action will be taken to mitigate the impact of any negative outcomes identified.

13.9 In the event of an emergency decant, a period of consultation is unlikely to be appropriate and therefore will be limited to discussions with tenants in respect of emergency alternative accommodation and securing possessions and any pets.

14. Compensation

14.1 This section summarises the effect of legislation. It is necessary to refer to the legislation for a definitive statement of the law on a case-by-case basis:

14.2 Home Loss Payment- This is a statutory fixed payment, under Sections 29-33 of the Land Compensation Act 1973, paid in recognition of personal upset and distress caused by displacement. Council tenants may be eligible where they are decanted; leaseholders may be eligible where the Council is using compulsory purchase powers or making prohibition/demolition orders; and leaseholder may be eligible where they lose their home because the Council acquired it from their landlord by agreement. It will only be paid for permanent moves, where the following criteria are met:

- The resident has occupied the property as their sole or main residence for a period of one year prior to the date of displacement; this may include a previous period when the resident was a resident in the property under another person's tenancy.
- The move is permanent and because of redevelopment, regeneration, or compulsory purchase
- Lodgers and non-secure licensees do not qualify for home loss payments.
- Sub-tenants do qualify for a home loss payment but if they share any accommodation with the tenant e.g., kitchen or bathroom or living room, they are only entitled to a share of the home loss payment. If the sub-tenant occupies self-contained accommodation within the tenant's house a full home loss payment must be paid to each person.
- Joint tenants are only entitled to one home loss payment.
- If a permanent move is a voluntary decision because of repair work, the resident is not entitled to a home loss payment.
- If a resident is evicted prior to being permanently moved, they will not receive a home loss payment.
- If the resident is a statutory successor, the home loss payment entitlement period begins from the start date of the original tenancy rather than the succession date.
- Where a resident is not entitled to home loss for permanent displacement, they may still be entitled to a disturbance allowance (see below).

14.3 Qualifying residents are entitled to a lump sum payment per household as a home loss payment. The amount is prescribed by The Home Loss Payments (Prescribed Amounts) (England) Regulations 2020. Leaseholders with at least three years to run are entitled to 10% of the value of their lease up to a maximum specified in the Regulations and any other resident is entitled to a fixed sum specified by the Regulations.

14.4 Claims will be processed as soon as the resident takes up occupation of their new home. Given the thresholds are subject to change annually by the Secretary of State, the levels of payment will be reviewed each time this policy is used.

14.5 In exceptional circumstances the Council may be able to make a partial advance payment.

14.6 Any rent arrears will be deducted from the home loss payment.

14.7 A tenant will not qualify for any home loss compensation payment if:

- They are living in the affected property on a temporary tenancy (under Part VII of the Housing Act 1996) because they are homeless.
- They are there on a decant move from another address and have been living at the property concerned as their only or main residence for less than a year
- They moved in after the decision to carry out the decommissioning work was formally made by the Council and they were advised in writing of this decision
- They have an Introductory Tenancy.

14.8 Council tenants who are not entitled to a home loss payment only because they have not lived in the affected property long enough to qualify in law may receive an ex-gratia lump sum payment. The amount to be compensated will be at the Council's discretion. This only applies if the tenant is not listed in the group of tenants who do not qualify for a home loss compensation payment and listed in this Policy.

14.9 If a tenant is due to move out temporarily, and then return to the original site, the home loss payment will only be paid once, in accordance with legislation. Where the Council is redesignating its housing stock and the tenant chooses to leave the property but does not have to, home loss compensation will not be paid.

15 Housing and Council Tax benefit claimants

15.1 National Housing Benefit and Universal Credit regulations state that home loss compensation is counted as capital for Housing and Council Tax benefit purposes. It is the legal responsibility for claimants to advise the relevant authorities as soon as they receive this increase to their capital. A list of recipients of home loss compensation paid due to the decommissioning of Council housing stock will be disclosed to the relevant authorities.

16 Disturbance Payment

16.1 This is intended to compensate residents, under the Land Compensation Act 1973, for their actual expenses with moving, up to a maximum payment level. It is applicable to permanent decants and is payable to the same range of residents as are entitled to home loss payments. The resident need not have lived in the property for 12 months but must be the occupier at the time of the decision to move. The basis of the disturbance payment is to ensure the resident is not financially out of pocket due to the move.

16.2 The payment will be made after production of receipts and paid to the resident. Where appropriate, consideration will be given for payments to be made directly to a company (e.g., for removal expenses). In such cases, two estimates will be required, and the company will be paid following receipt of an invoice. Disturbance payments will not exceed the value of home loss payments as specified in statutory law at the time of the move. The list of items that is considered reasonable in relation to Council tenants under the Land Compensation Act 1973 is set out below:

- Removal costs from the current home to the new home. For vulnerable residents this may include additional support, such as furniture packing and unpacking.
- Redirection of mail for each authorised surname living at the address
- Telephone and internet disconnection and reconnection.
- Disconnection of television aerials and satellite dishes connected to either an existing television or that allows the proper operation of television equipment. Reconnection only applies with the express approval of the landlord at the new address.
- Washing machine, cooker, dishwasher and plumbed fridge disconnection and reconnections to be carried out by a suitably qualified tradesman.
- Curtain and carpet options: It is generally expected that relocating residents will refit existing carpets where possible and the costs of this will be covered by the Disturbance Payment. However, where this is not possible, the costs of new carpets to an equivalent standard will be covered through the Disturbance Payment. The existing carpet will be assessed, and a quote obtained on this. Any additional rooms in the new home will be carpeted but the cost will be deducted through the Home Loss Payment if applicable.
- Special locks and alarm refitting if these are currently fitted at the old property. They must be dismantled and refitted by a qualified locksmith or recognised Alarm Company and all locks and alarms must meet the relevant British Standard for security. Front door and window grilles would not be covered.
- Home improvements that have been notified and approved by the Council, less the cost of depreciation.
- Dismantling and re-fitting of fitted resident-owned furniture (such as kitchen units and wardrobes).
- Any extra cost of new school uniform if moved to a different area, which necessitates a change of school (supported by letters from the respective schools)
- Where the costs of adaptations in the home were previously met by the tenant, the Council will reimburse the tenant subject to relevant receipts being available
- Reimbursements for wage or salary loss on the day of removal, provided. Loss of earnings is certified by the employer, for up to 2 members of the household
- Other reasonable costs incurred by the tenant if approved in writing by the Council prior to the costs being incurred, for example, travel to viewings and replacement of sheds and outside furniture that cannot be dismantled.

16.3 Council tenants facing permanent rehousing will be entitled to compensation comprising both a Home Loss Payment and a Disturbance Payment.

16.4 Council tenants facing temporary rehousing are entitled to compensation by way of a Disturbance Payment only and will not be entitled to a Home Loss Payment. Payments relating to storage and home-to-school transport will be considered on a case-by-case basis.

16.5 All compensation payments will require a written claim form from residents (and in the case of Disturbance Payments, production of original and company signed receipts) and will be paid upon them moving into suitable alternative accommodation.

16.6 All payments (including those made at the discretion of the Council beyond those required by law) may be offset, wholly or partly, against debts owed. Exceptions to this will be considered on an individual case basis. Where the above criteria are not met, the Council may consider discretionary payments on an individual basis.

17. Practical Help for Council Tenants to move home

17.1 This help is in addition to any financial help and is available to Council tenants where Council Housing is being decommissioned. Each scheme will have a dedicated officer who will support and advise Council tenants through this process as appropriate with:

- Assistance to view the property offered to them- Every applicant will be given the opportunity of an accompanied viewing of any property that they are offered.

- Housing Benefit and Universal Credit Claims- If a tenant is in receipt of Housing Benefit or Universal Credit, the Council will consider whether support is required to make a claim for discretionary housing payment. Such payments can provide financial support on the rental costs for two homes at once if there is a period of overlap in the moving process. An officer will assist the tenant in applying for this.

- Packing and Removals- The reasonable expenses of this will be met by a disturbance payment. Before the move is due, tenants will be provided with information on: The process of choosing a removal company and booking a move, what the tenant's responsibilities are to be ready for the removal; for example, to empty, defrost and clean their fridge and freezer before the removal company is due to arrive. For those who need (and agree to) this help, an officer will assist them.

- Care packages- An officer will work with relevant services with the aim of ensuring that all elements of any care package remain intact during and after the move.

- Advising organisations of new address- It is the tenant's responsibility to advise all relevant persons and organisations of their new address.

- Settling in- An officer will visit on the day of the move to check all is running smoothly. They will also undertake an initial settling in visit within 6 weeks of the move. Where households have been identified as requiring additional support, the number and frequency of settling in visits will be increased.

18. Disabled Council Tenants and adaptations

18.1 If the new property does not require any adaptations, the tenant will be expected to move into the property as normal.

18.2 If adaptations are required before the tenant can move in, the tenant is expected to move as soon as those are completed.

18.3 The decision on the adaptations required is the responsibility of the Council having regard to reports and advice from a qualified occupational therapist.

19. The ‘Right to Buy’ of affected Council stock

The Council has the right to halt the right to buy in certain circumstances:

- Initial demolition notice: in accordance with legislation, the right to buy of affected Council Housing stock will be suspended from the date an initial demolition notice is served on the Council tenants concerned. It will stay suspended for as long as this notice remains in force. The suspension of any right to buy claim means, in law, that the Council cannot be required to complete the transaction.

- Final demolition notice: This extinguishes the right to buy of these properties completely. Any prospective right to buy applications which are under way will not proceed. No new right to buy applications on these properties will be accepted.

- Right to buy expenses: The tenant may have a right to compensation for certain expenses already incurred in the right to buy process. The Council will pay these expenses where required by legislation.

- Preserved Right to Buy (PRTB): Right to Buy is attached to the person rather than to the property. If a secure tenant is being permanently decanted, they will sign a new secure tenancy agreement and continue to have the right to buy. The calculations for any right to buy application will begin from the start date of their original secure tenancy and will continue into their new tenancy.

20. Complaints- When Things go Wrong

We have an accessible complaints policy that defines a complaint, how to complain, key timescales, routes for redress, how to access help and support and who has responsibility for the complaints process.

Housing Services understand that sometimes things go wrong, and the service is keen to use legitimate cases of both internal and external tenant and services users’ dissatisfaction to learn about what has gone wrong and use the information to improve the services it provides.

Tenants and service users are actively encouraged to send us their feedback on the services they receive and participate constructively in reviews and improvements relating to the way services are designed, delivered and managed.

Formal Complaints will be accepted and addressed in line with guidance as set out in the Housing Services Complaints and Enquiries Standard, which in turn meets the standards for The Housing Ombudsman's Complaints Handling Code

RBC recognises complaints as valuable feedback. It will provide a clear and fair complaints process, respond within published timescales, use outcomes to improve services, and report on complaint trends to our tenants. Complaints will not affect a tenant's right to access services or engagement opportunities.

21. Information Sharing

Capturing and storing of tenant data will always be carried out in strict compliance to GDPR legislation.

Customer information will not normally be passed onto any third parties without the customer's prior written consent, or in exceptional circumstances where disclosure without consent is warranted. These circumstances are defined as follows:

Where there is over-riding legal, social, or public interest considerations, e.g., there is a risk of serious harm to the person themselves or others if the information is not disclosed.

Where information is required by the police as part of a criminal investigation and is subject to data disclosure procedures.

Where information is required by an authority for the assessment or collection of any tax or duty of a similar nature.

Where, because the Council is under a duty to protect the public funds it handles, it may need to use the information provided by customers, to prevent and detect fraud. The information may also be shared for the same purposes with other organisations that handle public funds.

The information may also be used for statistical purposes, which means we may pass this information, in confidence, to the relevant government department.

22. Equal Opportunities

The Council promotes equal opportunities in the services it provides. Our aim is to implement and maintain services which ensure that no tenant is treated less favourably on the grounds of gender, being or becoming a transsexual person, being married or in a civil partnership, religion, belief or lack of religion or belief, race, nationality, ethnic or national origin, colour, disability, age, being pregnant or having children or sexual orientation nor is disadvantaged by the application of a rule, condition, or requirement, which has a discriminatory effect which cannot be justified by law.

23. Legislation and Guidance

Legislation

- The Homelessness Act 2002
- The Housing Act 1985
- The Housing Act 1996
- The Allocation of Housing (England) Regulations 2002
- The Housing Act 2004
- The Housing and Regeneration Act 2008
- The Equality Act 2010
- The Land Compensation Act 1973
- The Home Loss Payments (Prescribed Amounts) (England) Regulations 2020
- The Planning and Compensation Act 1991
- The Planning and Compulsory Purchase Act 2004
- The Town and Country Planning Act 1990

24. Related Policy and Procedure

- Allocations Policy
- Tenancy Management Policy
- Tenancy Agreement
- Recharge Policy

25. Review

This Policy will be reviewed every two. Next review date is due September 2028.

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Redditch Borough Council – Equality Impact Assessment

Service / Policy Proposal Title:	Neighbourhood & Tenancy Decant Policy					
Directorate / Service Area:	Neighbourhood & Tenancy – Housing Services					
Lead Officer(s):	Claire Jones					
Date Started:	23 July 2026					
Decision Maker:	Jon Elger		**Decision Date:**		TBC	
Type of Activity:	**New / Proposed**	☒	**Existing**	☐	**Change / Update**	☐

Overview of Proposal: Describe: • The current service / policy • The proposed change • Intended outcomes • Any legal or statutory drivers	The Decant Policy sets out how the Council will support residents who are required to move from their homes temporarily or permanently due to emergencies, major repairs, refurbishment works, regeneration schemes, redevelopment, or demolition of properties. The policy explains the rehousing process, available support, compensation arrangements, and decision-making procedures to ensure residents are treated fairly and consistently. The policy is being introduced to provide a clear, transparent and legally compliant framework for managing decants. It aims to minimise disruption to residents, ensure compensation and support are applied consistently, protect vulnerable households, and enable the Council to deliver essential works and redevelopment projects effectively. Current service users' needs will continue to be met through the provision of suitable alternative accommodation, practical moving assistance, and financial compensation where applicable. The policy places particular emphasis on supporting vulnerable residents and ensuring households affected by a decant receive appropriate guidance throughout the process. The policy is designed to meet the Council's duties as a landlord, support equality obligations, facilitate vacant possession where required, and ensure a fair and consistent approach to rehousing and resident support. Relevant legislation includes the Equality Act 2010, Housing Acts, Human Rights Act 1998 and Land Compensation Act 1973.

Impacts: Who will benefit or be impacted? (e.g. residents, service users, staff, businesses) Provide details:	The policy affects Council tenants and leaseholders who are required to move from their homes due to major repairs, regeneration, redevelopment, or demolition projects. These residents may experience disruption to their housing, family life, employment, education, healthcare arrangements, and

- Which groups are affected and how - Whether any groups may be excluded or adversely affected - Whether any new groups may benefit	support networks. Some residents, particularly older people, disabled people, those with health conditions, carers, and families with children, may be more significantly affected and may require additional support. The policy aims to minimise these impacts by providing clear rehousing arrangements, practical assistance, and compensation where appropriate. It ensures affected residents are treated fairly and consistently and that vulnerable households receive the support they need throughout the decant process. The policy does not apply to homeless households in temporary accommodation, Council licensees, trespassers, unlawful occupiers, or tenants who are ineligible due to tenancy fraud or an outright possession order, except in exceptional circumstances. Overall, the policy benefits eligible residents by providing a transparent framework for managing moves required by Council-led projects and essential works.

Evidence and Data: What evidence has informed this assessment? Include: - Service data - Research / national data - Equality monitoring data	The development of this policy has been informed by a range of qualitative evidence, customer feedback, and good practice from across the social housing sector. The Council has considered feedback received from residents who have previously experienced a decant process. This feedback highlighted the importance of clear communication, early engagement, practical moving support, fair compensation arrangements, and additional assistance for vulnerable households. Lessons learned from previous decant cases have been incorporated into the policy. The policy has also been benchmarked against decant and rehousing policies used by other local authorities and registered social housing providers. This helped identify best practice approaches to resident support, compensation payments, vulnerability assessments, rehousing processes, and decision-making arrangements. The Council has considered available tenancy and demographic data relating to its resident population, including the needs of older residents, disabled residents, households with children and other potentially vulnerable groups. Evidence gathered indicates that residents affected by decants benefit from clear processes, tailored support and early intervention.

Engagement and Consultation: Who has been engaged and what did they say?	The Decant Policy was developed in consultation with key internal stakeholders, including Lettings, Property Services and Housing Solutions.

Include: • Service users • Underrepresented groups • Staff and stakeholders	Stakeholders emphasised the need for clear communication, fair and transparent rehousing and compensation arrangements, and tailored support for residents affected by a move. Particular consideration was given to the needs of older people, disabled residents, people with health conditions, carers, and families with children who may experience greater disruption during the decant process. Potential barriers identified included accessing suitable adapted accommodation, communication needs and the additional support required by vulnerable residents. The policy has been designed to address these issues through early engagement, individual assessments, reasonable adjustments and practical support.

Public Sector Equality Duty (PSED):	
Eliminate Discrimination • Are there barriers for any protected groups? • How have these been identified and addressed?	The Decant Policy helps eliminate discrimination, harassment and victimisation by ensuring all residents are treated fairly, consistently and in line with the Equality Act 2010. Rehousing and compensation decisions are based on clear criteria and individual circumstances rather than personal characteristics. The policy recognises that some groups, such as disabled residents, older people, those with health conditions, carers and families with children, may be more affected by a move. Additional support, reasonable adjustments, adapted accommodation, practical moving assistance and ongoing support will be provided where required. Consultation with affected residents and scheme-specific Equality Impact Assessments will help identify and support throughout the decant process.
Advance Equality of Opportunity • Does the proposal reduce inequalities? • Does it improve access, participation, or outcomes?	The policy advances equality of opportunity by recognising that some residents may face greater challenges when required to move home and by providing additional support where needed. Rehousing decisions take account of disability, health needs, age, caring responsibilities and family circumstances. Measures such as adapted accommodation, consideration of medical needs, support with school arrangements and practical moving assistance help reduce disadvantage experienced by protected groups. Dedicated officer support, reasonable adjustments, and tailored assistance further help vulnerable residents access rehousing opportunities on an equal basis.

Foster Good Relations • Will it improve inclusion or cohesion? • Could it create tensions or perceptions of unfairness?	The Decant Policy supports good relations and community cohesion by promoting a fair, transparent and supportive approach to residents who are required to move from their homes. The policy ensures that all affected residents are treated consistently and with respect, regardless of their background or protected characteristics. The policy encourages positive relationships between the Council and residents through early consultation, clear communication, active engagement, and ongoing support throughout the decant process. Residents are given opportunities to understand proposals, share their views, and receive information about rehousing options and available support. By providing tailored assistance to vulnerable households and considering individual needs, the policy helps ensure that no group is unfairly disadvantaged. It seeks to minimise disruption to existing support networks, schooling, employment, health services and community connections wherever possible, helping residents maintain links with their local communities. The policy also contributes to community cohesion by ensuring redevelopment and regeneration projects are managed fairly and transparently, building trust and confidence in the Council's decision-making. Through consultation, equal treatment, and personalised support, the policy helps foster positive relationships among residents and between residents and the Council.

Impact by Protected Characteristic		
Groups	**Impact (positive / neutral / negative)**	**Evidence**
Age (older / younger people, children)	Potential negative impact mitigated through support arrangements.	Older residents may experience anxiety and disruption. Children and young people may be affected by changes to schooling and friendships. The policy considers schools, support networks and local services when identifying accommodation.

Disability (people with physical / sensory impairment or mental disability)	Potential significant negative impact mitigated through reasonable adjustments.	Adapted accommodation, OT recommendations, medical needs, care packages, aids and adaptations are considered. Assistance animals are recognised within the policy.
Gender reassignment (the process of transitioning from one gender to another)	No specific adverse impact identified.	Transgender residents may require assurance around confidentiality, dignity and respect during the rehousing process.
Marriage & Civil Partnership (Marriage and registered civil partnerships)	Limited direct impact identified.	Household circumstances are considered when determining rehousing needs.
Pregnancy & maternity (Pregnancy is the condition of being pregnant & maternity refers to the period after the birth)	Potential negative impact mitigated through support.	Pregnant residents and households with young children may experience additional challenges during relocation. Practical assistance and suitable accommodation can be provided.
Race (ethnicity, colour, nationality or national origins & including gypsies, travellers, refugees & asylum seekers)	Potential negative impact mitigated through communication support.	Residents whose first language is not English may face communication barriers. Translation, interpretation and accessible communication can be provided where required.
Religion & belief (religious faith or other group with a recognised belief system)	Potential low negative impact.	Residents may wish to remain close to places of worship, faith communities or cultural support networks.
Sex (male / female)	No specific adverse impact identified.	Support is provided on the basis of need rather than gender.
Sexual orientation (lesbian, gay, bisexual, heterosexual)	No specific adverse impact identified.	The policy promotes equal access to rehousing, compensation and support services.
Socio economic (this is not a protected characteristic but the potential impact on this group should be considered)	Potential negative impact.	Lower income households may experience financial pressures associated with travel, employment, education, healthcare access and digital connectivity during a move. The policy includes compensation, reimbursements and practical support to minimise disadvantage.
Other e.g. rurality, carers, health inequalities	(Carers, Mental Health, Health	Unpaid carers may experience disruption to caring arrangements and support networks. Residents with mental

	Inequalities, Domestic Abuse) Potential negative impact.	health conditions may experience increased anxiety and uncertainty associated with moving home. Residents experiencing domestic abuse may have specific safeguarding and confidentiality requirements which should be considered when planning rehousing arrangements. The policy includes individual assessments, dedicated officer support and tailored assistance for vulnerable residents.

Key Risks and Mitigation

Risk	**Affected Group(s)**	**Mitigation Action**
Lack of suitable adapted accommodation	Disabled residents	Early identification of needs, OT involvement, consideration of adaptations and reasonable adjustments
Communication barriers	Race, Disability, Older People	Provision of translation, interpretation and accessible information formats
Disruption to care packages and support networks	Disabled residents, Carers, Older People	Individual assessments and liaison with relevant support services
Increased anxiety and distress associated with moving	Older residents, Mental health conditions, Vulnerable residents	Early communication, dedicated officer support and practical assistance
Financial hardship resulting from relocation	Low-income households	Disturbance payments, compensation and reimbursement of agreed expenses
Safeguarding or confidentiality concerns	Domestic abuse survivors, Transgender residents, Vulnerable households	Sensitive case management and confidentiality arrangements

Monitoring and Review:

How will impacts be tracked?

- Indicators or data used
- Timescales for monitoring
- Identifying impacts on different groups

The policy will be reviewed annually to ensure it remains compliant with legislation, reflects good practice and continues to meet the needs of residents affected by decants.

The Council will:

- Monitor customer feedback from residents who have experienced the decant process.
- Seek and consider staff feedback from officers involved in delivering the policy.
- Monitor complaints, compliments and enquiries to identify trends or barriers.
- Monitor outcomes for vulnerable residents and protected groups.

• Monitor rehousing outcomes, complaints and requirements for adapted accommodation by protected characteristic where data is available. • Use feedback from affected households to identify any unintended disadvantage and inform future reviews.

Status of Proposal: At this stage, the proposal is:	
☐	**Proceeding** (no significant equality impacts identified)
☒	**Proceeding with mitigation actions**
☐	**Being amended to address equality impacts**
☐	**Requires a full/detailed EIA**

If further work is required: • Who is responsible? • By when?	

Date EIA completed:	
Signed by person completing:	

Next steps	Using the information from this assessment, provide a summary in the Equality Impact section in any committee reports and state an EIA is available. **If support or advice is needed at any point, please contact** equalities@bromsgroveandredditch.gov.uk

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REDDITCH BOROUGH COUNCIL

Executive

Tuesday, 8 September 2026

Quarter 1 2026/27 Performance Report

Relevant Portfolio Holder	Councillor C Warhurst, Deputy Leader of the Council and Portfolio Holder for Performance, Engagement and Governance
Portfolio Holder Consulted	
Relevant Assistant Director	Hannah Corredor, Assistant Director Transformation and Corporate Services and Transformation
Report Author: Sarah Davis	Job Title: Performance & Improvement Lead Contact email: sarah.davis@bromsgroveandredditch.gov.uk Tel: 01527 534156
Wards Affected	All
Ward Councillor(s) consulted	N/A
Relevant Council Priority	All
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	
This report contains exempt information as defined in Paragraph(s) of Part I of Schedule 12A to the Local Government Act 1972, as amended	

1. RECOMMENDATIONS

The Executive Committee RESOLVE that: -

The overview of Quarter 1 performance for the period April to June 2026 against the Council Plan priorities, as detailed in Appendix 1 be noted.

2. BACKGROUND

2.1 There are a set of corporate measures which are organised by the priorities set out in the Redditch Borough Council Plan 2025–2028. The summary table for quarterly performance can be found in Appendix 1 which includes the current and previous quarters data.

3. OPERATIONAL ISSUES

3.1 The corporate measures are structured under the Council Plan priorities:

- Economy, Regeneration & Prosperity
- Green, Clean & Safe
- Community & Housing
- Organisational Priorities

Delivery of Council Plan (Measures)

3.2 An assessment of our performance measures over the last quarter offers insight into progress, stability, and challenges across each priority area, informing assurance on delivery against the Council Plan.

3.3 As part of the annual review of the Corporate Performance Framework, several performance measures have been added and removed for 2026/27. Members should note these changes when comparing performance trends with previous years.

3.4 This ensures that the framework remains relevant, reflects current service priorities, and focuses on the indicators that best demonstrate the Council's performance and the outcomes being achieved for residents.

3.5 In addition, a corporate measures directory which provides definitions, examples and source data for our corporate performance suite has been complied which has been added as an Appendix 3 to this report.

Economy, Regeneration & Prosperity:

3.6 ***ERP-01*** The business grant funding performance measures track grants funded by the UK Shared Prosperity Fund from 1 April 2025 to 30 September 2026, with figures reported cumulatively. Businesses apply for funding and, if successful, receive an award confirmed through a funding agreement. “Business Grant funding awarded (£)” measures the total value of these confirmed awards. Businesses then deliver their approved projects and submit claims to receive the grant. “Business Grant funding – % spent” measures the proportion of the total grant funding available that businesses have claimed and received. There is a natural delay between funding being awarded and paid, which largely depends on how quickly each business completes its funded project and submits its claim. Reporting against these measures will end after Quarter 2 2026/27, when the UK Shared Prosperity Fund closes.

3.6.1 ***ERP-01*** One Innovation Lighthouse grant was awarded during the quarter to a manufacturing business, with a further application approved. As the remaining funding is restricted to programme participants, members to note that it is unlikely that the budget will be fully utilised, and any underspend will be reallocated to other UKSPF projects.

Green, Clean & Safe:

3.7 ***GCS-01*** Performance has improved compared with Quarter 1 2025/26, with higher levels of dry recycling and garden waste collected alongside a reduction in residual waste tonnage. Worcestershire County Council provides waste data on a monthly basis, enabling both seasonal and year-on-year comparisons. Quarter 1 data shows a notable variation from established collection patterns, and further analysis is being undertaken with Worcestershire County Council to understand the factors contributing to these changes and validate the reported figures.

3.7.1 ***GCS-02*** Fly-tipping levels remained steady during the quarter. New signage has been commissioned and installed across the district, and officers continue to work closely with Worcestershire Regulatory Services (WRS) to address issues relating to unauthorised metal collectors. In partnership with Environmental Services, WRS is also developing a Fly-tipping Strategy that will establish the overarching principles for preventing, investigating, and addressing fly-tipping.

3.7.2 ***GCS-04*** Active environmental enforcement cases increased during the quarter, reflecting higher levels of reported environmental issues requiring investigation. This continues the seasonal pattern observed since Worcestershire Regulatory Services (WRS) assumed responsibility for the service, with higher volumes of fly-tipping and related environmental incidents typically recorded during the first two quarters of the year. The average figure is provided for comparative purposes only and does not represent a target.

3.7.3 ***GCS-05*** Fewer Fixed Penalty Notices (FPNs) were issued during the quarter, reflecting a reduction in waste-related incidents where sufficient supporting evidence was available to support enforcement action. In some identified hotspots, a targeted programme of education and warning campaigns is being delivered prior to any escalation to formal enforcement measures. As a result, FPN activity should be considered alongside wider prevention and compliance initiatives. The average figure is provided for comparative purposes only and does not represent a target, as FPNs should only be issued where appropriate and supported by the available evidence.

3.7.4 ***GCS-06*** Quarter 1 2026/27 performance for households supported by energy advice service is below both the previous quarter and the same period last year, largely reflecting lower seasonal demand for energy advice services during the warmer months. Officers will continue to promote the service through Act on Energy and monitor demand trends throughout the year.

3.7.5 ***GCS-07/08*** Crime data is sourced from Police.uk, sits outside the Council's control, and is subject to reporting delays. Figures are presented separately for recorded crime (excluding ASB) and ASB, with trends potentially influenced by reporting practices and police activity. Commentary from the Community Safety Team and relevant North Worcestershire Community Safety Partnership insights provide context on local trends and preventative work, members to note that some Community Safety Partnership information cannot be shared in full.

3.7.6 ***GCS-07*** Crime levels reported quarterly to North Worcestershire Community Safety Partnership were broadly in line with expected levels. Reported increases in business robbery are likely attributable to changes in police recording practices, whereby theft and shoplifting incidents involving violence are now recorded as robbery.

3.7.7 ***GCS-07*** Notable localised issues included increased shoplifting and vehicle-related criminal damage in Batchley and Brookhill Ward, largely driven by a single offender across a small number of repeated locations.

3.7.8 ***GCS-07*** Positively, crimes reduced significantly in both Central Ward (-15%, 66 fewer offences) and Greenlands & Lakeside Ward (-22%, 72 fewer offences) compared with the same period in 2025/26

3.7.9 ***GCS-08*** ASB data from Police.UK has not been publicly published since March 2026, however, quarterly analysis provided to North Worcestershire Community Safety Partnership identified a small number of localised hotspots across Redditch.

3.7.10 ***GCS-08*** The only ASB exception reported in Redditch during Quarter 1 was Winyates Ward, where 70% of incidents occurred at repeat locations, indicating a concentrated and recurring issue. Winyates Centre remains the primary hotspot and continues to require monitoring through the North Worcestershire Community Safety Partnership

3.7.11 ***GCS-08*** Youth-related ASB was the most common issues within the Winyates Ward, increasing by 267% (8 additional incidents) compared with the same period in 2025/26, with incidents linked to noise, drugs, vehicle nuisance, and alcohol-related behaviour.

Community & Housing:

3.8 ***CH-01*** Performance for major planning applications was 100% during the quarter, with only one major application in this category determined within the agreed timescale through the use of an Extension of Time agreement. Officers continue to work proactively with applicants to secure extensions of time where appropriate, supporting timely and well-considered decision-making.

3.8.1 ***CH-02*** Performance for minor planning applications was 82.9% during the quarter, with 39 of 47 applications determined within the statutory timescale. Whilst the volume of applications in this category is higher than for major applications, performance remains significantly above the Government target of 70%. Officers continue to work proactively with applicants to secure extensions of time where appropriate, supporting timely and effective decision-making.

3.8.2 ***CH-03/04*** Since June 2024, the majority of planning enforcement functions have been delivered by Worcestershire Regulatory Services (WRS) on behalf of the Council, working closely with Development Management officers to investigate and resolve alleged breaches of planning control. The Council's adopted Enforcement Plan (January 2024) provides the framework for prioritising cases according to the seriousness of the breach. Enforcement cases can vary considerably in complexity and timescales, with some resolved quickly and others requiring detailed investigation, negotiation, planning applications, appeals, or legal action. As a result, performance is focused on securing appropriate planning outcomes and effective case management rather than achieving fixed completion targets.

3.8.3 ***CH-03*** More planning enforcement cases were opened during Quarter 1 (12) compared with Quarter 4 (9). This continues the trend observed since WRS assumed responsibility for the service, with reported breaches typically increasing during Quarter 1 each year. Cases may be opened in response to alleged breaches of planning control, untidy land complaints, or other matters within the scope of planning enforcement legislation.

3.8.4 ***CH-04*** The number of planning enforcement cases closed during the quarter (11) was markedly higher than the previous quarter (2). Cases may be closed for a variety of reasons, including where investigations conclude through immunity, informal resolution, service of a notice, direct action, or prosecution. The measure also includes untidy land cases falling within the remit of the Town and Country Planning Act and ASB legislation.

3.8.5 ***CH-05*** Performance for building control applications was 100% during Quarter 1, with all applications determined within the required statutory timescales. Statutory reports were also submitted to the Building Safety Regulator as required, ensuring continued compliance with regulatory obligations.

3.8.6 ***CH-07*** As of 30 June 2026, 43 homeless households were in temporary accommodation, including safe accommodation for individuals fleeing domestic abuse, with no Second Night Out provision and crash pad units for young people.

3.8.7 ***CH-06/08*** No families were placed in B&B accommodation for more than six weeks during Quarter 1 and performance in homelessness prevention has increased from the previous quarter, reflecting the team's proactive work to support more customers at an earlier stage.

Organisational Priorities:

3.9 ***ORG-01*** Performance shows a minor variance against both the target and the position reported at Quarter 1 2025/26. At this stage, the variance is not considered significant and will continue to be monitored through routine performance management arrangements. A further review will be undertaken at Quarter 2 to determine whether this represents normal fluctuation or the emergence of a longer-term trend requiring corrective action.

3.9.1 ***ORG-02*** Performance remains broadly positive, with a small variance against the target while continuing to outperform the position reported at Quarter 1 2025/26. The measure will continue to be monitored through regular performance management arrangements to ensure performance is maintained.

3.9.2 **ORG-03/04/05** Local authority error rates remain low, reflecting robust assessment procedures. While new claim processing times remain on target, a Civica Open Revenues system fault increased change of circumstances processing times during Quarter 1; this issue is expected to be resolved imminently, with normal performance anticipated to resume in Quarter 2 onwards.

3.9.3 ***ORG-07*** All services achieved 100% performance, with the exception of Homelessness and Housing Solutions (57%).

3.9.4 ***ORG-08*** Responses were provided within the 10-day target across all services, except for Homelessness and Housing Solutions, where the average response time was 25.9 days.

3.10 Alignment between the Council Plan and Service Business Planning reporting has been strengthened, improving transparency, accessibility, and strategic alignment. This is reflected in the Quarter 1 2026/27 performance measures, with the Council introducing a refined approach to quarterly performance reporting, with measures aligned to the Redditch Borough Council Plan 2025–2028 and the Local Outcome Framework.

3.11 The quarterly performance reports provide an opportunity to recognise both areas for improvement and areas of strong performance. Members to note that the information from these reports will be used to develop an annual report which will provide a public-facing performance overview, highlighting key achievements and outcomes against the Council Plan.

3.12 The Council Plan confirms that progress will be monitored quarterly (where data is available) and reported through the Executive Committee and scrutiny arrangements. This report supports that approach, within the summary view of quarterly corporate performance in Appendix 1.

4. FINANCIAL IMPLICATIONS

4.1 Finance and performance reporting will continue to be aligned, with this report sitting alongside the quarterly financial reports.

4.2 Where performance pressures are identified in demand led services, these are monitored alongside budget forecasts to ensure emerging financial impacts are understood early and reflected in financial planning.

5. LEGAL IMPLICATIONS

5.1 Please consult with the Legal team about these.

6. OTHER - IMPLICATIONS

Local Government Reorganisation

6.1 There are no direct implications arising from this report in relation to Local Government Reorganisation or Devolution. The performance reporting arrangements outlined in this report support the Council’s ongoing governance and assurance frameworks and provide continuity in monitoring delivery against current Council Plan priorities.

Local Outcome Framework – Core outcome metrics

6.2 The Local Outcome Framework (LOF) provides a set of national performance measures, enabling the Council to understand local performance in the context of comparable authorities across key outcome areas.

6.2.1 The core outcome metrics set out below are drawn from the Local Outcome Framework via the LG Inform platform, providing national and local comparable data. These measures sit alongside and supplement the Council Plan quarterly performance measures, offering additional context. In some cases, data is subject to a reporting lag; the detailed datasets can be found in Appendix 2.

- Percentage of major development applications excluding Planning Performance Agreements (PPA), Extension of Time (EoT) or Environmental Impact Assessments (EIA) decided in time (Annual)
- Rate of households with children in temporary accommodation (per 000s households)
- Percentage of duties owed where homelessness was prevented or relived
- Number of people sleeping rough on a single night (snapshot count)
- Estimated number of people sleeping rough over the month-long term
- Percentage of household waste sent for reuse, recycling, and composting (Annual)
- Residual was per household (Annual)
- Number of fly-tipping actions per (000s) incidents

6.2.2 The LG Inform platform provides a quantiles dashboard which compares key indicators set out below against other local authority districts. These dashboards sit alongside and supplement the Council Plan quarterly performance measures. In some cases, data is subject to a reporting lag; the dashboard can be found in Appendix 2.

- Average number of days taken to process housing benefit new claims (Quarterly)
- Total households on the housing waiting lists per (000s) households on 31st March
- Households in temporary accommodation per (000s) households
- Percentage of minor development planning applications with Planning Performance Agreements (PPA), Extension of Time (EoT) or Environmental Impact Assessments (EIA) decided in time (Quarterly)
- Percentage of household waste sent for reuse, recycling, and composting (Annual)
- Council Tax not collected as a percentage of council tax due

Climate Change Implications

6.3 There are no direct climate change implications arising from this report. However, the performance information includes measures that support delivery of the Council Plan 2025–28, within the Green, Clean & Safe Redditch priority. This includes monitoring progress against objectives relating to energy efficiency and carbon reduction, waste and recycling, and environmental enforcement.

6.3.1 Performance reporting therefore plays an important role in tracking progress and supporting continuous improvement against the Council's environmental and climate-related ambitions set out in the Council Plan.

Equalities and Diversity Implications

6.4 There are no equality and diversity implications arising directly from this report.

7. RISK MANAGEMENT

7.1 Monitoring performance regularly will assist the Council in effective identification and management of risks. It will also support the management of risks identified around robust decision making and the accuracy/effectiveness of performance data.

8. APPENDICES and BACKGROUND PAPERS

Appendix 1: Quarter 1 Performance Table 2026/27

Appendix 2: Quantiles dashboard key performance indicators and Local Outcome Framework core outcome metrics (New for 2026/27)

Appendix 3: Corporate Measures Directory (New for 2026/27)

REDDITCH BOROUGH COUNCIL

Executive **Tuesday, 8 September 2026**

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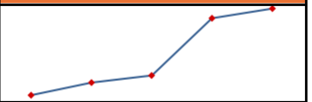
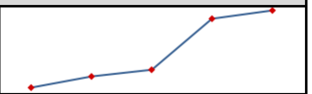
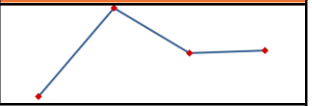
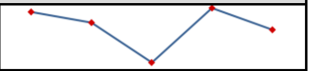
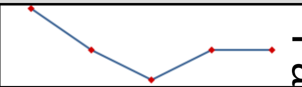
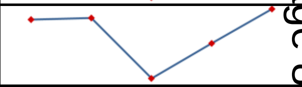
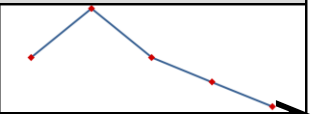
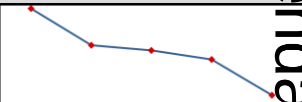
9. REPORT SIGN OFF

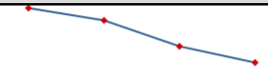
Department	**Name and Job Title**	**Date**
Portfolio Holder	Councillor Craig Warhurst, Deputy Leader of the Council and Portfolio Holder for Finance and Governance	
Assistant Director	Hannah Corredor, Assistant Director for Corporate Services and Transformation	
Financial Services	Debra Goodall, Assistant Director for Finance and Customer Services	
Legal and Democratic Services		
Performance and Improvement Team (if equalities implications apply)	Sarah Davis, Performance & Improvement Lead	Author
Climate Change Team (if climate change implications apply)	Judith Willis, Assistant Director for Community and Housing Services	

Economy, Regeneration & Prosperity

Measure ID	Measure name	Type	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Target	Average	Aim	Trend
ERP-01	**Business Grant funding - £s paid**	£	£0	£12,426.32	£19,568.00	£76,831.00	**£86,366.00**				
The business grant funding performance measures track grants funded by the UK Shared Prosperity Fund from 1 April 2025 to 30 September 2026, with figures reported cumulatively. One grant has been awarded this quarter through the Innovation Lighthouse programme to a manufacturing business.											
ERP-02	**Business grant funding- % spent**	%	0%	10.6%	17%	66%	**73.9%**				
The business grant funding performance measures track grants funded by the UK Shared Prosperity Fund from 1 April 2025 to 30 September 2026, with figures reported cumulatively. One grant has been awarded this quarter with a further grant application approved. The remaining grant funding is only available to participants in the Lighthouse Innovation programme. It is unlikely that all participants will seek grant funding and so, its anticipated that the current budget will not be fully defrayed. Any underspend will be reallocated to other UKSPF projects.											

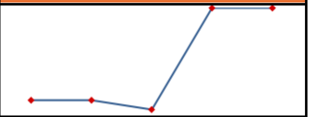
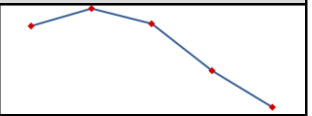
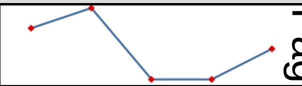
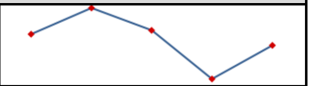
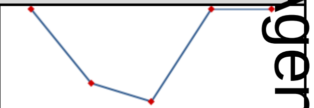
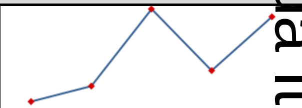
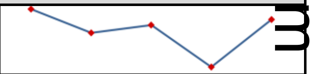
Green, Clean & Safe

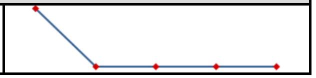
Measure ID	Measure name	Type	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Target	Average	Aim	Trend
GCS-01	**% household waste recycled or composted**	%	30.2%	35.9%	33%	33.2%	**31.19%**		33%	↑	
Performance has improved compared with Quarter 1 2025/26, although further analysis is underway with Worcestershire County Council to understand significant variations in waste collection tonnages.											
GCS-02	**No. of fly tips**	#	503	475	370	513	**456**		465	↓	
Newly designed signage commissioned and out in the communities and actively working alongside WRS regarding metal collector issues. In conjunction with Environmental Services, WRS is developing a Strategy to tackle Fly tipping which will set out the overarching principles of how fly-tipping will be addressed. The trend line follows the pattern observed since WRS took over enforcement elements of the service with an increase in reported breaches for Q1 each year. The average is given for comparative purposes only and is not a target figure.											
GCS-03	**Average time taken to remove fly-tipping reported**	# days	3.7	3	2.5	3	**3**	5		↓	
GCS-04	**No. of active environmental enforcement cases**	#	82	84	10	53	**95**		58		
Active environmental enforcement cases increased during the period due to higher levels of reported environmental issues requiring investigation. The number of fly tipping incidents do have a seasonal fluctuation which has been observed since WRS took on the work, with higher levels observed in the first two quarters of any year. The average is given for comparative purposes only and is not a target figure.											
GCS-05	**No. of environmental enforcement fixed penalty notices**	#	2	4	2	1	**0**		2		
Fewer Fixed Penalty Notices (FPNs) were issued this quarter due to a drop in incidents where evidence was obtained in the preceding quarter and also, for some hot spots, targeted education and warning campaigns are being delivered, ahead of proposed enforcement escalation. The average is given for comparative purposes only and is not a target figure as FPNs should only be served where appropriate.											
GCS-06	**No. of households supported by energy advice service (AoE)**	#	282	196	184	163	**79**		206	↑	
Q1 is a third lower in comparison with previous quarters and equivalent period last year, this reduction is largely contributed to season demand with the service still being actively promoted and demand monitored											
GCS-07	**No. of crimes recorded** (excluding ASB)	#	1,707	1,572	1,575	1,635	**1,107**		1622	↓	

Data figures for Q1 cover April & May only, as this measure usually has an approximate 6 week lag before going live publicly via the police.gov website, however the NWCSP receives a quarterly report for the borough.											
GCS-08	**ASB reports**	#	370	344	289	254	**No Data**		314		
ASB data hasn't been updated publicly since March 2026 on police.uk website, however NWCSP quarterly ASB data report provides an overview of ASB across the borough.											

there is a lag with this data as it is obtained using verified figures from Police.uk

Community & Housing

Measure ID	Measure name	Type	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Target	Average	Aim	Trend
CH-01	**% of major planning applications determined within 13 weeks (or agreed ext)**	%	90%	90%	89%	100%	**100%**	60%		↑	
This is the 'speed' at which major applications were determined. There was just one application in this group this quarter, which was determined in accordance with an agreed extension of time, hence the 100% value.											
CH-02	**% of minor planning applications determined within 8 weeks (or agreed ext.)**	%	89.8%	91.3%	90%	86%	**82.9%**	70%		↑	
This is the 'speed' at which minor applications were determined. There are more applications in this group, (47 in this quarter) of those 82.9% (or 39) were determined within an agreed time scale. This is significantly above the government target of 70%											
CH-03	**No. of planning enforcement actions taken- cases opened**	#	14	16	9	9	**12**		12		
This measure records the actual number of planning enforcement cases opened during the reporting period. The trend follows the pattern observed since WRS assumed responsibility for the service, with reported breaches typically increasing during Q1 each year. Cases may be opened in response to alleged breaches of planning control, untidy land complaints, or matters falling within the scope of related planning enforcement legislation. The average figure is provided for comparative purposes only and does not represent a target.											
CH-04	**No. of planning enforcement actions taken- cases closed**	#	14	21	15	2	**11**		13		
The measure is the actual number of cases closed. An investigation can be concluded and the case closed for a variety of reasons, including closed due to reaching immunity, informal resolution, service of notice, direct action or prosecution. It also includes untidy land cases falling under the Town and Country Planning Act and ASB legislation remits. The average is given for comparative purposes only and is not a target figure.											
CH-05	**% of Building Control applications determined within 5 weeks (or 8 weeks on agreement)**	%	100%	96%	95%	100%	**100%**	85%		↑	
All building regulation applications decided in this Q have been done so within statutory timescales. Statutory reports to the Building Safety Regulator provided.											
CH-06	**No. of households threatened with homelessness - preventions**	#	15	17	27	19	**26**		20	↑	
Prevention number increase is a reflection of the service actively assisting more earlier in the process											
CH-07	**No. of households in temporary accommodation - snapshot**	#	47	38	41	25	**43**		38	↓	

As of the 30.06.26, there were no second night out accommodation or crash pads for young people recorded											
CH-08	**No. of households with children in B&B + 6 weeks**	#	4	0	0	0	**0**	0			

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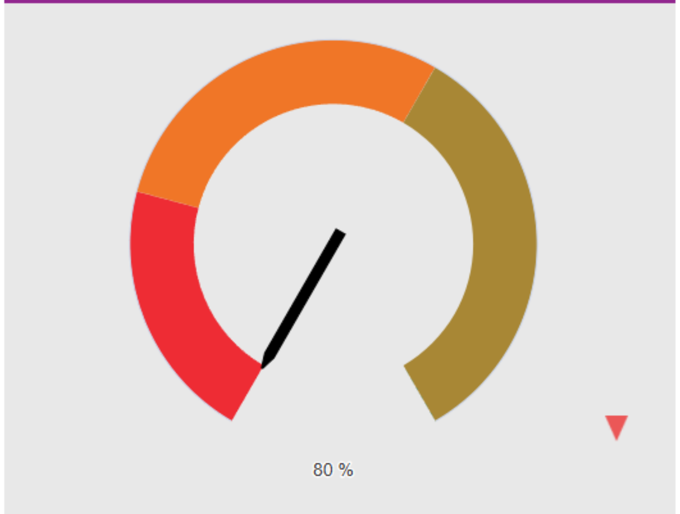
Organisational Priorities

Measure ID	Measure name	Type	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Target	Average	Aim	Trend
ORG-01	**Council Tax Collection Rate**	%	28%	55.36%	82.52%	96%	**27.86%**	28.39%		↑	
Performance shows a minor variance against target and Q1 2025/26. Further review will take place in Q2.											
ORG-02	**Business Rates Collection Rate**	%	25.29%	51.53%	77%	94%	**25.34%**	25.65%		↑	
Performance shows a small variance against target but performance remains on track with no further review required.											
ORG-03	**HB: Speed of processing new claims**	# days	15	14	15	11	**19**	20		↓	
ORG-04	**HB: Speed of processing change of circumstances**	# days	8	7	6	5	**9**	8		↓	
Civica Open Revenues system fault has increased the time of processing. A fix is due imminetly with a reduction previous levels in Q2 onwards											
ORG-05	**HB: Local Authority error rate**	%	0.04%	0.09%	0%	0.12%	**0.40%**	0.48%		↓	
ORG-06	**No. of complaints received (excluding housing)**	#	11	33	18	26	**20**		22	↓	
ORG-07	**Average working days to respond to complaints (excluding housing)**	# days	18	5	9	5	**11**	10		↓	
All services responded within 10 days apart from Homelessness and Housing Solutions (not excluded) who took 25.9 days on average to respond											
ORG-08	**% complaints answered within agreed timescales (excluding housing)**	%	75%	87%	81%	85%	**84%**	95%		↑	
100% score across all (non-Housing Ombudsman) departments with the exception of Homeless and Housing Solutions (57%)											
ORG-09	**Staff turnover rates**	%	10.2%	9.2%	10.2%	8%	**11%**		14.5%	↓	
ORG-10	**Sickness absence - short & long term**	# days per FTE	2.88	3.19	3	2	**2.99**		9.4	↓	

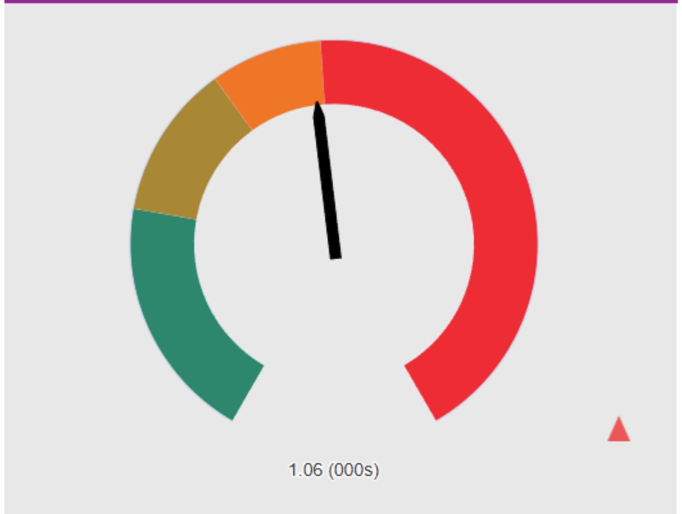
Redditch compared to All local authority districts in West Midlands Quantiles dashboard

Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly



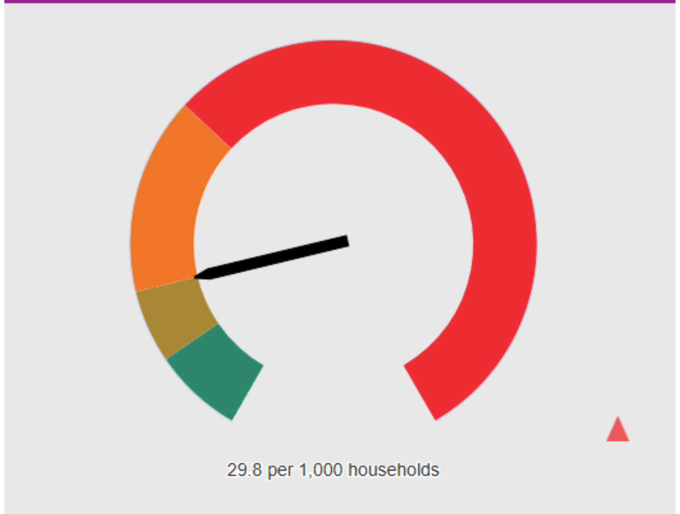
Data last updated: 23/06/2026

Households in temporary accommodation - Total number of households in Temporary Accommodation per (000s) households



Data last updated: 22/06/2026

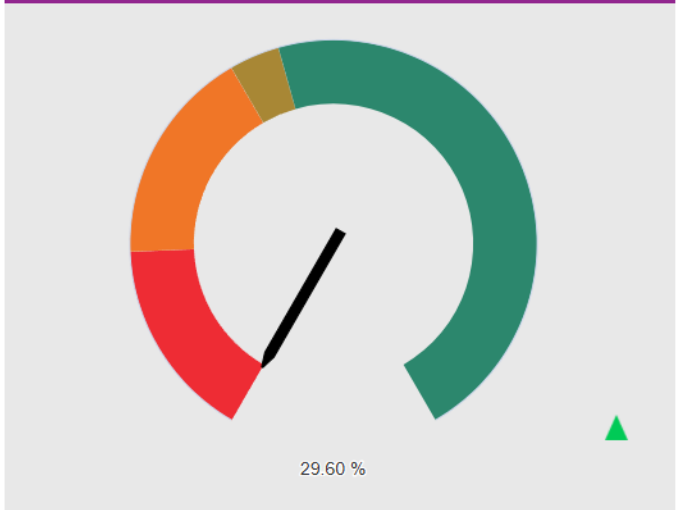
Total households on the housing waiting list at 31st March per 1,000 households



Data last updated: 25/06/2026

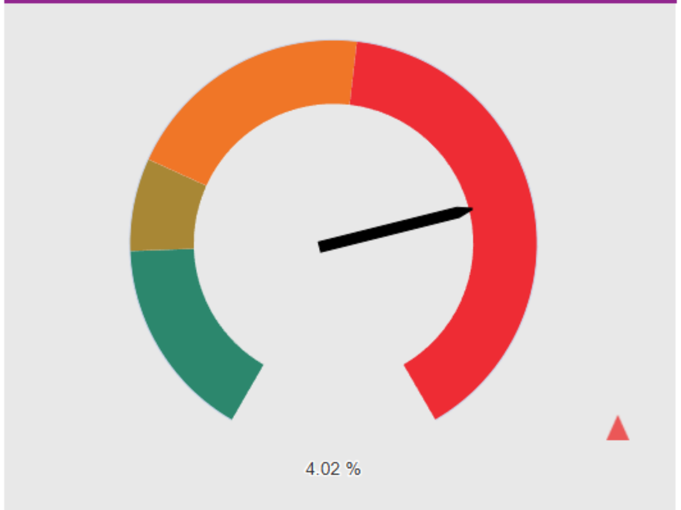
Redditch compared to All local authority districts in West Midlands Quantiles dashboard

Percentage of household waste sent for reuse, recycling and composting (annual)



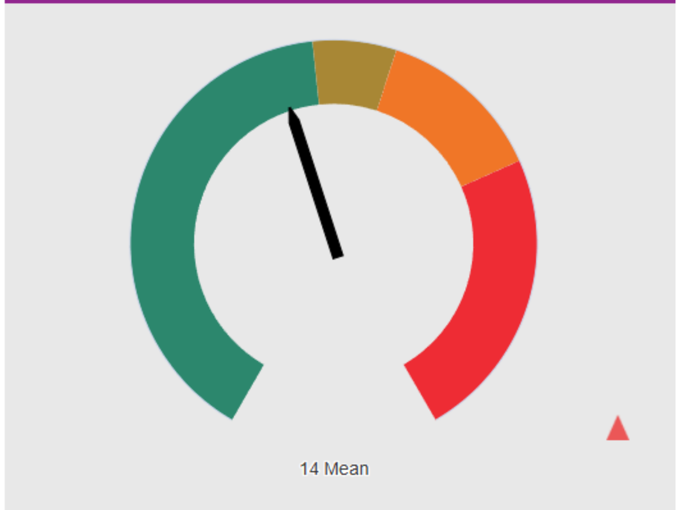
Data last updated: 07/04/2026

Council tax not collected as a percentage of council tax due



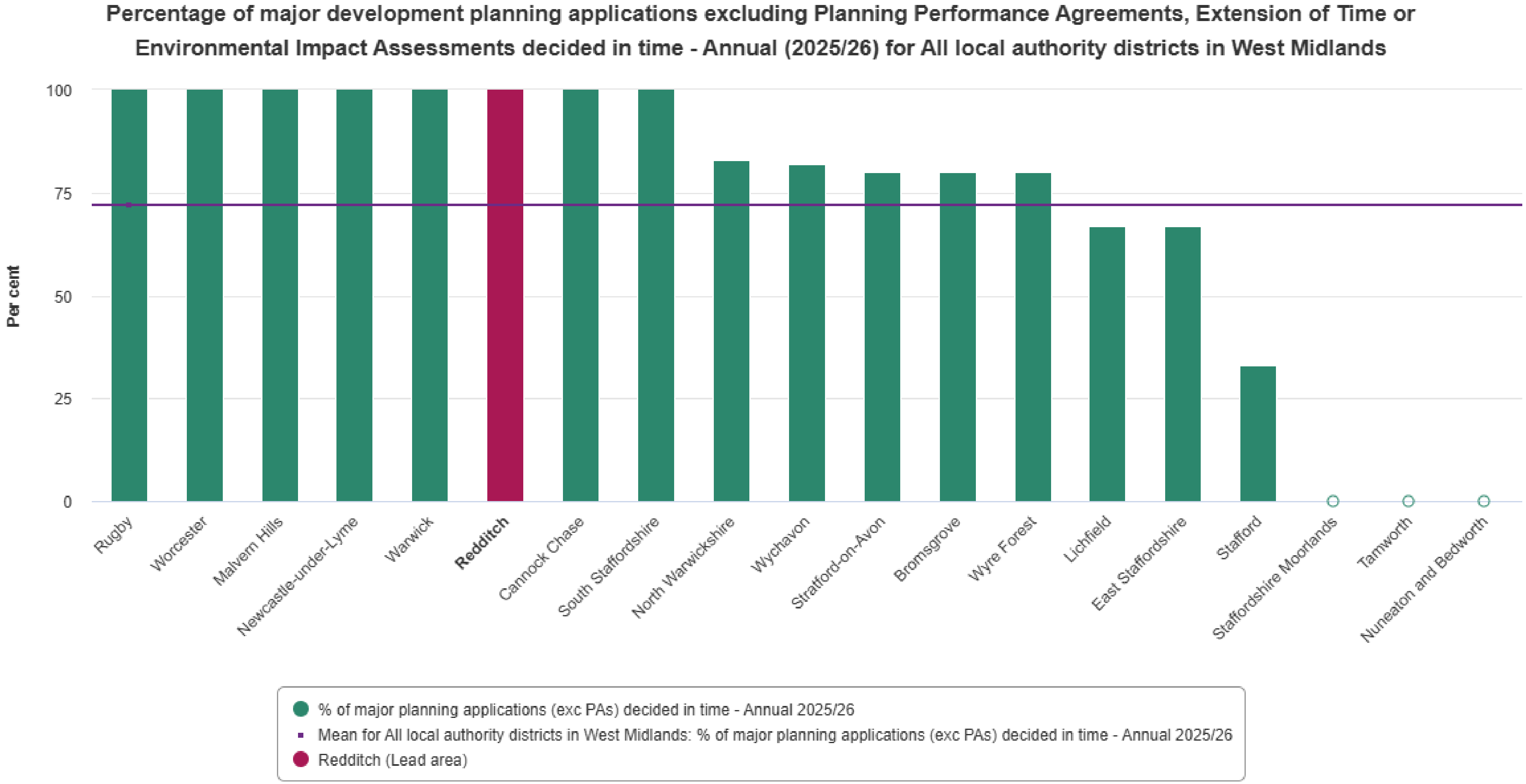
Data last updated: 25/06/2026

Average number of days taken to process housing benefit new claims - Quarterly



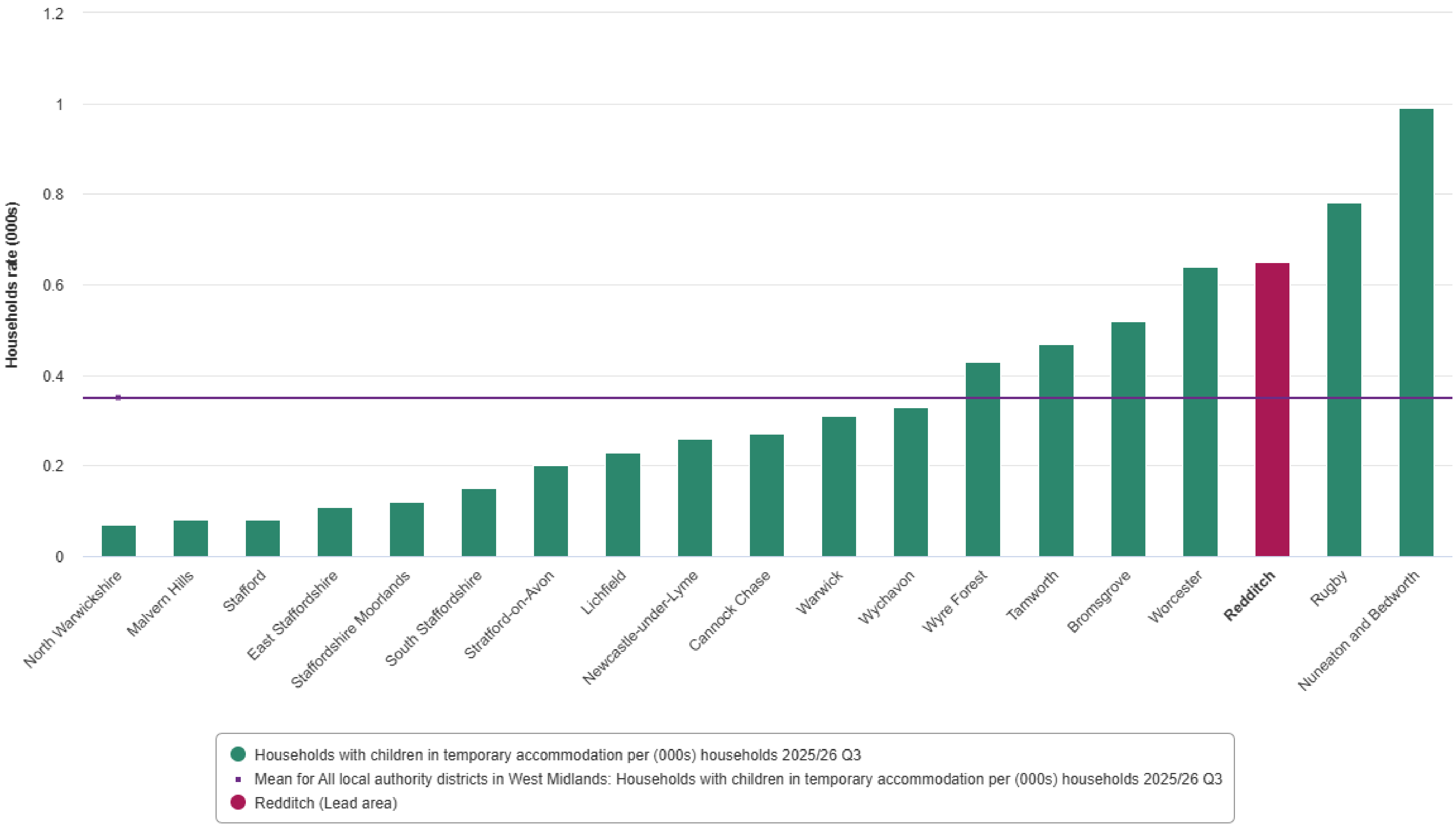
Data last updated: 29/04/2026

Redditch compared to All local authority districts in West Midlands: Local Outcomes Framework: Priority outcomes and metrics



Source:
Ministry of Housing, Communities and Local Government, Development Control statistics, **Polarity:** High value is good, Percentage of major development planning applications excluding Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Annual, **Data updated:** 23 Jun 2026

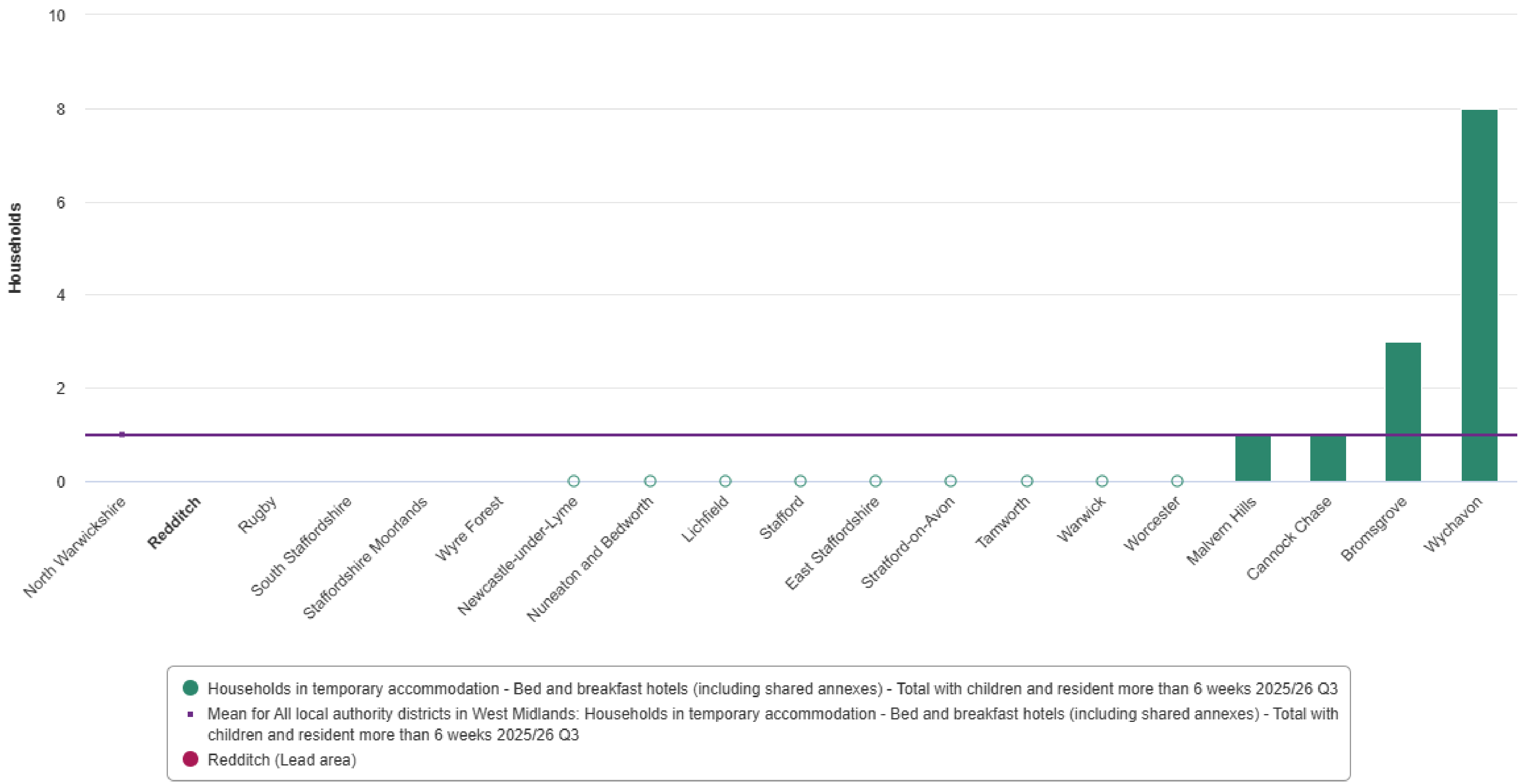
Households with children in temporary accommodation per (000s) households (2025/26 Q3) for All local authority districts in West Midlands



Source:

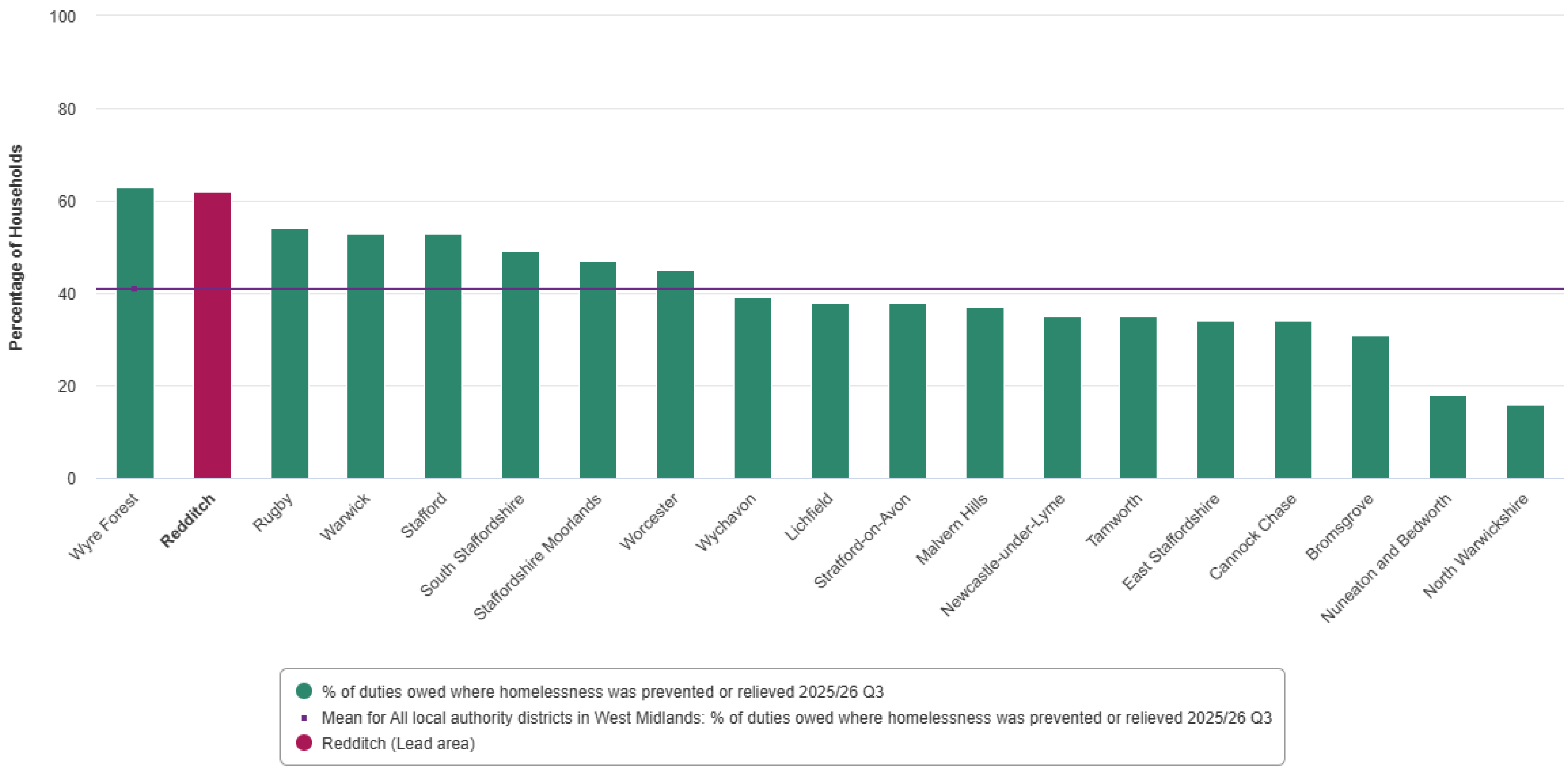
Ministry of Housing, Communities and Local Government, Statutory homelessness live tables, **Polarity:** Low value is good, Households with children in temporary accommodation per (000s) households, **Data updated:** 22 Jun 2026

Households in temporary accommodation - Bed and breakfast hotels (including shared annexes) - Total with children and resident more than 6 weeks (2025/26 Q3) for All local authority districts in West Midlands



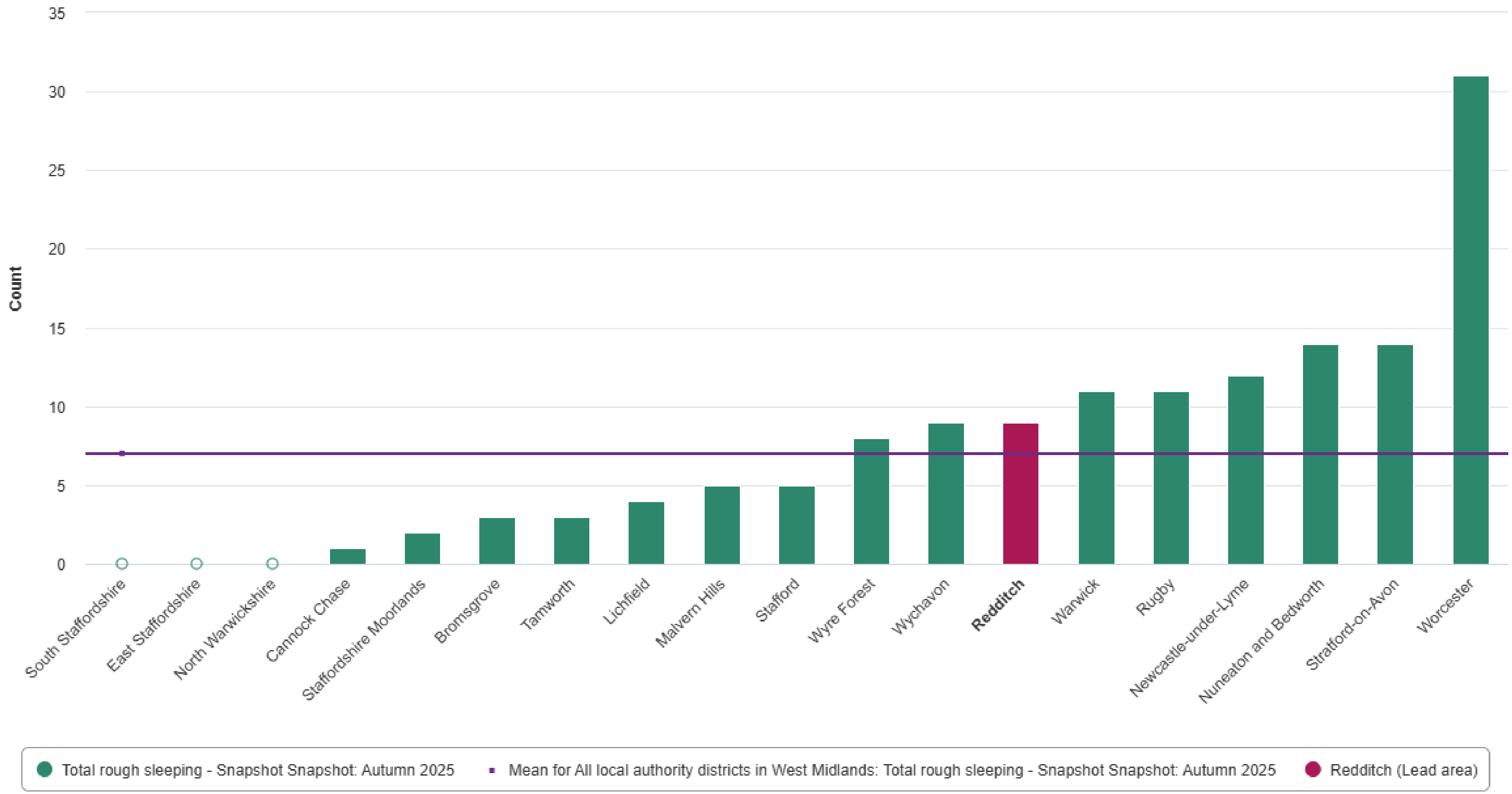
Source:
Ministry of Housing, Communities and Local Government, Statutory homelessness live tables, **Polarity:** Low value is good, Households in temporary accommodation - Bed and breakfast hotels (including shared annexes) - Total with children and resident more than 6 weeks, **Data updated:** 22 Jun 2026

Percentage of duties owed where homelessness was prevented or relieved (2025/26 Q3) for All local authority districts in West Midlands



Source:
Ministry of Housing, Communities and Local Government, Statutory homelessness live tables, **Polarity:** High value is good, Percentage of duties owed where homelessness was prevented or relieved, **Data updated:** 22 Jun 2026

Total number of people sleeping rough (Snapshot: Autumn 2025) for All local authority districts in West Midlands



Source:

Ministry of Housing, Communities and Local Government, Rough sleeping snapshot, **Polarity:** Low value is good, Total number of people sleeping rough, **Data updated:** 03 Mar 2026

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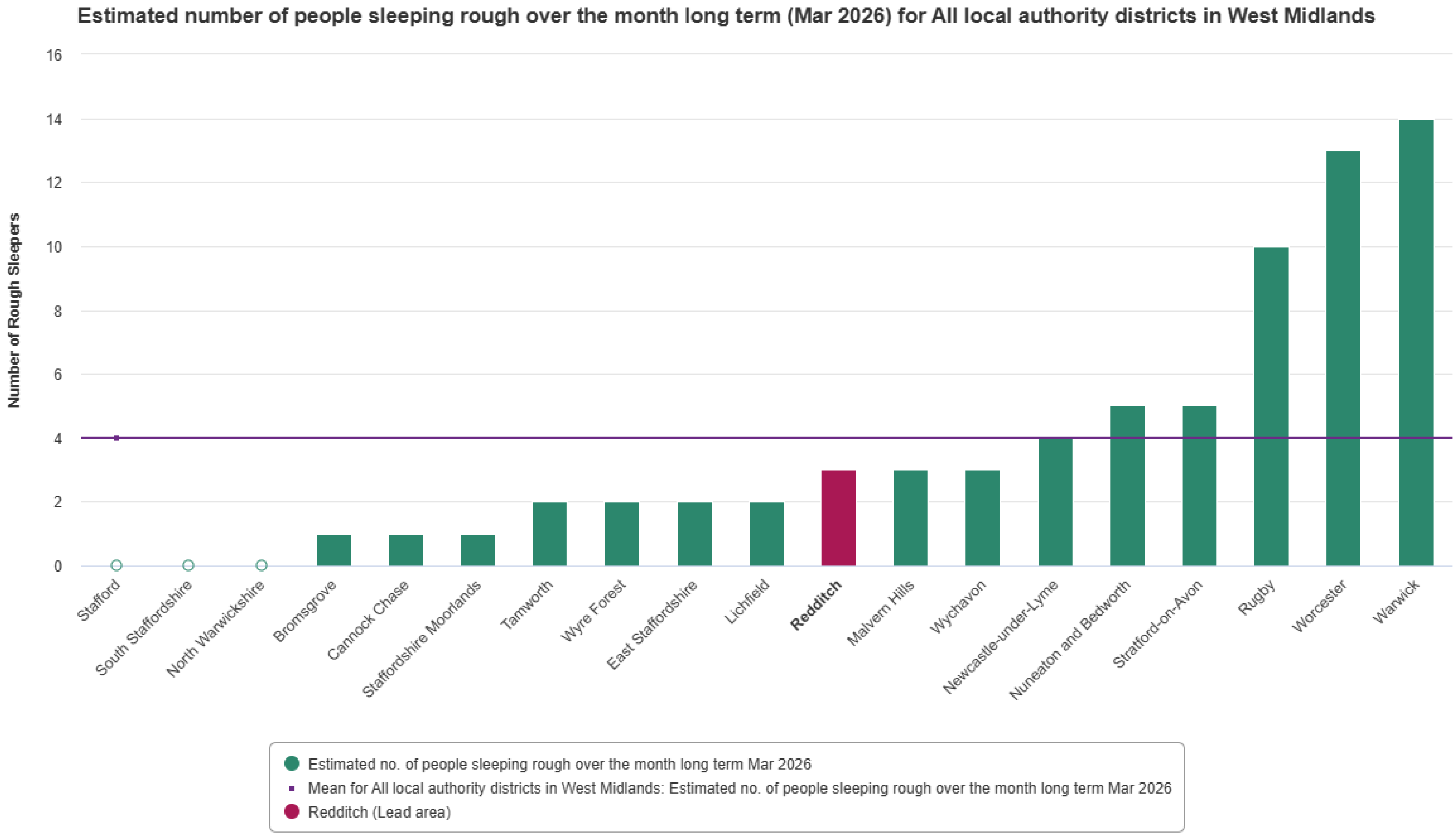
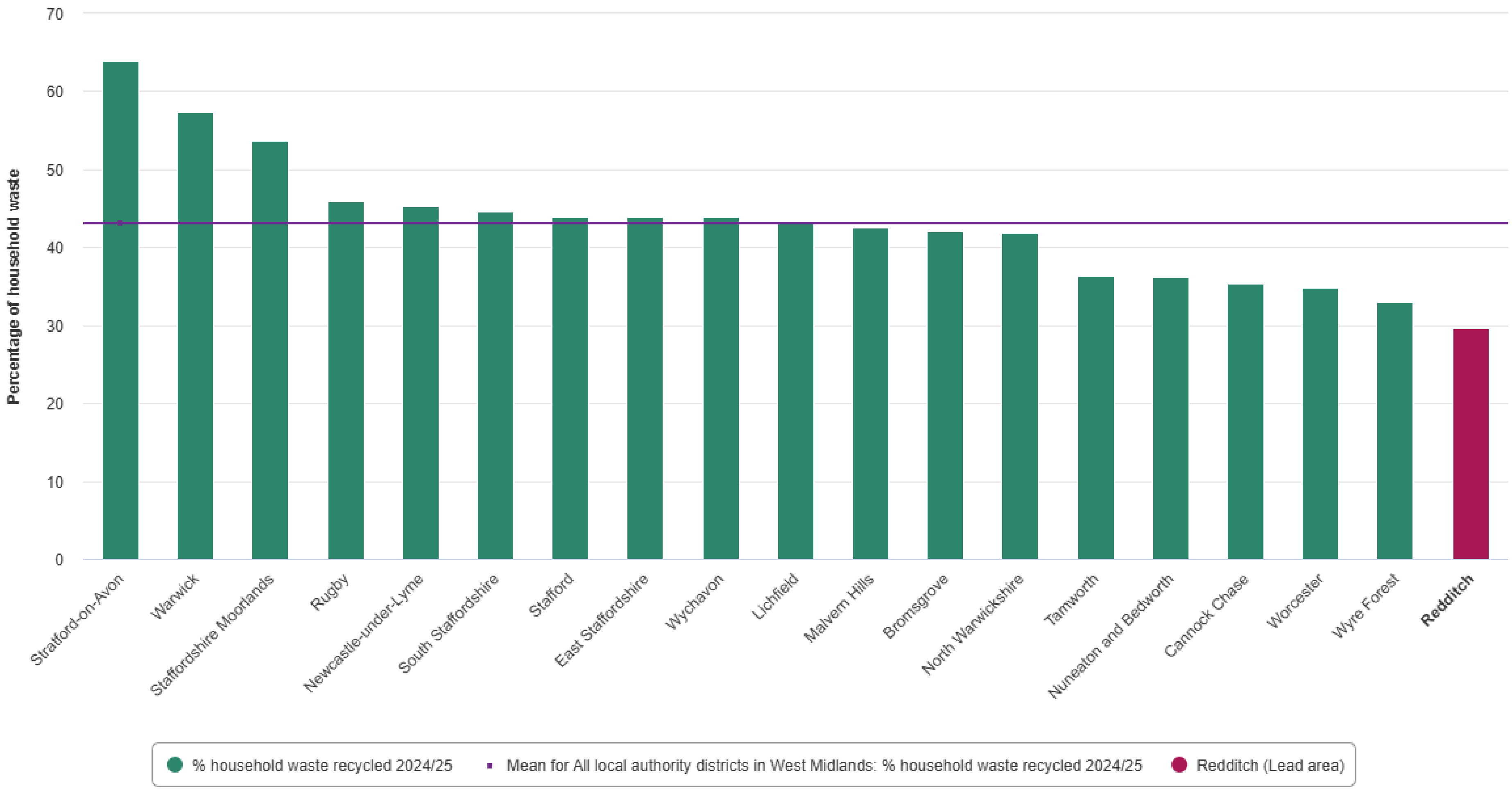


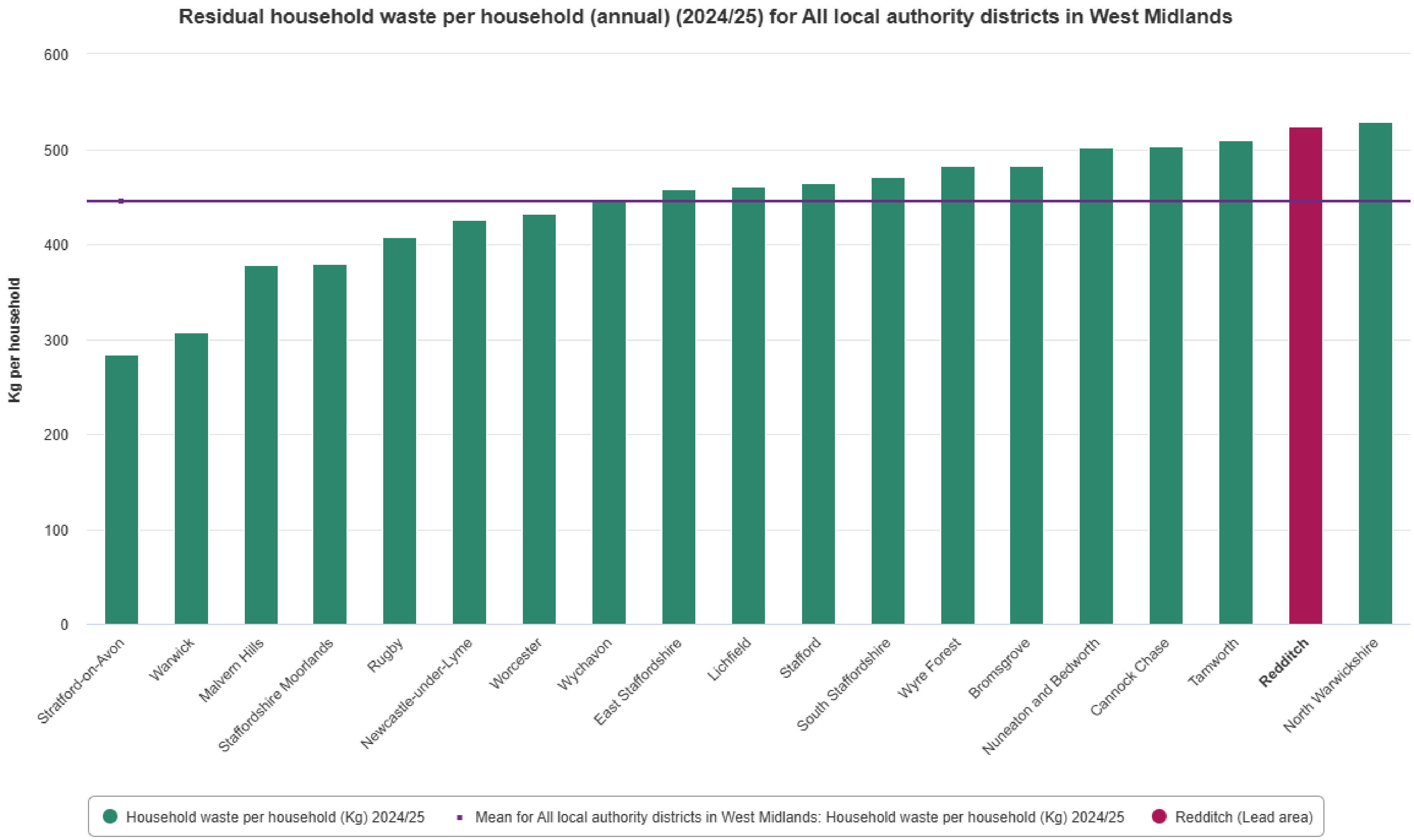
Source:

Ministry of Housing, Communities and Local Government, Rough Sleeping Data Framework, **Polarity:** Low value is good, Estimated number of people sleeping rough over the month long term, **Data updated:** 25 Jun 2026

Percentage of household waste sent for reuse, recycling and composting (annual) (2024/25) for All local authority districts in West Midlands

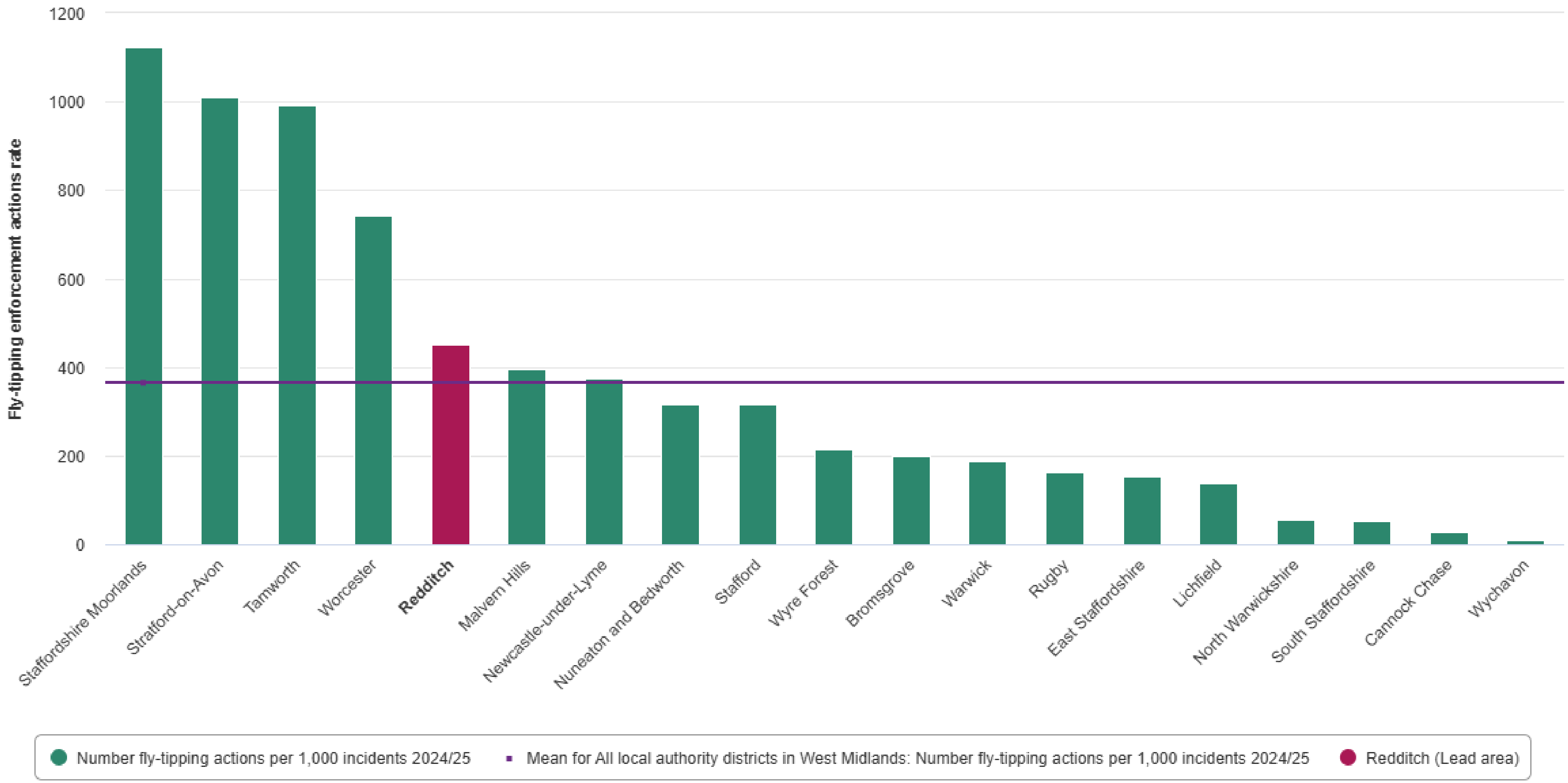


Source:
Department for Environment, Food and Rural Affairs, Local authority collected waste management, **Polarity:** High value is good, Percentage of household waste sent for reuse, recycling and composting (annual), **Data updated:** 07 Apr 2026



Source:
Department for Environment, Food and Rural Affairs, Local authority collected waste management, **Polarity:** Low value is good, Residual household waste per household (annual),
Data updated: 07 Apr 2026

Number fly-tipping actions per 1,000 incidents (2024/25) for All local authority districts in West Midlands



Source:
Department for Environment, Food and Rural Affairs, Fly-tipping incidents and actions taken, **Polarity:** High value is good, Number fly-tipping actions per 1,000 incidents, **Data updated:** 26 Feb 2026

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Redditch Borough Council

Corporate Measures Directory

Reference Guide for Quarterly Performance Reporting

Purpose

People

Pride

Performance

Redditch Borough Council

Working together for our communities

Contents

Introduction

This Corporate Measures Directory is designed as a practical reference for members, aligning with the priorities outlined in the Council Plan 2025-28. It features clear definitions, working examples and source data for each key measure and metric, supporting a shared understanding of how corporate progress is evaluated each quarter.

Alongside these measures, selected Local Outcome Framework metrics are included to provide wider context on long-term outcomes, complemented by the quartile dashboard which benchmarks performance against comparable authorities. Together, this ensures a balanced view of both local delivery and broader place-based performance.

1. Economy, Regeneration & Prosperity Measures

Measure ID	Measure name	Definition	Example
ERP-01	Business Grant Funding - £ Paid	Total value of business grant funding awarded during the financial year to date. It includes all approved grant payments made to businesses up to the end of the quarter.	Total value of grant claims paid during the quarter.
ERP-02	Business Grant Funding - % Spend	Percentage of grant funding awarded against available budget up to the end of the quarter.	5 grants of £10,000 have been awarded from a pot of £100,000 equals 50%

2. Green, Clean & Safe Measures

Measure ID	Measure name	Definition	Example
GCS-01	% household waste recycled or composted	The percentage of total household waste collected that is sent for reuse, recycling, or composting during the reporting period. This was previously reported as NI 192 and includes street sweeper arisings.	If 100,000 tonnes of total waste is collected and 46,000 tonnes are sent for reuse, recycling, or composting, the reported figure would be 46%.
GCS-02	No. of fly tips	The total number of fly-tipping incidents reported and recorded during the reporting period.	Total number reported and recorded during quarter.
GCS-03	Average time taken to remove fly-tipping report (by days)	The average number of days taken to remove reported fly-tipping incidents, measured from the date reported to the date cleared.	If five fly tipping incidents took 2, 3, 4, 5 and 6 days to clear, the average time would be 4 days.

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Measure ID	Measure name	Definition	Example
GCS-04	No. of active environmental enforcement cases	The number of open environmental enforcement cases being actively investigated during the reporting period. It includes cases at any stage of investigation and excludes cases that have been closed.	If 30 cases were open at the start of the quarter, 10 new cases were added, and 15 were closed, the reported figure at period end would be 25 active cases.
GCS-05	No. of environmental enforcement fixed penalty notices	The number of Fixed Penalty Notices (FPNs) issued for environmental offences during the reporting period, excluding any that are cancelled or withdrawn. FPNs are one of several enforcement actions used where sufficient evidence has identified a perpetrator.	If 45 FPNs are issued in a quarter and 5 are later withdrawn, the reported figure would be 40 FPNs issued.
GCS-06	No. of households supported by energy advice service (AoE)	The number of households that received support or advice through the energy advice service during the reporting period.	If 60 households contact the service and receive energy advice, the reported figure would be 60 households supported.
GCS-07	No. of crimes recorded (excluding ASB) Data provided via Police.uk	The number of recorded crimes reported to the police during the reporting period, excluding incidents classified as anti-social behaviour (ASB). This includes all notifiable offences logged within the period, regardless of outcome.	If 325 crimes are reported during the period, excluding 75 incidents recorded as ASB, the total number of crimes reported (excluding ASB) would be 250.
GCS-08	ASB Data provided via Police.uk	The number of incidents reported during the reporting period that are classified as anti-social behaviour (ASB), based on police or partner agency definitions. This includes incidents involving nuisance, disturbance, or behaviour causing harassment, alarm, or distress.	If 75 incidents of anti-social behaviour are reported during the period, the total number of ASB incidents would be 75.

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3. Community & Housing Measures

Measure ID	Measure name	Definition	Example
CH-01	% of major planning applications determined within 13 weeks (or agreed extension)	The percentage of major planning applications determined within 13 weeks or an agreed extension during the reporting period. It includes all decisions made within the statutory timeframe or formally agreed extensions.	If 20 major planning applications are determined and 15 are decided within 13 weeks or an agreed extension, the reported figure would be 75%.
CH-02	% of minor planning applications determined within 8 weeks (or agreed extension)	The percentage of minor planning applications determined within 13 weeks or an agreed extension during the reporting period. It includes all decisions made within the statutory timeframe or formally agreed extensions.	If 40 minor planning applications are determined and 32 are decided within 8 weeks or an agreed extension, the reported figure would be 80%.
CH-03	No. of planning enforcement actions taken - cases opened	The number of new planning enforcement cases formally opened during the reporting period. It includes all cases where an investigation has been initiated and excludes enquiries that do not progress to a case.	If 50 planning complaints are received and 30 proceed to formal investigation, the reported figure would be 30 cases opened.
CH-04	No. of planning enforcement actions taken - cases closed	The number of planning enforcement cases formally closed during the reporting period. It includes cases closed following resolution, compliance, or no further action.	If 25 cases are resolved and closed during the quarter, the reported figure would be 25 cases closed.
CH-05	% of building control applications determined within 5 weeks (or 8 weeks on agreement)	The percentage of building control applications determined within 5 weeks, or within 8 weeks where an extension has been agreed, during the reporting period. It includes all valid applications with a recorded decision.	If 50 building control applications are determined and 40 are decided within 5 weeks or an agreed 8 week extension, the reported figure would be 80%.
CH-06	No. of households threatened with homelessness - preventions	Counts the number of households where action was taken by the council to prevent homelessness before it happened.	If 60 households approached the council at risk of homelessness and 40 were supported to stay in their home or find alternative accommodation, the reported figure would be 40 preventions.

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Measure ID	Measure name	Definition	Example
CH-07	No. of households in temporary accommodation (snapshot)	The number of households placed in temporary accommodation at a single point in time. It includes all households housed by the council, regardless of property type, but excludes placements arranged by other organisations.	If there were 42 households in temporary accommodation on 31 March, the reported figure is 42, even if more households used temporary accommodation during the whole quarter.
CH-08	No. of households with children in B&B + 6 weeks	The number of households with children who have stayed in bed and breakfast for 6 weeks or longer. Statutory requirement for the Council to be compliant under 6 weeks.	If 2 households with children were placed in B&B stayed longer than 6 weeks the reported figure would be 2.

4. Organisational Priority Measures

Measure ID	Measure name	Definition	Example
ORG-01	Council Tax Collection Rate	The percentage of Council Tax due that has been collected during the reporting period. It includes all Council Tax payments received and is measured against the total amount due for the same period.	If £10 million of Council Tax is due and £9 million is collected, the reported collection rate would be 90%.
ORG-02	Business Rates Collection Rate	The percentage of Business Rates due that has been collected during the reporting period. It includes all payments received and is measured against the total amount due for the same period.	If £8 million of Business Rates is due and £6.4 million is collected, the reported collection rate would be 80%.
ORG-03	Housing Benefit: Speed of processing new claims (by days)	The average number of days taken to process new Housing Benefit claims during the reporting period. It is measured from the date a complete claim is received to the date a decision is made.	If three new claims are processed in 10, 15 and 20 days, the reported average processing time would be 15 days.
ORG-04	Housing Benefit: Speed of processing change of circumstances (by days)	The average number of days taken to process changes in circumstances for Housing Benefit claims during the reporting period. It is measured from the date the change is reported to the date the updated decision is made.	If three changes in circumstances are processed in 5, 8 and 11 days, the reported average processing time would be 8 days.

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Measure ID	Measure name	Definition	Example
ORG-05	Housing Benefit: Local Authority Error Rate	The percentage of Housing Benefit payments that are incorrect due to Local Authority error during the reporting period. It includes all cases where an error has resulted in an overpayment or underpayment.	If 1,000 Housing Benefit claims are assessed and 5 are found to contain a Local Authority error, the reported error rate would be 0.5%.
ORG-06	No. of complaints received (excluding housing)	The total number of formal complaints received during the reporting period. It includes all complaints recorded through the Council's corporate complaints process and excludes general enquiries, service requests, and informal feedback.	If 150 contacts are received and 90 are logged as formal complaints, the reported figure would be 90 complaints.
ORG-07	Average working days to respond to complaints (excluding housing)	The average number of working days taken to provide a full response to formal complaints during the reporting period. It includes all closed complaints and is measured from the date the complaint is received to the date the response is issued.	If three complaints are responded to in 5, 10 and 15 working days, the reported average response time would be 10 days.
ORG-08	% complaints answered within 10 days (excluding housing)	The percentage of complaints (excluding housing) where a full response was sent to the customer within 10 working days. It includes all formal complaints logged in the system but excludes enquiries or service requests.	Percentage is based on number of complaints vs responded within 10 working days i.e. 30 complaints with 3 completes answered outside of target = 90%
ORG-09	Staff turnover rates	Percentage of employees who leave the organisation during the reporting period (rolling 12 months) compared to the average number of employees.	If 20 employees leave during the year and the council employs 200 staff on average, the turnover rate is 10%.
ORG-10	Sickness absence - short & long term (days per FTE)	Measures the average number of days lost to short & long-term sickness absence per full-time equivalent employee.	If a total of 780 days is lost to short & long-term sickness and there are 100 full-time equivalent staff, the average is 7.8 days per FTE.

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5. Quantile Dashboard & Local Outcome Framework

Measure	Definition	Source
Average number of days taken to process housing benefit new claims (Quarterly)	This measures the average number of calendar days taken to process new Housing Benefit claims within the quarter, from receipt to decision. The average is calculated by dividing the total days taken by the number of cases processed.	Data is from the Single Housing Benefit Extract (SHBE). Source name: Department for Work and Pensions Collection name: **Housing Benefit: statistics on speed of processing (SoP)** **Polarity:** Low is good
Total households on the housing waiting list on 31st March per 1,000 households (Annual)	The housing waiting list includes both households in housing need and those without an identified housing need. Although there is no longer a statutory duty to maintain a Housing Register, local authorities retain waiting lists to support their housing allocation responsibilities.	Figures in this table are unaudited by local authorities. Source name: Ministry of Housing, Communities and Local Government Collection name: **Local Authority Housing Statistics (LAHS)** **Polarity:** Low is good
Total number of households in Temporary Accommodation per (000s) households	Households threatened with homelessness within 56 days are entitled to support from the local authority to prevent homelessness, while those already homeless receive assistance to secure accommodation. Statutory homeless households are owed duties across three stages: prevention, relief, and the main homelessness duty.	Source name: Ministry of Housing, Communities and Local Government Collection name: **Statutory homelessness live tables** **Polarity:** Low is good
Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time	This measures the percentage of minor planning applications determined within statutory timescales of 8 weeks (or 16 weeks where an Environmental Impact Assessment is required). While the focus is on minor applications, data is also available for county, major, and other application types. Minor applications include developments such as dwellings, industry and warehousing, offices, retail and services, traveller sites, and other categories.	Source name: Ministry of Housing, Communities and Local Government Collection name: **Development Control statistics** **Polarity:** High is good

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Measure	Definition	Source
Percentage of household waste sent for reuse, recycling, and composting (Annual)	This measures the percentage of household waste collected that is sent for reuse, recycling, composting, or anaerobic digestion. It is calculated by dividing the total tonnage of waste sent for these treatments by the total tonnage of household waste collected.	Source name: Department for Environment, Food and Rural Affairs Collection name: **Local authority collected waste management** **Polarity:** High is good
Council tax not collected as a percentage of council tax due	This explains how council tax is set and collected by the billing authority to meet its budget and precept requirements, based on property valuation bands. The data is drawn from the final quarterly returns (QRC4) submitted by billing authorities to the Department for Levelling Up, Housing and Communities.	QRC4 returns Source name: Ministry of Housing, Communities and Local Government Collection name: **Council tax collection rates** **Polarity:** Low is good
Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time	This measures the percentage of major planning applications (excluding those with a Planning Performance Agreement, Extension of Time, or Environmental Impact Assessment) determined within statutory timescales. Timely determination is defined as within 13 weeks, or 16 weeks where an Environmental Impact Assessment applies.	Source: Ministry of Housing, Communities and Local Government Collection Name: **Development Control statistics** **Polarity:** High is good
Percentage of duties owed where homelessness was prevented or relieved	This measures the percentage of prevention or relief duties that result in homelessness being prevented or relieved within the quarter. Success is defined as securing accommodation for at least 6 months, compared to the number of new duties owed in that period.	Source name: Ministry of Housing, Communities and Local Government Collection name: **Statutory homelessness live tables** **Polarity:** Low is good
Households with children in temporary accommodation per (000s) households	This measures the rate of households with dependent children living in temporary accommodation per 1,000 households. The data is reported by MHCLG and provides a comparative measure of the scale of temporary accommodation use.	Source name: Ministry of Housing, Communities and Local Government Collection name: **Statutory homelessness live tables** **Polarity:** Low is good

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Measure	Definition	Source
Total number of people sleeping rough (Snapshot)	This measures the number of people sleeping rough on a single night, including those bedding down in open air or makeshift shelters. It excludes people in hostels, shelters, or other temporary accommodation, and only counts those seen or believed to be sleeping rough at the time of the snapshot.	Source name: Ministry of Housing, Communities and Local Government Collection name: **Rough sleeping snapshot** **Polarity:** Low is good
Estimated number of people sleeping rough over the month-long term	This estimates the number of people sleeping rough over a month, including those with long-term rough sleeping identified through outreach or snapshot data. Long-term rough sleepers are those seen within the month who have been recorded sleeping rough in 3 or more months over the past year.	Source name: Ministry of Housing, Communities and Local Government Collection name: **Rough Sleeping Data Framework** **Polarity:** Low is good
Residual household waste per household (Annual)	Residual household waste per household (annual) - This is the number of kilograms of residual household waste collected per household. Residual waste is any collected household waste that is not sent for reuse, recycling, or composting.	Source name: Department for Environment, Food and Rural Affairs Collection name: **Local authority collected waste management** **Polarity:** Low is good
Number fly-tipping actions per 1,000 incidents	This measures the number of fly-tipping enforcement actions taken per 1,000 reported incidents, based on data recorded in WasteDataFlow. Figures should be interpreted with caution, as reporting practices, local conditions, and data quality can vary, limiting direct comparison between authorities.	Source name: Department for Environment, Food and Rural Affairs Collection name: **Fly-tipping incidents and actions taken** **Polarity:** High is good

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Appendix: Using the Directory

- Review the directory alongside quarterly reports to understand the rationale behind each assessment.
- Refer to measure definitions and examples for clarity in interpreting results.
- Contact the Performance & Improvement Team for further details or support.

This directory is updated regularly to reflect evolving council priorities and reporting requirements. Feedback is welcomed to ensure continued relevance and clarity for all members.

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REDDITCH BOROUGH COUNCIL

Executive

8th September 2026

Equality Strategy 2026-2028 (inc. Engagement Policy)

Relevant Portfolio Holder		Councillor Matthew Dormer (Leader)
Portfolio Holder Consulted		Yes
Relevant Assistant Director		Hannah Corredor
Report Author	Job Title: Performance & Improvement Manager Contact email: h.mole@bromsgroveandredditch.gov.uk Contact Tel: 01527 881685	
Wards Affected		All
Ward Councillor(s) consulted		N/A
Relevant Council Priority		High-Quality Services
Non-Key Decision		
If you have any questions about this report, please contact the report author in advance of the meeting.		

1. RECOMMENDATIONS

The Executive Committee RECOMMEND that: -

1) The Equality Strategy 2026 – 2028 (including the Engagement Policy) be approved.

2. BACKGROUND

2.1 The Council previously operated under an Equality Strategy covering the period 2022-2026 and an Engagement Strategy from 2022 to 2025. These strategies have helped embed equality considerations across service delivery, decision-making, engagement and workforce practices. As those strategies have now reached the end of their intended timeframe, an updated Equality Strategy, which includes the Engagement Policy as an appendix, have been developed for 2026-2028.

2.2 Progress and achievements from the previous strategies will be reported through the Councils' annual reporting arrangements alongside future updates on delivery of the new strategy.

2.3 The Equality Strategy is supported by an Action Plan, which brings together activity taking place across Council services to deliver the authority's equality objectives. The Action Plan enables more consistent monitoring of progress under each objective and enables the Council to demonstrate to residents how equality considerations are being embedded within the authority's work.

2.4 The refreshed Engagement Policy is included as an appendix to the Equality Strategy, demonstrating how effective equality work depends on high-quality insight and an understanding of the needs and experiences of different communities. It sets out how the Council will undertake inclusive and meaningful engagement so that the insight gathered from residents, community groups, partners, and staff can inform Equality Impact Assessments, service improvement activity and wider decision-making.

2.5 Housing Services has a dedicated Engagement Strategy for Redditch tenants which aligns with and complements the corporate approach, whilst also meeting the specific requirements of the Regulator of Social Housing

3. OPERATIONAL DETAIL

3.1 Both documents build on the Council's existing equality and engagement work and reflect learning from residents, community groups, partners, and staff over the four-year period of the last strategy. They provide an updated framework for ensuring equality, accessibility and community insight from approval until unitarisation in 2028.

3.2 The strategy sets out four equality objectives for 2026-2028:

- Continue to deliver fair and accessible services.
- Strengthen inclusive engagement and communication.
- Improve understanding of communities and support inclusion.
- Support an inclusive and representative workforce.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications. However, where future actions arising from the Equality Action Plan or engagement activity require additional resources, these will need to be considered through the relevant service planning, budget setting or decision-making process.

5. LEGAL IMPLICATIONS

5.1 The Equality Strategy supports the Council in meeting the authority's responsibilities under the Equality Act 2010 and the Public Sector Equality Duty. The Duty requires local authorities to eliminate discrimination, advance equality of opportunity and foster good relations between different groups.

5.2 Approval of these documents will provide a clear framework for demonstrating that equality, accessibility and community engagement are embedded within policy development, service delivery and decision-making across the Council.

6. OTHER - IMPLICATIONS

Local Government Reorganisation

6.1 Both documents recognise the importance of maintaining a consistent approach to equality, accessibility and community engagement during the upcoming transition through Local Government Reorganisation into a North Worcestershire unitary council.

Relevant Council Priority

6.2 The Equality Strategy and Engagement Policy contribute to the delivery of high-quality services.

6.3 Together, they help ensure services are informed by the needs and experiences of residents, support continuous improvement and promote fair, effective, and inclusive service delivery across the Council.

Community Impact

6.4 The strategies will have a positive impact on local communities by helping the Council to better understand local needs, support inclusion and ensure that services and decisions are informed by the views and experiences of residents. This contributes to community well-being and cohesion across the Borough.

Climate Change Implications

6.5 There are no direct climate change implications arising from the approval of the Equality Strategy and Engagement Policy. The documents do not commit the Council to any specific projects, developments or operational activities that would directly affect greenhouse gas emissions, energy consumption or climate adaptation measures.

6.6 However, the principles set out within the Equality Strategy and Engagement Policy support inclusive decision-making and engagement, which can help ensure that the impacts of climate change and environmental changes on different communities are better understood. This is particularly relevant for groups who may be disproportionately affected by extreme weather, fuel poverty, poor housing conditions or other climate-related risks.

6.7 Future actions, policies or projects developed under the framework of these documents will continue to be considered on their individual merits and, where appropriate, will be subject to separate assessment of climate change implications.

Executive **8th September 2026**

Equalities and Diversity Implications

6.8 The subject matter of this report is directly concerned with equality, diversity and inclusion.

7. RISK MANAGEMENT

7.1 Without an up-to-date Equality Strategy and Engagement Policy, there is a risk that the Council cannot clearly demonstrate how equality and engagement considerations are embedded. This could increase the risk of inconsistent practice across services and reduce assurance that the Council is meeting its obligations under the Equality Act 2010 and Public Sector Equality Duty.

7.2 The approved documents will help mitigate these risks by providing a clear and consistent framework for considering equality impacts, engaging with residents and communities and supporting informed decision-making. The Action Plan will also support the delivery and monitoring of identified priorities over the life of the Strategy.

8. APPENDICES and BACKGROUND PAPERS

Appendix A - Equality Strategy 2026-2028
Appendix 1 - Engagement Policy 2026-2028

9. REPORT SIGN OFF

Department	**Name and Job Title**	**Date**
Portfolio Holder	Councillor Matt Dormer (Leader)	July 2026
Lead Director / Assistant Director	Hannah Corredor	03/08/26
Financial Services	Paul Earley	04/08/26
Legal Services	Claire Felton	05/08/26
	Emily Payne	N/A

Policy Team (if equalities implications apply)	Engagement & Equalities Advisor Helen Mole Business Improvement Manager	as authors
Climate Change Team (if climate change implications apply)	Matt Eccles, Climate Change Manager .	04.08.26

Redditch Borough Council Equality Strategy 2026-2028

Title	Redditch Borough Council Equality Strategy 2026-2028
Description	This Strategy sets out our commitment for progressing equality over the next two years.
Created by	Engagement and Equalities Advisor
Date created	May 2026
Maintained by	Engagement and Equalities Advisor
Next Review Date	April 2028

Version number	Modified by	Modifications made	Date modified	Status

If you need this information in another language or format, please contact us and we will do our best to help.

Email: equalities@bromsgroveandredditch.gov.uk Phone: 01527 548284

Foreword

Redditch is a borough with proud communities, diverse experiences and a strong sense of place. As a Council, we want everyone to feel valued, respected and able to access the opportunities, services and support they need to thrive.

This Equality Strategy sets out our commitment to ensuring fairness, dignity and inclusion remain central to everything we do between 2026 and 2028. For our Council, equality means fair treatment and fair access for all residents. It builds on the progress already made across the Council and reflects what we have learned through working with residents, community organisations, partners and staff.

Equality is not a standalone activity. It is part of how we design services, make decisions, engage with communities and support our workforce. This strategy provides a practical framework for continuing that work while recognising the changing environment in which local government operates while recognising the changing environment in which local government operates.

We know there is always more to do. By listening to people, understanding different experiences and considering the impact of our decisions, we can continue to improve services and strengthen community cohesion across the borough.

With Local Government Reorganisation now underway, it is essential that Redditch continues to place fairness, inclusion and a clear understanding of community needs at the heart of decision-making and service delivery.

This strategy will help ensure that equality continues to inform the way we plan services, engage with residents and support our workforce throughout this transition and beyond.

I am pleased to support this strategy and look forward to working with residents, community organisations, businesses, partners and colleagues to help deliver its objectives.

Councillor Matt Dormer
Leader of Redditch Borough Council

1. Purpose

At Redditch Borough Council, we want everyone to be treated with fairness, dignity and respect. This Equality Strategy sets out how we will continue to do that between 2026 and 2028.

Over recent years, we have listened to residents, community groups and staff to better understand the different needs, experiences and barriers people face. This learning has helped shape how services are delivered, how decisions are made and how we work as an employer. While positive progress has been made, we recognise that there is more to do.

This strategy builds on existing learning and sets a clear direction for continuing to embed equality into everyday Council activity. Our aim is to support a borough where people from all backgrounds can live, work and participate fully, and where individuals and communities feel valued, respected and included.

The strategy will also support the Council during a period of organisational change. By maintaining a clear focus on equality, we can better understand how decisions may affect different people and communities, helping to ensure services remain fair, accessible and responsive to local needs throughout the transition to new local government arrangements.

2. Scope

This strategy applies to everyone who lives in, works in or visits Redditch. It covers all Council services and functions, the Council's workforce and Elected Members.

It reflects the protected characteristics set out in the Equality Act 2010 and supports a consistent approach to equality across all areas of Council activity, including during periods of change.

3. Our Legal Duties and Responsibilities

The Equality Act 2010 provides the legal framework for our work on equality. It protects people from discrimination based on nine protected characteristics and places duties on public bodies.

As a local authority, the Council is subject to the Public Sector Equality Duty. This requires us to:

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity

- foster good relations between different groups

While publishing this strategy helps meet our legal responsibilities, it also reflects our broader commitment to fairness and inclusion. We also recognise that poverty and socioeconomic disadvantage can significantly impact people's lives and opportunities. Although not a protected characteristic in law, this remains an important consideration in how we understand inequality locally.

4. Understanding Redditch Borough

Redditch is a diverse and evolving borough, home to over 87,000 residents, an increase of 3.4% between 2011 and 2021, living across a range of communities and neighbourhoods. Feckenham is the only parish within the Borough, providing a distinct rural community alongside the town's predominantly urban population.

Understanding who our residents are, how the population is changing and where different groups may experience barriers or inequalities is essential to delivering fair, accessible and inclusive services.

Here we have provided an overview of Redditch's population and communities, highlighting key demographic trends and equality-related characteristics. It draws together evidence on age, diversity, disability, caring responsibilities and wider inequalities to help inform decision-making, service planning and the Council's commitment to advancing equality of opportunity across the borough.

87,036	10.2%	40%	2%	+40.5%	16.6%
Residents	Ethnic groups other than White	Report having no religion	Identify as LGBTQ+	Growth in residents aged 65-74	Classified as disabled

Ethnicity and culture

Redditch is becoming more diverse, with more than 1 in 10 residents identifying with ethnic groups other than White. This diversity contributes to the borough's vibrant communities and reflects a range of cultural experiences, languages and perspectives that form an important part of community life.

Faith, belief and identity

A sizeable proportion of resident's report having no religion, alongside a range of faith communities, with 48.9% of residents identifying as Christian. This diversity of faith, belief and worldview forms an important part of Redditch's identity and community life.

Sexual orientation

Around 2.0% of residents aged 16 and over identify as LGBTQ+, while 8.1% preferred not to state their sexual orientation or did not answer the question. LGBTQ+ residents form an important part of Redditch's communities and contribute to the diversity of the borough.

Age and life stage

Redditch is home to people at all stages of life, with a median age of 40. The 40.5% increase in residents aged 65 to 74 highlights the borough's ageing population and the importance of accessibility, digital inclusion and wellbeing

Disability, health and caring

Disability, long-term health conditions and caring responsibilities are an important part of many residents' lives. Redditch is home to 7,562 unpaid carers, representing 9.1% of residents aged 5 and over, with 2.9% providing 50 hours or more of care each week, supporting family members, friends and neighbours.

Socio-economic inequality

While Redditch has many strengths, opportunities and outcomes are not experienced equally across the borough. Differences in income, deprivation, housing, health and digital access can affect people's life chances, with some communities facing greater barriers than others.

Source: *ONS Census 2021 dataset via Nomis*

While Redditch benefits from diverse communities, strong local identities and a growing population, the data also demonstrates the importance of understanding how age, disability, caring responsibilities, ethnicity, faith, sexual orientation and wider socio-economic factors can influence people's experiences and opportunities. This evidence provides an important foundation for delivering fair, inclusive and accessible services and for shaping the priorities of the Equality Strategy.

5. Equality in Practice: What We Have Learned

Between 2022 and 2026, equality considerations increasingly informed how services were designed, delivered and reviewed across Redditch. Insight from residents, partners and staff supported improvements in access, fairness and service responsiveness.

The examples below show how equality has been embedded across key service areas, demonstrating a practical and joined-up approach rather than isolated initiatives.

5.1 Housing, Regeneration and Local Development

The Council made significant progress in improving access to affordable, secure and good quality homes while regenerating key community assets. This included the delivery of 19 new Council homes in Church Hill, providing accessible and affordable housing for families, older residents and those with the greatest need.

The transformation of the Town Hall into a modern community hub will bring NHS services, Council departments and community spaces together in one accessible location, reducing barriers to essential services and supporting joined-up delivery. A three-year financial plan protected key services and enabled continued investment in regeneration during periods of economic uncertainty.

Improvements to the Redditch Homes allocations system, including clearer guidance and eligibility criteria, strengthened fairness, transparency and access for vulnerable applicants.

5.2 Economy, Skills and Innovation

Investment in skills and innovation supported more inclusive economic growth. The Council secured over £16 million for the development of the Digital Manufacturing Innovation Centre, contributing to job creation, business growth and skills development for young people and small and medium-sized enterprises.

The introduction of a new Council Plan, with priorities focused on community, housing, green and safe spaces and prosperity, guided improvements to public spaces, access to skills and employability opportunities, particularly benefiting residents who face barriers to work or economic participation.

5.3 Community Engagement, Planning and Participation

The Council strengthened community voice through accessible engagement opportunities. The Local Plan roadshow, delivered across nine locations alongside an online platform, enabled residents to play an active role in shaping development up to 2043 and broadened participation among people less able to engage in traditional consultations.

Free family events, including the Arrow Valley Lights Trail, created inclusive opportunities for residents of all ages and backgrounds to participate in community life, supporting social cohesion and accessible leisure.

5.4 Cost of Living Support and Financial Resilience

Recognising the impact of the cost-of-living crisis, the Council delivered a coordinated response to provide accessible support and guidance. Through a multi-channel approach, including partnership leaflets, online resources, community outreach and work with local voluntary and community organisations, the Council helped residents, including those who may be digitally excluded, to access financial and practical support.

The Government's Household Support Fund (HSF), which operated until March 2026, provided targeted assistance to residents experiencing financial hardship. Working with Citizens Advice Bromsgrove and Redditch and local voluntary and community sector organisations, the Council helped distribute almost £348,000 of support during the final phase of the programme, including £124,000 through local community organisations and £220,000 in direct payments to eligible households. Support was delivered through a range of initiatives including foodbanks, food pantries, warm spaces and household support schemes, helping residents most affected by rising living costs.

Although HSF has now ended, the Council continues to work with Worcestershire County Council and local partners to help residents access support through the Crisis and Resilience Fund and other available assistance programmes.

5.5 Voluntary, Community and Partnership Support

The Council continued to champion voluntary and community organisations, recognising their vital role in promoting equality and supporting residents facing disadvantage. The Voluntary and Community Sector Grants Programme was expanded, offering grants of up to £10,000 to organisations including carers' services, debt advice providers, food pantries, older people's support and family services. Ring-fenced funding for smaller grassroots organisations improved equitable access to funding and ensured groups supporting protected and under-represented communities were not disadvantaged.

5.6 Health, Leisure and Inclusion

The Council worked to maintain and improve access to inclusive leisure and wellbeing services. The Council has continued to support and enhance access to inclusive leisure and wellbeing services. Through the Redditch Play Audit and Investment Strategy, work is underway to improve inclusive and accessibility across all play areas where possible, with Arrow Valley achieving elements of the PiPA (Plan Inclusive Play Areas) accreditation. Through Rubicon Leisure the Council offers a range of inclusive health and wellbeing activities including Cancer Rehab, Escape Pain and Exercise on Referral and offers financial inclusivity through the Active Redditch Card providing reductions up to 100%.

5.7 Workforce Development and Organisational Culture

The Council continues to promote a working environment based on fairness, dignity and respect. Learning and leadership activity, including Dignity at Work training, supports a culture where equality is part of everyday practice and service delivery. Further detail on the Council's approach as an employer is set out in section 8.

5.8 Impact and Learning

Taken together, this work shows how Redditch Borough Council has continued to embed equality, inclusion and fairness into everyday practice. The activity delivered between 2022 and 2026 reflects learning from previous strategies, engagement with residents, community organisations and staff, and a growing understanding of what helps people access services, opportunities and support in different ways.

This work demonstrates how equality considerations are increasingly embedded in how the Council plans, delivers services and works with partners.

The learning from this period provides a strong foundation for the Equality Objectives set out below and will continue to inform how the Council develops its approach in a proportionate and practical way.

6. Equality During Change

Redditch Borough is entering a period of significant change as preparations continue for the transition to a new unitary authority in North Worcestershire from April 2028. Throughout this period, equality will remain an important consideration in how services are planned, reviewed and delivered. Understanding how different residents and communities experience change will help ensure decisions are informed by local evidence, community insight and an awareness of potential barriers.

We recognise that change can affect people in different ways. Factors such as age, disability, health, caring responsibilities, income, language and digital access can influence how people access services, information and opportunities to participate in community life and local decision-making. Considering equality impacts at an early stage helps us better understand these differences and supports fair, accessible and inclusive outcomes.

We will continue to work with residents, community organisations, partners and staff to understand lived experiences and identify emerging issues as plans develop. This will help ensure that the diverse needs of Redditch's communities continue to be understood and considered throughout the transition, while ensuring local insight helps inform future planning and decision-making.

Equality will also remain an important consideration for our workforce. As organisational arrangements evolve, we will continue to support staff through fair processes, clear communication and access to appropriate wellbeing, learning and development opportunities.

The Council will continue to make appropriate use of digital technology to support service delivery and decision-making. Where digital tools are used, they will be applied in a proportionate and transparent way, with appropriate safeguards, human oversight and consideration of accessibility and inclusion.

7. Equality in Service Delivery

The Council aims to deliver services that are fair, clear and accessible. This involves taking a proportionate and practical approach to equality when services are designed, reviewed and delivered, building on the learning outlined earlier in this strategy.

7.1 Thinking about Equality in Decisions

The Council has an established Equality Impact Assessment (EIA) process to help ensure equality considerations are taken into account when developing policies, reviewing services and making decisions. Equality Impact Assessments help the Council understand how proposals may affect different people and communities, identify potential barriers and consider opportunities to promote equality, inclusion and accessibility.

Equality Impact Assessments form part of the Council's decision-making framework and are completed for key decisions taken by Executive and Council, as well as for other proposals where there may be a significant impact on residents, communities or employees. The level of assessment undertaken will be proportionate to the scale, nature and potential impact of the proposal being considered.

The Council provides equality guidance, supporting templates and access to advice to help officers consider equality impacts in a practical and proportionate way. Rather than taking a rigid, one-size-fits-all approach, officers are expected to be able to explain how equality has been considered, drawing on available evidence, engagement findings, local knowledge and professional judgement where appropriate.

This reflects the Council's legal duties while recognising the realities of service delivery and decision-making.
quality considerations are particularly important when services are reviewed, redesigned or reduced, and as Local Government Reorganisation progresses. Considering equality at an early stage helps the Council understand potential impacts on residents, communities and the workforce and ensures these are reflected in planning, decision-making and service delivery.

7.2 Using Equality Information and Learning

The Council publishes equality information each year to show how equality is being considered across its work. This includes information about the Council’s workforce, such as the gender pay gap and, where appropriate, people who use its services.

Reviewing this information helps build understanding of how different groups experience employment and access services, and where barriers may exist. Equality monitoring also highlights gaps in understanding and where further insight could be helpful. Monitoring activity remains proportionate and focused on supporting learning and improvement rather than meeting targets for their own sake.

7.3 Equality in Commissioning and Procurement

Many services are delivered by partner organisations, and the way services are bought and commissioned can influence people's experiences. When procuring goods and services, whether delivered directly by the Council or on its behalf, the Council considers equality, fairness and accessibility in a proportionate way.

Suppliers and partners are expected to share a commitment to inclusive and respectful practice and to meet their responsibilities under equality law. By being clear about expectations and encouraging fair access to opportunities, including for local businesses and community organisations, the Council seeks to ensure public money is used responsibly and supports positive outcomes for people who live, work or visit the borough.

8. Equality as an Employer

Our workforce plays a vital role in delivering services. Creating an inclusive working environment helps staff feel respected, supported and able to do their best work.

As the Council prepares for the transition to a new unitary authority, we will continue to support staff through fair processes, clear communication, opportunities to engage with change and access to wellbeing and development support. We recognise that organisational change can affect people differently and will continue to consider equality, diversity and inclusion throughout the transition. This learning-based approach will help support staff wellbeing, resilience and fair decision-making.

Embedding equality within workplace culture helps ensure the Council remains a place where people feel respected, valued and supported to work collaboratively, contribute their skills and experience, and deliver inclusive, high-quality services for our communities.

8.1 Equality in Everyday Employment Practice

The Council has a range of employment policies that apply to all staff and prospective employees. These policies set shared expectations around behaviour, fairness, support and accountability, helping to create a working environment that is inclusive and respectful.

Rather than being viewed as stand-alone documents, these policies support everyday practice — guiding how people are treated, how issues are addressed and how decisions are made. They cover areas such as equality of opportunity, dignity at work, flexible working and work–life balance, and provide a framework for preventing and addressing discrimination, bullying and harassment. The Council keeps these policies under review to ensure they continue to reflect how the organisation works and evolves.

8.2 Learning and Support for an Inclusive Workplace

An inclusive working culture relies on people having the confidence, awareness and understanding to apply equality principles in their roles. Equality learning supports this by encouraging reflection on how behaviours and decisions affect colleagues and the communities the Council serves.

The Council's approach to learning is shaped by its wider values and culture, and is embedded through a range of activity, including Dignity at Work training, induction, refresher learning, targeted workshops and access to guidance and resources. This supports a consistent approach across the organisation, in the same way that equality learning informs service design and delivery.

This approach helps to:

- promote fair and respectful behaviour at work
- support inclusive leadership by managers and Members
- recognise and value different perspectives and experiences
- build confidence in addressing issues such as discrimination, bullying or harassment
- maintain a working environment where people feel safe, valued and supported

Supporting an inclusive workplace will remain important throughout the transition to a new unitary authority. We will continue to provide staff with learning, guidance and support that helps them understand and apply equality principles in their day-to-day roles. Maintaining a positive and inclusive culture will help support staff wellbeing, resilience and fair decision-making, while ensuring employees feel respected, valued and able to continue delivering high-quality services for our communities.

9. Engagement and Listening

Listening to residents, staff, service users and partners helps the Council make informed and inclusive decisions. Engagement is about learning what matters to people and understanding how Council decisions may affect them. By hearing from a wide range of voices, the Council can build a better picture of local needs and use this insight to help shape services, policies and partnership work where appropriate.

9.1 How We Approach Engagement

The Council's Engagement Policy sets out how engagement is planned and delivered. It reflects learning from previous consultation activity and supports an approach that is flexible, proportionate and suited to different communities.

Engagement is planned based on who the Council needs to hear from and the most appropriate ways to involve them. In practice, this means the Council seeks to:

- plan engagement proportionately and make effective use of available resources
- encourage participation from a wide range of people, including those less likely to take part

- provide suitable opportunities for involvement, recognising different needs and circumstances

Good engagement is not just about collecting feedback. It is also about being open and realistic about what can be influenced, and using what people tell us to improve understanding over time. The Council seeks to be clear about why engagement is taking place and how feedback will be used to help manage expectations.

Where appropriate, engagement insight is considered alongside other information to help inform decisions within available resources. Over time, this approach supports stronger relationships with communities and more meaningful ongoing conversations.

For Council tenants, engagement is supported through the Housing Services Tenant Engagement Policy and dedicated tenant engagement arrangements, which provide opportunities to influence housing services and decisions that affect them. These arrangements complement this Strategy and Engagement Policy, supporting the requirements of the Regulator of Social Housing. Alongside wider engagement activity, these arrangements help ensure that tenants' experiences and perspectives continue to inform service development and improvement.

By listening to people and learning from their experiences, we can continue to develop services and policies that are responsive to the communities we serve.

10. Measuring Progress

Measuring progress helps the Council understand how well it is meeting its commitment to equality, accessibility and inclusion. We use information, feedback and insight to understand how people experience our services, identify areas of good practice and highlight where further action may be needed. Sharing this information helps support openness, learning and informed decision-making.

The Equality Strategy 2026-2028 builds on the learning, achievements and experience gained through the Council's Equality Strategy 2022-2026, while responding to current priorities and future challenges.

An annual update on progress against this strategy will be provided through the Council's reporting arrangements. This will include key achievements from both the current and previous Equality Strategy, helping to demonstrate the difference this work is making, support accountability and identify opportunities for further improvement.

As the strategy is implemented, we will continue to review and strengthen our activities in response to feedback, emerging needs, changing legislation and best practice. In terms of measuring success, we will develop a performance evaluation and reporting framework which will align with the priorities set out in the strategy.

11. Equality Objectives 2026-2028

The Council publishes equality objectives to guide its approach to equality, diversity and inclusion over the period 2026 to 2028. These objectives provide a clear focus for how the Council will continue to embed equality in its work, particularly as it operates within a changing local government context.

Objective 1: Continue to Deliver Fair and Accessible Services

The Council will continue to ensure services are as fair and accessible as possible by identifying and addressing barriers where reasonable and proportionate to do so. Services will be kept under review to ensure they remain responsive to the needs of local communities.

Objective 2: Strengthen Inclusive Engagement and Communication

The Council will continue to develop its approach to engagement and communication so that people can stay informed and share their views. This will be delivered in line with the Council's engagement approach (Section 9), supporting fair opportunities for residents to participate in local decision-making.

Objective 3: Improve Understanding of Our Communities and Support Inclusion

The Council recognises the diversity of people, experiences and backgrounds within the borough. Building on existing insight, partnerships and community relationships, the Council aims to improve its understanding of how different people experience services and community life. This will help support inclusion, promote respect and strengthen community cohesion, contributing to a borough where people feel welcomed and valued.

Objective 4: Support an Inclusive and Representative Workforce

The Council will continue to support a working environment where employees feel respected, supported and able to contribute, promoting fairness across recruitment, development and progression and maintaining an inclusive workplace culture.

12. Equality Action Plan

The Equality Action Plan translates these objectives into practical actions. It focuses on continuing to embed equality into everyday work, supporting learning and preparing for future change. The plan will be kept under review to ensure it remains relevant, proportionate and effective.

13. Contact Us

We welcome feedback and involvement from residents, partners and community groups.

Email: equalities@bromsgroveandredditch.gov.uk Phone: 01527 548284

If you need this information in another format or language, please contact us and we will do our best to help.

Equality Action Plan 2026 - 2028		
Theme	**What we will continue to do**	**Examples of how these are being delivered**
Understanding Our Communities Better *(Supports Objectives 1, 2 & 3)*	• Use available information (including service feedback, engagement, complaints and partner insight) to understand how people experience services and identify any differences between groups • Apply this understanding to inform service planning, review and improvement • Where analytical tools or AI-supported insight are used, remain mindful of limitations and potential bias, and balance this with professional judgement and local knowledge. • Use available evidence to consider equality impacts linked to service change, including work associated with the Local Government Reorganisation.	**Equality Impacts:** Equality considerations built into quarterly performance and service monitoring reports to support informed decision-making. **Service Feedback and Complaints Data:** Using feedback and complaints data to identify recurring themes and improve services, including understanding differing experiences across groups. **Equality Data and Evidence:** Using available data proportionately to inform service planning, policy development and Local Government Reorganisation activity. **Family Hub Services:** Using tools such as pre and post questionnaires to measure the outcomes, understand impact and improve delivery **Using Insight to Inform Strategy:** Applying consultation findings and local evidence to inform strategies including in our Shared Homelessness Strategy.
Making Our Services Easier to Access and Use *(Supports Objectives 1 & 2)*	• Apply the Council's approach to equality (Section 7) within service design and policy development. • Use feedback and insight to identify and address barriers to access where reasonable and proportionate • Communicate clearly with residents about service changes, including those connected to the Local Government Reorganisation.	**Inclusive Play Audit:** Improving accessibility in public spaces by identifying and addressing barriers to access. **Town Hall Refurbishment:** Improving physical access, including face to face reception desk, to services following the reopening of the Town Hall.

	• Where reasonably practicable, ensure public-facing information reflects accessibility guidance and good practice. • Keep services under review to help understand how changes may affect different residents and communities over time.	**Equality in Decision-Making:** Equality considerations embedded within committee reports to support transparent and informed decisions. **Consultation and Service Design:** Engagement activities such as the Local Plan consultation used to shape services and policies based on resident feedback. **Clear and Accessible Communication:** Providing information in plain English and accessible formats when services or policies change. **Family Hubs:** Offering tailored approaches e.g. 1:1, home visits to ensure services are accessible to a wider range of residents.
Listening to People and Supporting Their Involvement *(Supports Objectives 2 & 3)*	• Deliver engagement activity in line with the Council's approach (Section 9), providing opportunities for people to be involved in local decision-making • Work with voluntary, community, cultural and faith organisations to support dialogue and improve understanding • Where appropriate, use accessible communication tools to help widen participation. • Consider engagement findings alongside other information to help inform decisions and service development over time.	**Responsible Landlord:** Maintaining safe, secure and well-managed Council homes, while working with tenants through engagement activity, tenant satisfaction surveys and improvements to housing services and allocations processes to better understand and respond to need, supporting sustainable tenancies and fair access to housing. **Community Engagement Activity:** Delivering engagement linked to major programmes such as town centre regeneration, housing and service planning. **Inclusive Engagement Methods:** Using a mix of digital and non-digital approaches (e.g. online surveys, paper forms, face-to-face engagement) to reach diverse communities. **Corporate and Service Surveys:** Using surveys such as the annual Places and Budget Survey's and Tenant Satisfaction Surveys to inform service improvements. **Partnership Working:** Collaborating with voluntary, community, cultural and faith organisations (e.g. Redditch Community Wellbeing Trust, Family Hub Network). **Community Collaboration:** Working with residents and groups (e.g. allotment associations) to co-design services and improve local spaces.

Bringing Communities Together and Valuing Differences *(Supports Objectives 2 & 3)*	• Support inclusion and community cohesion through partnership-led activity, where resources and capacity allow. • Maintain awareness of hate crime reporting processes and use available information to help understand local issues and trends. • Continue to engage with voluntary and community sector organisations during periods of change. • Ensure Council communications are respectful and inclusive, including where AI-supported tools are used	**Pride in Place:** Delivering long-term investment in Greenlands and Woodrow to improve community facilities, regenerate spaces and support inclusive, resident-led change. **Community Grants:** Supporting voluntary and community sector activity through local grant funding. **Community Safety and Prevention:** Delivering coordinated programmes to support inclusion and safety, including prevention activity, awareness campaigns, Designing Out Crime initiatives and partnership working through the Safer Redditch Partnership. **Neighbourhood Services and Local Environment:** Providing visible reassurance through Neighbourhood Wardens, helping to reduce anti-social behaviour and improve local environments, supported by Environmental Visual Audits. **Hate Crime Awareness and Reporting:** Promoting awareness, improving reporting and ensuring accessible systems through engagement and campaigns. **Community Engagement and Involvement:** Delivering events, outreach and engagement activity to raise awareness, alongside supporting volunteering, community-led initiatives and groups (including SEND networks) with resources, venues and connections.
Supporting our Workforce and Building an Inclusive Workplace *(Supports Objective 4)*	• Use workforce equality information to understand staff experiences and identify patterns over time • Support managers and Elected Members to apply fair and inclusive leadership in practice • Build on existing learning and development activity to promote inclusive ways of working, support wellbeing and encourage fair treatment at work. • Where new technology is used in workforce-related processes, consider potential equality implications and maintain appropriate human oversight.	**Workforce Data and Insight:** Improving equality data within HR systems to better understand staff experiences and inform workforce planning. **Training and Development:** Delivering equality, diversity and inclusion training to staff, managers and Members to support inclusive leadership. **Wellbeing Support:** Promoting the Employee Assistance Programme and wider wellbeing support to staff. **Inclusive Policies:** Ensuring HR policies reflect inclusive practice and support fairness.

	• Continue to promote awareness of wellbeing support and encourage a working environment where staff feel able to seek support when needed.	**Staff Engagement:** Delivering the annual Staff Survey and using findings to improve workplace culture and staff experience.

Please note that, following approval, this document will be formatted and branded by the Graphics team.

Redditch Borough Council
Working together for our communities

Redditch Borough Council Engagement Policy 2026-2028

Title	Redditch Borough Council Engagement Policy 2026-2028
Description	This policy sets out the Council's approach to delivering inclusive and meaningful community engagement over the period 2026–2028.
Created by	Engagement and Equalities Advisor
Date created	May 2026
Maintained by	Engagement and Equalities Advisor
Next Review Date	April 2028

Version number	Modified by	Modifications made	Date modified	Status

If you need this information in another language or format, please contact us to discuss how we can best meet your needs. Email: equalities@bromsgroveandredditch.gov.uk or Phone: 01527 548284

1. Purpose

At Redditch Borough Council, we want people to feel informed, heard and able to influence decisions that affect their lives. Engagement plays an important role in helping us understand what matters to people, how services are experienced and how decisions may affect different communities. This insight strengthens the evidence we use and supports fair, practical and responsive decision-making.

This Engagement Policy builds on the work we have already delivered, and the learning gained from previous engagement activity. Over recent years, we have developed a more consistent and inclusive approach, improving how we involve residents, communities and partners in shaping local services and decisions. This experience has helped us create a more practical and joined-up way of working, which this policy now sets out and strengthens for the period 2026 to 2028.

As we continue to develop our approach, we are focused on making it easier for people to take part in engagement and maintaining the relationships we have built with communities and partners. We will continue to listen carefully, particularly to underrepresented voices, and be open about how feedback is used. By doing this consistently, we aim to strengthen trust and ensure engagement is meaningful and valued.

This policy also supports the Council through one of the most significant periods of change in local government in Worcestershire. Following the Government's decision to replace the existing county and district councils with two new unitary authorities from April 2028, engagement will play a vital role in ensuring residents, communities, businesses and partners remain informed, involved and able to influence how services and local priorities develop. By maintaining a clear, consistent and inclusive approach to engagement, we will help ensure local voices continue to inform decision-making throughout the transition and beyond

2. Scope

This policy applies to all consultation and engagement activity undertaken or commissioned by Redditch Borough Council between 2026 and 2028, where we are seeking to understand views, inform decisions or improve services. Activity may range from statutory consultation to more informal engagement and may take place at a corporate, service, or local level.

Engagement may be undertaken to meet statutory requirements or to support service improvement and community involvement. It plays an important role in understanding views and informing policies, priorities, services, budgets, and decision-making, including supporting Equality Impact Assessments.

This policy applies to external consultation and engagement activity only. It does not cover internal consultation within the organisation, such as matters relating to employee pay and conditions, which are managed separately through Human Resources. Consultation on planning applications, the Local Plan, and Traffic Regulation Orders is also outside the scope of this policy.

Across all engagement activity, the Council will take a coordinated and proportionate approach. This includes using established engagement channels and partnerships, encouraging participation from a wide range of people, and using a mix of methods to reflect different needs and circumstances. The Council will be clear about what can be influenced and will ensure that feedback is considered alongside other relevant evidence when making decisions.

3. Building on our Successes

Engagement activity in recent years has helped us better understand how people want to take part and what makes engagement effective. We have delivered a range of engagement activity across the Council, including:

- borough-wide consultations such as the Local Plan roadshows, combining face-to-face events with online engagement
- targeted engagement with tenants and service users to inform housing and community safety services
- partnership work with voluntary and community organisations to reach underrepresented groups
- use of surveys, drop-in sessions and community events to support service improvements

We have learned that:

- people are more likely to take part when engagement is clear, relevant and easy to access
- using a mix of online and in-person approaches helps reach a wider range of people
- working with community groups improves reach and trust
- clear communication about what can and cannot change helps manage expectations
- engagement is most effective when it takes place early and is linked to decision-making

This learning shapes how we will continue to develop and improve our approach.

4. Our Responsibilities

National responsibilities

The Council has a responsibility to involve residents and communities in its work. This includes requirements under legislation such as the Equality Act 2010, Local Government Acts and national guidance. We follow established principles of good consultation (the Gunning Principles), ensuring engagement is fair, timely and allows people to give informed views. Alongside this, our approach reflects a wider commitment to being open, transparent and accountable.

What this means locally

In Redditch, engagement supports the Council's priorities and the Equality Strategy and Action Plan. It helps us understand lived experience and consider how decisions may affect different communities. We will continue to strengthen how we:

- reach underrepresented communities
- use insight to inform decisions
- link engagement with equality considerations

A mix of digital and non-digital methods will continue to be used to ensure engagement remains accessible and flexible.

Local Government Reorganisation

The Council recognises that Local Government Reorganisation will bring significant change as Worcestershire transitions to two new unitary authorities from April 2028. During this period, engagement will be an essential tool for understanding the needs, priorities and concerns of residents, communities and stakeholders. We are committed to providing clear opportunities for people to participate in conversations about the future of local services and places, ensuring that community insight helps inform planning and decision-making throughout the transition. By taking an open, accessible and coordinated approach, we will support meaningful involvement and help maintain trust during a period of change.

5. Our Approach to Community Engagement

What we mean by community engagement

Community engagement is about listening to people, understanding their experiences, and involving them in decisions that affect their lives. It builds on ongoing engagement activity across the Council and can range from sharing information through to working more closely with communities to shape solutions. The approach taken will depend on the issue and what we are trying to achieve, ensuring engagement is both appropriate and meaningful.

Why engagement matters

Engagement helps the Council understand what matters to people, design better and more accessible services, and make informed and balanced decisions. It also supports the development of stronger relationships and helps build trust over time.

For communities, engagement provides an opportunity to have a voice in local decisions, influence services and priorities, and build confidence and understanding. It also helps people see how their views contribute to outcomes and shape future services.

Good engagement is clear, meaningful and takes place early enough to influence decisions. Taking a thoughtful and proportionate approach helps ensure engagement is both effective and valued by those taking part.

What we mean by community

People may identify with communities in different ways, including where they live, shared interests or experiences, and aspects of identity or background. These connections are not always fixed, and individuals may belong to more than one community at the same time.

Our approach recognises this and reflects the different ways people experience community life. We continue to build on existing relationships while also seeking to reach new and less-heard voices, ensuring a broader and more inclusive understanding of our communities.

6. Who is Involved and How We Work Together

Community engagement is a shared responsibility across the Council. Understanding people's experiences and views is essential to delivering services that work well and reflect local needs.

Engagement should be part of everyday activity and link with policy, communication, equality work and service delivery.

Across the Council engagement is coordinated to reduce duplication, make best use of resources and ensure insight is shared and used effectively.

Service areas lead engagement relevant to their work, supported by the Performance and Improvement Team. This includes designing inclusive engagement, choosing appropriate methods and using findings to inform decisions.

Elected Members play an important role in representing community views and supporting engagement locally. Scrutiny processes help ensure community insight is considered in decision-making.

7. Putting this into Practice

Community engagement will continue to develop as part of how the Council works day to day, building on existing practice.

Embedding engagement in everyday work

Engagement will be built into how the Council plans, designs and reviews its work. This includes policy development, service design and improvement, budget setting and priority-setting, as well as Equality Impact Assessments. Bringing engagement into these core areas helps ensure that decisions are informed by a combination of data, insight and lived experience, supporting stronger and more balanced decision-making.

A proportionate and inclusive approach

We recognise that not all decisions require the same level of engagement, and that people experience different barriers to taking part. Our approach will reflect the scale and impact of each issue, ensuring that engagement is proportionate and meaningful. We will use a mix of methods and make reasonable adjustments where needed so that people can take part in ways that work for them.

Working alongside the Equality Strategy

Engagement plays an important role in supporting the delivery of the Equality Strategy and its action plan. It helps us hear from underrepresented communities, understand different experiences and identify potential impacts of decisions. This insight informs Equality Impact Assessments and strengthens how equality is considered across the Council's work.

Tenant engagement

Engagement with Council tenants is an important and distinct area of activity.. Housing Services has a dedicated Engagement Strategy for Redditch tenants which aligns with and complements the corporate approach, whilst also meeting the specific requirements of the Regulator of Social Housing

Engagement during change

As Redditch Borough moves towards the new unitary authority arrangements, engagement will remain central to how we understand and respond to local needs. We will continue to listen to residents, communities, businesses and partners, using their insight to help inform future service design, priorities and decision-making. Alongside providing opportunities for participation, we will communicate openly about developments and be clear about how feedback is considered, helping to ensure local voices continue to be heard throughout the transition to the new councils.

Working with partners and communities

We will continue to work closely with community groups and partners. This includes building on existing relationships, reaching a wider range of people and making the best use of local knowledge. Working in partnership also helps reduce duplication and supports more effective and long-term engagement.

8. Monitoring and Learning

We will take a data-led approach to engagement so that it helps improve outcomes for residents and supports the delivery of the best possible services. For each engagement exercise, we will set clear aims linked to the decision, service or outcome being considered, including who we need to hear from, the level of take-up we are seeking and how we will monitor whether the approach is reaching a broad and representative range of people. Where appropriate, this will include reviewing participation data, representation and the effectiveness of the methods used. We will use this learning to strengthen future engagement and improve service design and delivery.

9. Get Involved and Contact Us

You can find out about current consultations and engagement opportunities on the Council website www.redditchbc.gov.uk/council/strategy/consultations/

We welcome feedback and involvement from residents, partners and community groups.

Email: equalities@bromsgroveandredditch.gov.uk
Phone: 01527 548284

REDDITCH BOROUGH COUNCIL

Executive Committee **8th September 2026**

Quarter 1 2026/27 Housing Performance and Improvement Plan Update

Relevant Portfolio Holder	Councillor Ashley Monk
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Simon Parry and Judith Willis
Report Author	Assistant Director of Environmental and Housing Property Services and Assistant Director of Community and Housing Services Contact email: simon.parry@ bromsgroveandredditch.gov.uk, Judith.willis@ bromsgroveandredditch.gov.uk
Wards Affected	All
Ward Councillor(s) consulted	N/A
Relevant Council Priority	Community and Housing
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS

The Executive Committee is asked to RESOLVE that: -

1) **The Council's Quarter 1 2026/27 Housing Performance is noted and**
2) **The Housing Improvement Plan Quarter 1 2026/27 Update is noted.**

2. BACKGROUND

2.1 This report brings together the previous Housing Performance and Housing Improvement Plan updates into a single, clearer report.

2.2 The Regulator for Social Housing (RSH) has established the 'Tenant Satisfaction Measures' (TSM). This places a responsibility on all social housing landlords, in England, to return performance information, so that each provider can be assessed for how well they are providing good quality homes and services.

2.3 Of the 22 measures, they are split between those that the landlord is required to measure directly (10) and those that are measured by tenant perception surveys (12).

2.4 It also broadens the performance framework beyond the 10 landlord TSM measures to include additional indicators on key housing priorities, including tenancy audits, rent collection, former tenant arrears, void performance and associated rent loss. The

2.5 The Social Housing (Regulation) Act 2023 strengthened consumer regulation and gave the Regulator of Social Housing new powers to proactively inspect social landlords with over 1,000 homes from April 2024.

2.6 The inspection of Redditch Borough Council's landlord services, published on 30 July 2025, resulted in a C3 grading and identified the need for significant improvement across repairs, fire safety, compliance data, stock condition information, tenant engagement, complaints handling and performance reporting.

2.7 Key issues included overdue repairs and fire safety remedial actions, inconsistent data and oversight, limited stock condition survey coverage, overdue water safety actions, weak tenant influence arrangements and performance information that was not easily accessible to tenants.

2.8 The Housing Improvement Plan was initially approved by Executive Committee on 2 September 2025 however a revised version was subsequently approved on 9th June 2026 and provides the framework for addressing these issues, improving compliance, strengthening oversight and driving service improvement. This report provides an update on progress to date.

3. OPERATIONAL DETAILS

TSM Landlord Measures 2026/27

3.1 The following sets out the performance for quarter 1 of 2026/27 with commentary where performance has not been on target or where updates on progress are being made. **Appendix 1** summarises the performance data.

3.2 **RP – Keeping Properties in good repair**

RP01: Homes that do not meet the Decent Homes Standard

3.3 Decent Homes data is held in the Asprey Asset Management system across the four Decent Homes categories: HHSRS, reasonably modern facilities, state of repair and thermal comfort. Work continues to cleanse and update this data as works are completed. Follow-up surveys are helping confirm where replacement is required and where repairs are sufficient. Properties requiring further work are included in the capital programme or addressed through repairs. Good progress is being made in improving homes and bringing them back to decency.

Stock Condition Data

3.4 Stock condition surveys are being carried out by the Council's consultants, with urgent issues referred to the relevant teams for action. Some data cleansing has also been undertaken on assets within the database to improve the accuracy of stock information. As further survey data is received, the Capital Manager continues to review work programmes to ensure investment is targeted to property needs and required standards.

Table 1: Stock Condition Surveys as % of stock

Q1	Q2	Q3	Q4
56.78%			

Repairs Completed in Timescales

3.5 Repairs performance improved during Quarter 1, with both emergency and non-emergency repairs showing increased completion within the target timescales compared with the previous quarter. Although performance remains below the 100% target, the direction of travel is positive, and further improvement is expected as the new Repairs Policy becomes embedded. The introduction of a planned 60-day priority code will help ensure more complex works, such as window and door replacements, are categorised more appropriately and reported more accurately. Ongoing analysis of delayed repairs is also being used to identify the causes of underperformance, improve scheduling and prioritisation, and support continued improvement in future quarters. During this quarter, we have had a temporary gap in the structure with the manager of the Business Support moving to another internal post. Recruitment has now been completed, with the post due to be filled from mid- August.

Damp & Mould

3.6 Awaab's Law, which came into force on 27 October 2025, introduced set timescales for social landlords to respond to serious hazards, including damp, mould and emergency risks. Quarter 1 performance was mixed, with hazards made safe within five days meeting target and major works completed within 50 days close to target. However, emergency hazards made safe within 24 hours and investigations completed within 10 days were below target and remain areas for improvement. The damp and mould team will review missed timescales, improve triage and monitoring, and use learning to improve compliance and tenant outcomes. Housing

BS- Maintaining Building Safety

BS02: Fire safety checks

3.7 There is a rolling programme for Fire Risk Assessments (FRAs). Delays continued this quarter due to consultant resource issues. To improve performance and compliance, the Council has extended follow-up with the consultant from 30 to 60 days before the FRA expiry date.

3.8 The outstanding remedial works from the FRAs are included in the table below.

Table 2: Fire Remedial Actions

2025/6	Q4 25/6	Q1	Q2	Q3	Q4
High	661	553			
Medium	1,436	1,342			
Low	181	138			
	2,278	**2,033**			

3.9 Outstanding actions continue to reduce, although over 95% of high-risk items relate to fire door and compartmentation works. The programme remains ongoing, with additional 2026/27 activity supported by a new contractor to accelerate delivery and further reduce outstanding actions. The programme established for the fire door replacement programme seeks to modernise and enhance protection for our residents.

BS06 – Electrical Safety Checks

3.10 The Electrical Safety Standards Regulations 2025 extend mandatory electrical safety requirements to social landlords. Fixed electrical installations must be inspected and tested at least every five years, with EICRs provided to tenants within 28 days and any remedial works completed within required timescales. As a consequence, the RSH has introduced BS06, “Proportion of homes for which all required electrical safety checks have been carried out”. This has previously been reported through quarterly performance reports, but BS06 now provides a standardised measure across the sector.

Complaints

3.11 A total of 51 Stage 1 complaints were received during the quarter, compared to 43 in the previous quarter. This increase reflects ongoing work to improve complaint accessibility and ensure expressions of dissatisfaction are appropriately identified and logged. However, the more meaningful measure is the uphold rate, which remained stable at 43.5% compared to 43.9% in the previous quarter, indicating that complaint outcomes have remained consistent despite the increase in volumes.

3.12 Key themes have been identified from this quarter's complaints, with response times showing clear improvement. The volume of complaints remains within the range typically seen across social landlords of a similar size and represents a very small fraction of total repairs activity. The organisation continues to learn from tenant feedback, ensuring it informs service delivery. Positively, the quarter also saw 33 compliments received across Housing Services, demonstrating that tenants continue to recognise good service, helpful staff and positive outcomes alongside the formal complaints process.

Anti-Social Behaviour (ASB)

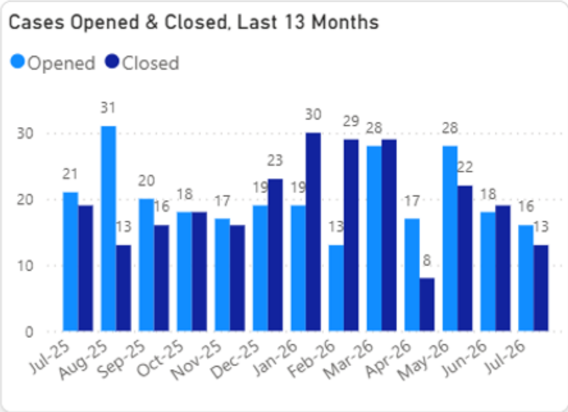
3.13 The Council provides a robust and accessible ASB service, working closely with partner agencies, including the Police. All reports are managed in line with policy, with a focus on prevention, early intervention, ongoing risk assessment and fair treatment. Where engagement does not resolve issues, the Council uses the enforcement tools available to address persistent or serious ASB.

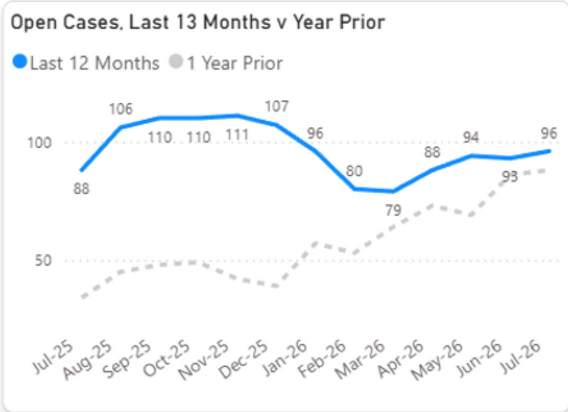
- Between 1 April 2026 and 30 June 2026, 63 new ASB cases were opened and 46 were closed. At the end of June, 96 cases remained active.

- Contributing factors include the continuing cost of living pressures, impacts on tenant wellbeing and improved reporting accuracy. While delays within the judicial system remain a challenge, progress has been made in progressing court action, particularly civil injunctions and possession proceedings where required.

Executive Committee **8th September 2026**

Figure 1: Cases by Month





Voids

3.14 Housemark, a housing sector benchmarking organisation, provides comparative performance data for social landlords. Its November 2025 monthly pulse survey reported routine void key-to-key times of 70 days at lower quartile, 43 days at median and 29 days at upper quartile. Continued improvement will depend on effective coordination between tenancy termination, void works and lettings. The measures table shows that our average void turnaround in Q1 was 29.2 days, placing performance within the upper quartile. Work is ongoing to improve major void performance, with an additional contractor brought in to increase capacity.

Tenancy Audits

3.15 The Council aims to complete home tenancy audits for all tenants every two years, with full coverage achieved by March 2028 at the latest. The audit cycle will then restart.

3.16 These audits help confirm that homes are occupied by the tenants they were let to, improve our understanding of household circumstances, and provide an opportunity to explain the landlord services available. They have also helped identify and respond to issues such as property neglect, domestic abuse and tenancy fraud, enabling the Council to offer further ongoing intensive support from our in-house Tenancy Sustainment Team as required, signpost residents to appropriate services, or take legal action where necessary to prevent tenancy breaches and help sustain tenancies.

Tenant Profile Data

3.17 The data shows that basic tenant information, including title, name, date of birth, sex and nationality, has generally been captured and recorded accurately.

3.18 The focus of tenancy audits, and wider service efforts to improve data quality, is to increase the collection of information relating to protected characteristics, which remains comparatively low. The aim is to maintain complete and regularly updated tenant profile data, enabling us to better understand the diverse needs of our tenants and use this insight to shape, target and improve service delivery, ensuring services are accessible, responsive and equitable for all groups. This includes access to repairs, complaints and ASB services that can be monitored to ensure tenants are not unintentionally disadvantaged.

Rents

3.19 Rent arrears remain a key area of concern, with current tenant arrears standing at £1.421m, equivalent to 4.75% of the 2026/27 annual rent roll. Former tenant arrears are £1.201m, equivalent to 4.02% of annual rent income. Performance is currently lower quartile when benchmarked against comparator authorities.

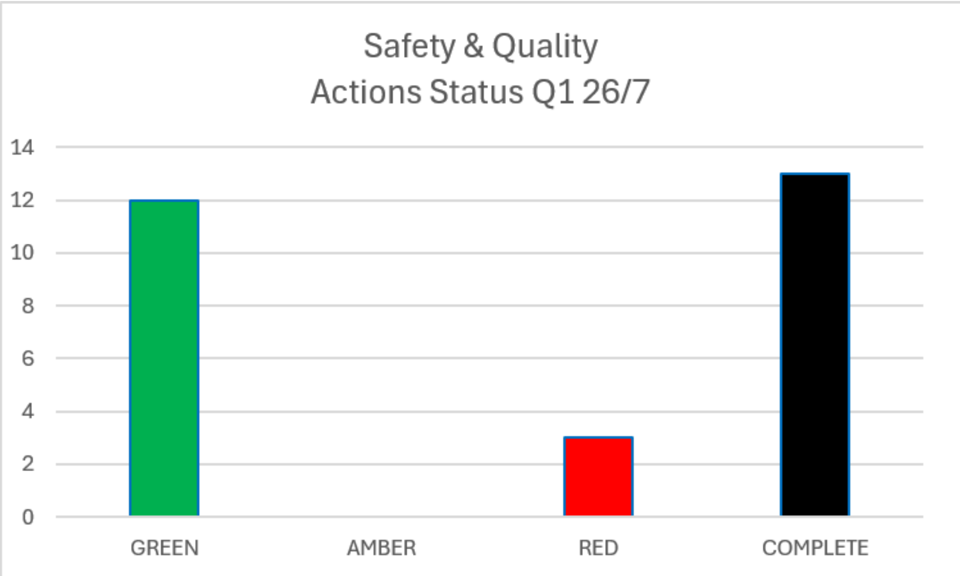
3.20 This position is largely affected by reduced capacity within the Income Management Team, which is operating at 33% staffing capacity, with 4 officers in post and 8 vacancies. As a result, proactive arrears recovery has been limited, with available resources focused on high-risk cases and tenancy sustainment. Recruitment is underway and is expected to support improved performance in future quarters.

Housing Improvement Plan update

3.21 The following section provides a summary of progress against the Housing Improvement Plan actions that were due for completion in Quarter 1 2026/27. Updates are presented by Consumer Standard to show progress against each area of regulatory compliance, highlight actions completed or underway, and set out the arrangements in place to monitor delivery, manage any outstanding activity and support continued service improvement. The updated Housing Improvement Plan is included at **Appendix 2**.

Safety & Quality

3.22 Within the Housing Improvement Plan, the Safety and Quality Consumer Standard Improvement Plan include 28 actions covering stock quality, safety, repairs, maintenance, planned works and adaptations. This section updates Members on Quarter 1 progress and the arrangements in place to monitor compliance and service improvement. 12 actions are on target (Green), 3 actions are beyond their target date (Red) and 13 actions are complete.



HRA Business Plan Review (RED)

3.23 A review of the Housing Revenue Account Business Plan is anticipated by December 2026. The review will assess the long-term financial position of the HRA, including income, expenditure, investment requirements and the affordability of future works to the housing stock.

Totalmobile (RED x 2)

3.24 Work is continuing to develop and implement Totalmobile, rigours testing is in progress and identified some issues that are being resolved by the developer, including integration with Civica Cx and ensuring data flows correctly between systems. This will support more accurate repair reporting, improve triage at first point of contact and help ensure repairs are allocated to the correct priority and trade.

Fire Remedial Action Plan

3.25 A programme has been developed to address most outstanding remedial actions, with over 95% relating to fire door and compartmentation works. Additional funding and contractor capacity have been secured to support delivery, with reductions in outstanding remedial actions evidenced at paragraph 3.8 above.

HHSRS and Awaab's Law Performance

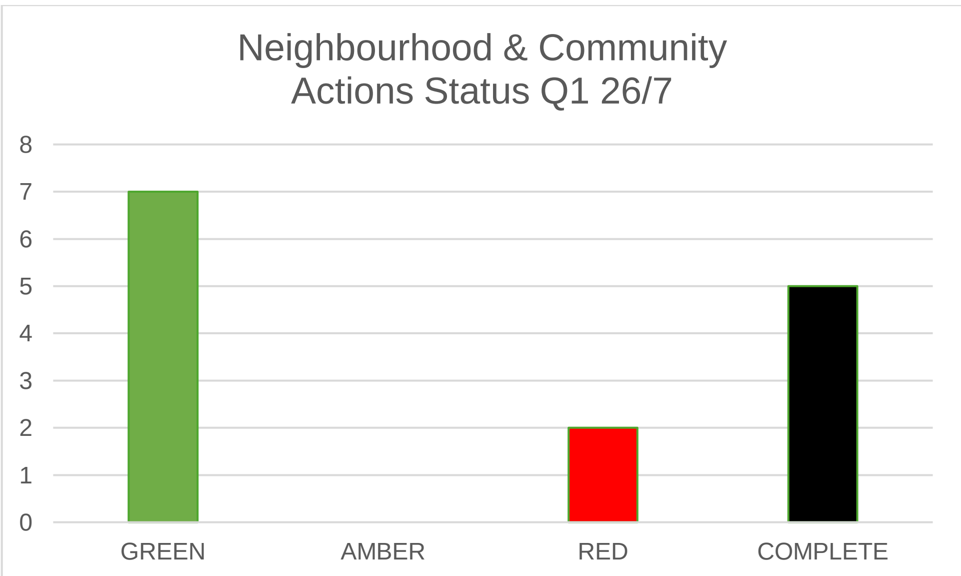
3.26 A performance sheet has been developed to monitor Housing Health and Safety Rating System hazards alongside the requirements of Awaab's Law. This allows performance on wider hazards to be compared with damp and mould activity and provide clearer assurance on response times, outcomes and follow-up actions.

Adaptations

3.27 Information on adaptations has been added to the Council's website, including advice, guidance and examples of the types of works that can be undertaken. This is intended to improve accessibility of information for tenants and support earlier engagement with the service.

Neighbourhood and Community

3.28 Within the Housing Improvement Plan, the Neighbourhood and Community Consumer Standard Improvement Plan includes actions covering anti-social behaviour, hate crime, tenancy management, neighbourhood safety, tenant engagement and partnership working. This section updates Members on Quarter 1 progress and the arrangements in place to monitor compliance, improve neighbourhood outcomes and support safer, more inclusive communities. 7 actions are on target (Green), 2 actions are beyond their target date (Red) and 5 actions are complete.



Housing ASB and Hate Incident Policy (RED)

3.29 Work has started on developing a housing-specific policy, replacing reliance on the brief ASB section within the Tenancy Management Policy and the wider corporate policy. The new policy will set out clear arrangements for hate incidents, partnership working, escalation routes, case management and performance monitoring. A draft policy and report are expected by the end of September; however, as formal approval is required, publication is expected early next year.

Tenant Portal Delivery (RED)

3.30 A technical issue requiring resolution by Civica delayed progress on this project; however, this was resolved during the quarter, allowing implementation activity to resume. Staff have been identified to support customer-focused testing during Quarter 3. Subject to testing and wider module implementation requirements, delivery is currently expected by December. Further information has been requested from the user group on implementation and testing timescales from the Council's peers to confirm the final programme.

Tenancy Sustainment Officer Team

3.31 Recruitment to the new team has been completed. The team is now fully operational, has been effectively embedded into the service and is already supporting positive outcomes for residents by helping to prevent tenancy failure.

ASB Communications and Tenant Information

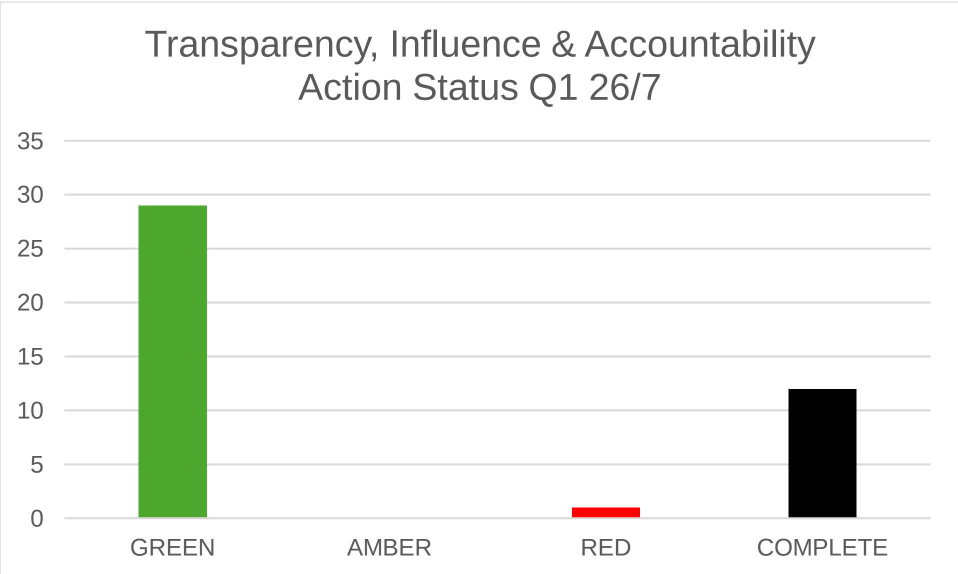
3.32 Communications activity took place during ASB Awareness Week, including social media posts to promote ASB reporting. Website content is being updated to provide clearer ASB information for tenants, with completion expected by the end of October.

Domestic Abuse Policy and Procedure

3.33 . Within Neighbourhood and Tenancy Services, domestic abuse training is included as part of staff induction. Civica Cx alerts are used to monitor MARAC cases, and case and task functions support safeguarding pathways and reporting. The timetable for reviewing and reissuing the Council's corporate Domestic Abuse policy and procedure will be discussed with the Community Safety service.

Transparency, Influence and Accountability

3.34 Within the Housing Improvement Plan, the Transparency, Influence and Accountability Consumer Standard include actions covering tenant engagement, complaints, performance information, communication, scrutiny and opportunities for tenants to influence services. This section updates Members on Quarter 1 progress and the arrangements in place to strengthen transparency, improve accountability and ensure tenant views continue to inform service improvement. 28 actions are on target (Green), 1 action is beyond their target date (Red) and 12 actions are complete.



Live updates on repairs appointments (RED)

3.35 Current manual processes are used to update customers about their appointments. Once implemented, Totalmobile will provide live updates throughout the appointment journey.

Tenant Profile Data

3.36 Tenant profile information is now included within the quarterly performance reports. Quarterly data-quality audits and targeted campaigns, including website prompts, letters, call scripts and frontline service prompts, will continue to improve the capture of missing profile information. Civica Cx processes and forms will also be reviewed to encourage or require completion of key fields, with progress reported quarterly. This will help ensure tenant profile data is more complete and reliable, enabling services and communications to be better tailored to tenants' diverse needs.

Engagement with Tenants

3.37 Recruitment into key posts within the Housing Experience Team was undertaken during Quarter 1 to strengthen tenant engagement and scrutiny arrangements. The additional capacity and specialist knowledge will support clearer and more accessible opportunities for tenants to influence services, take part in scrutiny and help shape service improvement, with the benefits expected to be realised in subsequent quarters.

3.38 Engagement opportunities, guidance and supporting information will continue to be developed and promoted, including arrangements for tenant-led scrutiny, practical support, training, funding and clear information on tenants' rights, including the Right to Manage and Right to Transfer. The Tenant Engagement Policy was approved by the Executive in June 2026, with a wider strategy to follow, providing a consistent framework for formal and informal engagement and ensuring tenant feedback informs service improvement and any future proposals relating to the management of RBC social housing.

Information about landlord services

3.39 Work is continuing to improve the information available to tenants about landlord services, including live updates on repair appointments. Delivery of this functionality has been delayed by the wider implementation of Totalmobile, including integration with Civica Cx and system testing to ensure appointment information, repair status updates and data flows are accurate. Once implemented, this will provide tenants with clearer and more timely information about their repair appointments, reduce avoidable contact and improve transparency around repairs service delivery.

Performance Information

3.40 Six actions were due in Quarter 1 and all have been completed. TSM data was collected, validated and submitted to the Regulator within the required timescales, with supplementary queries also answered on time. The annual assurance process confirmed the data as accurate and reliable. TSM results have been published, and the Annual Report, including performance outcomes, actions delivered and planned improvements, was finalised and issued to tenants in early August

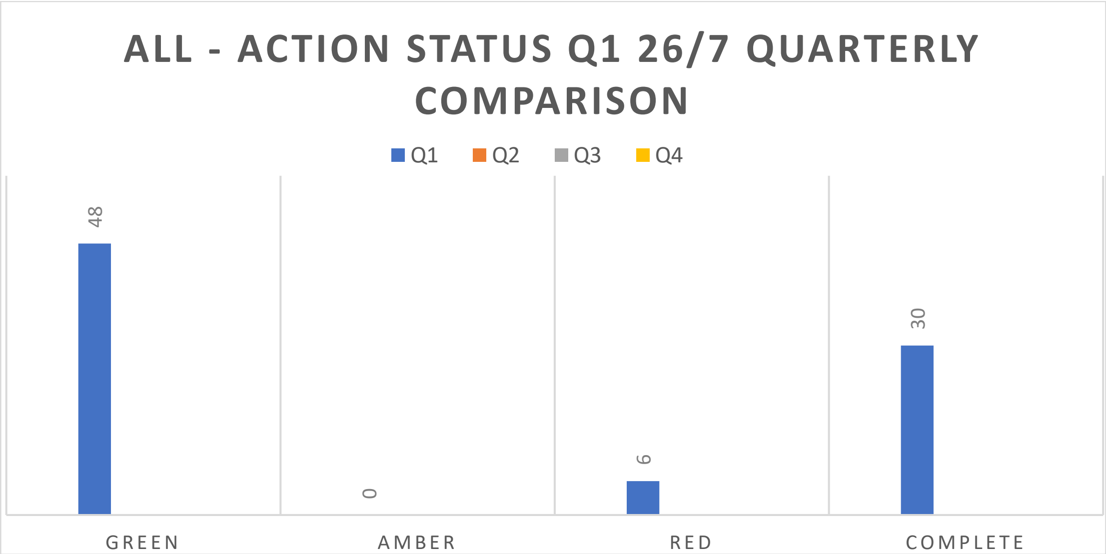
2026. This has improved the transparency of information available to tenants.

Complaints

3.41 Good progress has also been made in strengthening complaints management and learning. The Housing Ombudsman self-assessment has been completed, and together with the annual complaints performance report was submitted to and approved by the Executive Committee in June 2026. Additional capacity has been secured through the recruitment of a new Complaints Officer as part of the Housing Experience Team, supporting improved resilience, quality assurance and service learning. The complaints tracker has also been updated to clearly identify completed and outstanding actions, helping ensure commitments made through complaint responses are monitored, followed up and used to support ongoing service improvement.

Status Report Overall

3.42 48 actions are on target (Green), 6 actions are beyond their target date (Red) and 30 actions are complete.



Customer Engagement

3.43 The 2025/26 Housing Annual Report was issued to all tenants in early August 2026. It provides an update on housing performance and service improvements, including the Tenant Satisfaction Measure perception survey results from January and February 2026, the Council's regulatory judgement and performance over the previous financial year. The report also invited tenants to express interest in taking part in tenant scrutiny activities.

3.44 As reported in Quarter 4 2025/6, the Tenant Satisfaction Measures results have helped shape the actions within the Housing Improvement Plan. Following this Executive meeting, updates will be shared through the Council's website and social media channels to inform customers about progress being made to improve services.

4. FINANCIAL IMPLICATIONS

4.1 All work undertaken through the delivery of services highlighted in this report are budgeted through the Capital Programme and the HRA. As part of the development of an improvement plan, where additional budgets are required to improve compliance and performance, these will be included in a separate report.

5. LEGAL IMPLICATIONS

5.1 The report sets out the requirements of legislation which the Council is required by law to adhere to.

5.2 Compliance is required with Section 193 of the Housing and Regeneration Act 2008 as amended by the Social Housing (Regulation) Act 2023.

5.3 Inspections are carried out under Section 201 to Section 203A of the Housing and Regeneration Act 2008.

6. OTHER – IMPLICATIONS

Local Government Reorganisation

6.1 No direct implications for Local Government Reorganisation have been identified in this report.

Relevant Council Priority

6.1 This report supports the current Council Plan and the following Council priority:

Community and Housing

- Providing Council Housing that is improved and upgraded through the Housing Capital Investment Programme
- Ensuring the housing stock is clean and safe to live in
- Improve time taken for repairs to be completed

- Maximising funding available to the sector.

Climate Change Implications

6.2 The responsive, cyclical and planned maintenance of the Council's properties seeks to ensure that Council Housing properties are well maintained, warm and safe. Included within the programme of works are projects to increase the thermal efficiency of properties.

Equalities and Diversity Implications

6.3 Through the delivery of Housing Services, the Council identify the needs of individuals and households to tailor services appropriately.

Community Implications

6.4 Through the delivery of Housing Services, the Council supports the needs of local communities and residents. This improves residents health and well-being. Alongside this, there is a strong partnership link with Community Safety Team to support tenants and communities in being and feeling safe. An example of this is the recent pilot of a multi-agency walk about in Woodrow that will be rolled out to all Estates. The aim was to bring together residents, housing, businesses, Council service representatives, police, public health teams and other partners to identify local concerns and agree practical solutions.

7. RISK MANAGEMENT

7.1 The key risk is failure to ensure properties are well maintained, safe and compliant in accordance with the relevant regulations highlighted through this report. Work is ongoing to ensure compliance and is further evidenced through the Housing Improvement Plan.

8. APPENDICES and BACKGROUND PAPERS

Appendicies

Appendix 1 - Measures Table
Appendix 2 – Housing Improvement Plan update

Background Papers

Housing Annual Report - Housing Annual Report.

REDDITCH BOROUGH COUNCIL

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9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Councillor Monk	13th August 2026
Lead Director / Assistant Director	Guy Revans	6th August 2026
Financial Services	Kunmi Joesph	N/A
Legal Services	Nicola Cummings, Principal Solicitor – Governance	11th August 2026
Policy Team (if equalities implications apply)	N/A	
Climate Change Team (if climate change implications apply)	N/A	

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Appendix 1 – TSM Landlord Measures

Keeping Properties in good repair

	Measure Name	Type	Q4 25/6	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
RP01	Homes that do not meet the Decent Homes Standard	%	**11.05%**	5.87%				0.00%	**Amber**
RP02.1	Repairs completed within Target Timescale (Non-Emergency)	%	**71.95%**	76.50%				100%	**Red**
RP02.2	Repairs completed within Target timescale – (Emergency)	%	**83.6%**	95.07%				100%	**Amber**

Damp & Mould

	Measure Name	Type	Q4 25/6	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
DM1	% of emergency hazards made safe within 24 hours	%	**100%**	71.43%				100%	**Red**
DM2	% of hazards made safe within 5 days	%	**100%**	100%				100%	**Green**
DM3	% of hazards investigated within 10 days	%	**91.6%**	88.63%				100%	**Amber**
DM4	% of major works completed within 50 days	%	**100%**	99.53%				100%	**Amber**

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Maintaining Building Safety

	Measure Name	Type	**Q4 25/6**	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
BS01	Gas Safety Checks	%	100%	100%				100%	**Green**
BS02	Fire Safety Checks	%	88%	96%				100%	**Amber**
BS03	Asbestos Safety checks	%	100%	100%				100%	**Green**
BS04	Water Safety checks	%	100%	100%				100%	**Green**
BS05	Lift Safety Checks	%	100%	100%				100%	**Green**
BS06	Electrical Safety Checks	%	96.74%	97.23%				100%	**Amber**
EI02	Electrical Test of Communal Areas	%	100%	100%				100%	**Green**
EI03	Smoke Alarms	%	99.31%	99.29%				100%	**Amber**
EI04	Carbon Monoxide Alarms	%	98.85%	100%				100%	**Green**

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Complaints

	Measure Name	Type	25/6	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
CH01.1	Complaints relative to the size of the landlord (Stage 1)	# per 1,000 homes	23.8	9.33				Less than 10	Green
CH01.2	Complaints relative to the size of the landlord (Stage 2)	# per 1,000 homes	4.06	2.01				Less than 3	Green
CH02.1	Complaints responded to within Complaint Handling Code timescales (Stage 1)	%	89%	92.5%				85%	Green
CH02.2	Complaints responded to within Complaint Handling Code timescales (Stage 2)	%	92%	92%				85%	Green

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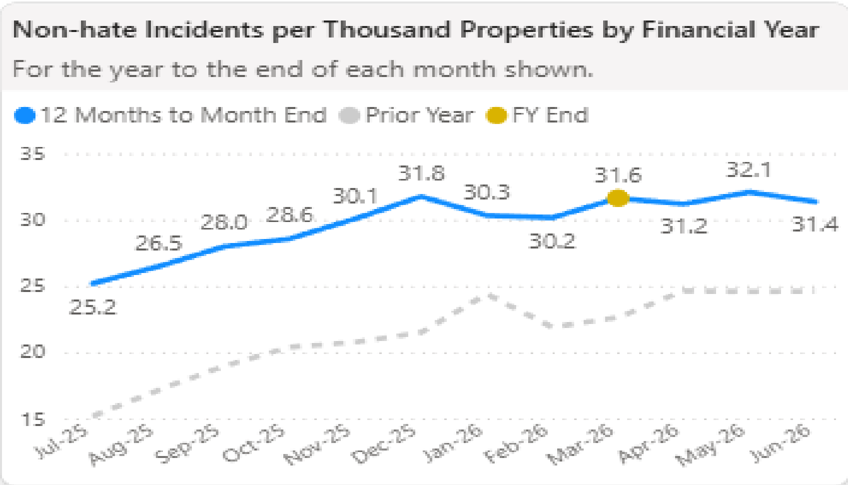
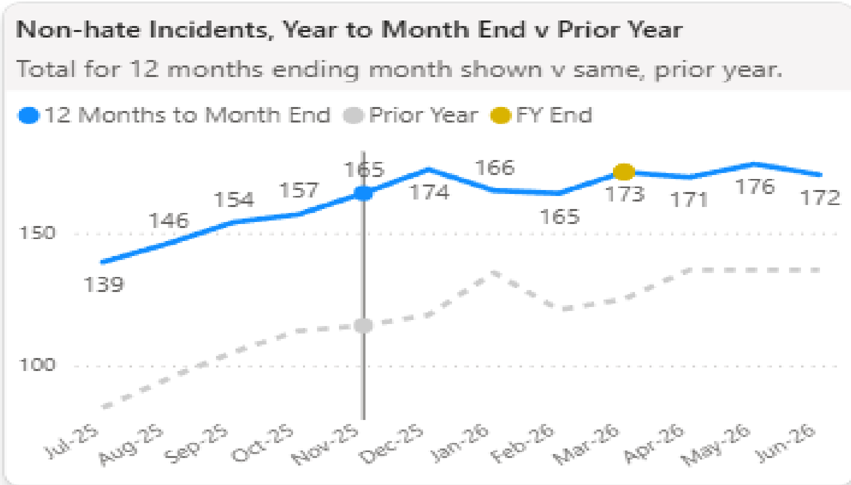
Anti-Social Behaviour (ASB)

	Measure Name	Type	**Q4 25/6**	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
NM01.1	Anti-social behaviour cases relative to the size of the landlord	# per 1,000 homes	33.1	31.4				35.5	**Green**
NM01.2	Anti-social behaviour cases (involving Hate Crime) relative to the size of the landlord	# per 1,000 homes	2.4	1.8				0.6	**Red**





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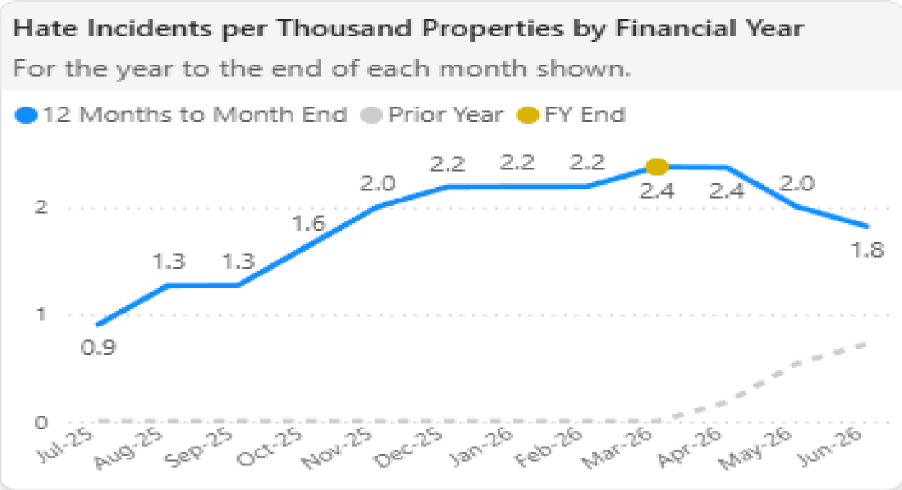

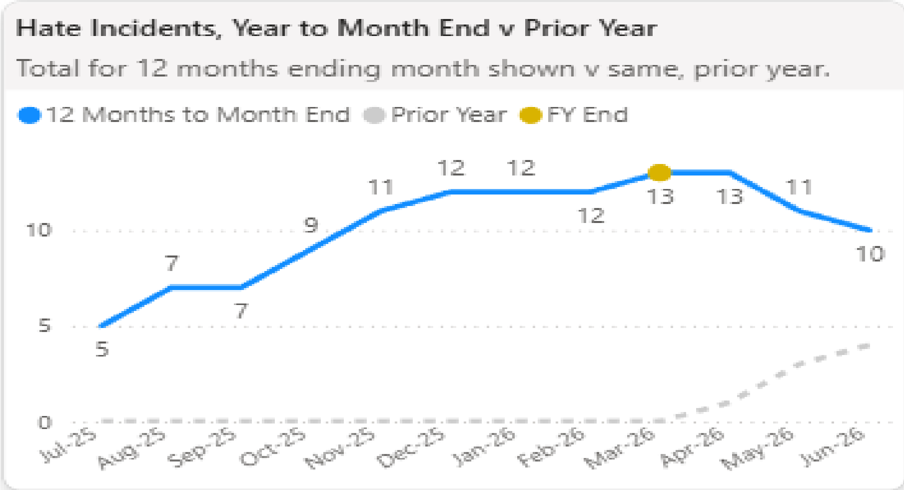

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Tenancy Audits and Profile Data

	Measure Name	Type	**25/6**	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
	Tenancy Audits completed	Cumulative Number	1,121	1,464				2,730	**Green**
	% Tenancy Audits Completed	%	20.5%	26.78%				50%	**Green**
	Tenant Profile Data held by attribute								
	Disabilities	%	N/A	31.3%				50%	**Green**
	Date of Birth	%	N/A	91.8%				100%	**Green**
	Ethnicity	%	N/A	46.7%				75%	**Green**
	Forename	%	N/A	98.2%				100%	**Green**
	Surname	%	N/A	100.0%				100%	**Green**
	Gender	%	N/A	35.7%				50%	**Green**
	Marital Status	%	N/A	26.9%				50%	**Green**
	Nationality	%	N/A	97.3%				100%	**Green**
	Sexual Orientation	%	N/A	45.2%				75%	**Green**

Void Measures

	Measure Name	Type	25/6	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
VM 1	Average Void Turnaround - Standard	Days	33.19	29.2				30	GREEN
VM 2	Average Void Turnaround - Capital	Days	198	164.9				56	RED
VM 3	Void Rent Loss	£	227,328.65	57,158.12				£225,000	GREEN

Rents

	Measure Name	Type	25/6	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
RM 1	Rent Arrears as a percentage of expected total Rent Annual Rent Income	%	3.3%	4.75%				3.2%	RED
RM 2	Former Tenant Arrears as a percentage of expected total Rent Annual Income	%	3.95%	4.02%				3.5%	RED

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Standard	Required Outcomes	Specific Expectations	Key Deliverable/s	Specific Outcomes	Responsible Officer	Target Date	Status	RAG Rating
Neighbourhood & Community	**Safety of shared spaces**							
	Registered providers must work co-operatively with tenants, other landlords and relevant organisations to take all reasonable steps to ensure the safety of shared spaces.		Tenancy audits to update PEEPs (and evidence compliance), CX case/task tracking for PEEPs, April 2026 legislation training/guidance for frontline staff, liaison with Fire & Rescue, plus regular communal inspections, cleaning, fire and health & safety checks by the Caretaking Team.	Safe, clean and well-maintained communal areas, with hazards identified quickly and removed through routine cleaning, inspections and fire/health & safety checks, supported by firm zero-tolerance enforcement.	N&T Manager and Caretaking Supervisor	31/03/2027	In Progress	Green
				Greater resident safety and legal compliance, with PEEPs kept up to date where required, strong working with Fire & Rescue Services, and a trained frontline team ready for the April 2026 legislative changes.	N&T Manager and Caretaking Supervisor	30/04/2026	COMPLETE	COMPLETE
	Local cooperation							

Registered providers must co-operate with relevant partners to promote social, enviornmental and economic wellbeing in the areas where they provide social housing.	Registered providers, having taken account of their strategic objectives, the views of tenants and their presence within the areas where they provide social housing, must: a) idenitfy and communicate to tenants the roles registered providers play in promoting social, environmental and economic wellbeing and how those roles will be delivered; and b) co-operate with local partnership arrangements and the strategic housing function of local authorities where they are able to assist local authorities in achieving their objectives.	Regular attendance of all partner agency meetings. Leading on the coordination of regular meetings with SNT Teams, Adult Social Care, Mental Health Teams, Primary Care and Safeguarding.	Maintain strong partnership working that demonstrably informs and improves service delivery. Effective active engagement and influence at partner meetings including clear records of decisions made, actions agreed and outcomes delivered as a result.	N&T Manager, Rents/ Income Manager, Housing Tenancy Experience Manager (HTEM), Senior Tenancy Experience Officer	30/09/2026	In Progress	Green
Anti-social behaviour and hate incidents							
Registered providers must work in partnership with appropriate local authority departments, the police and other relevant organisations to deter and tackle anti-social behaviour (ASB) and hate incidents in the neighbourhoods where they provide social housing.	Registered providers must have a policy on how they work with relevant organisations to deter and tackle ASB in the neighbourhoods where they provide social housing.	Confirm and publish an ASB & Hate Incident policy and partnership protocol; attend CSP/tasking forums; agree joint action plans and escalation routes with Police/SNT/Community Safety; monitor outcomes and report themes/learning quarterly.	Effective multi-agency approach to prevent and tackle ASB, underpinned by a clear policy and consistent operational practice.	N&T Manager	6/30/2026 REVISED 30/9/26	In Progress	RED

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Registered providers must clearly set out their approach for how they deter and tackle hate incidents in neighbourhoods where they provide social housing.	Implement Tenant Portal	Hate incidents responded to within 24 hours, with victim-led support, clear escalation routes and timely Police/SNT involvement where appropriate.	N&T Manager	6/30/2026 REVISED 31/12/26	In Progress	RED
	Implement ASB Module within CX	CX ASB module implemented to improve case management, oversight, audit trail and tenant communications.	N&T Manager	31/12/2026	In Progress	Green
Registered providers must enable ASB and hate incidents to be reported easily and keep tenants informed about the progress of their case.	Tenant Portal, CX ASB Module	ASB and hate incidents are easy to report, and tenants receive timely, regular updates—supported by portal access and improved CX case workflows.	N&T Manager	31/12/2026	In Progress	Green
Registered providers must provide prompt and appropriate action in response to ASB and hate incidents, having regard to the full range of tools and legal powers available to them.	Tenant Portal, CX ASB Module. Training to be delivered in April/ May 2026	Prompt, proportionate action taken (ASB within 48 hours; hate incidents within 24 hours), using the full range of legal powers and regular staff training.	N&T Manager	31/12/2026	In Progress	Green

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		Registered providers must support tenants who are affected by ASB and hate incidents, including by signposting them to agencies who can give them appropriate support and assistance.	Recruitment of the new TSO Team to be complete by June 2026	Tenants affected by ASB/hate incidents receive tailored support, including sustainment, mediation and signposting to specialist partner agencies.	Tenancy Sustainment Team Leader	30/06/2026	COMPLETE	COMPLETE
		ASB waiting times promotion to tenants	Web pages by June 26, Portal access TBC	Clear published response times and accessible reporting routes across noticeboards, webpages and (where available) the Tenant Portal.	N&T Manager	30/06/2026	COMPLETE	COMPLETE
		Root cause analysis for low ASB satisfaction (TSMs)	Training for N&T Officers, discussions in their one to ones re surveys completed and outcomes. Making the completion of surveys mandatory in CX	Drivers of ASB dissatisfaction understood through targeted engagement, informing improvements that increase tenant confidence and satisfaction.	Housing Tenancy Experience Manager (HTEM)	30/06/2026	COMPLETE	COMPLETE

	Zero transactional returns from ASB surveys after case closure	Training for N&T Officers, discussions in their one to ones re surveys completed and outcomes. Making the completion of surveys mandatory.	High completion rates of post-case ASB surveys, providing reliable insight to monitor performance and target service improvements.	Housing Tenancy Experience Manager (HTEM)	31/07/2026	In Progress	Green
Domestic abuse							
Registered providers must work co-operatively with other agencies tackling domestic abuse and enable tenants to access appropriate support and advice.	Registered providers must have a policy for how they recognise and effectively respond to cases of domestic abuse.	Review and re-issue the Domestic Abuse policy/procedure; deliver annual DA training for frontline staff; maintain risk assessment and MARAC/safeguarding referral pathways; provide safe-move options and signposting to specialist support.	Consistent, trauma-informed response to domestic abuse, with trained staff, robust risk assessment, safeguarding/MARAC processes and safe-move options.	N&T Manager	30/06/2026	COMPLETE	COMPLETE

		Registered providers must co-operate with appropriate local authority departments to support the local authority in meeting its duty to develop a strategy and commission services for victims of domestic abuse and their children within safe accommodation.	Contribute to the local authority DA strategy and safe accommodation partnerships: maintain referral routes with commissioned services, share insight (as appropriate), and implement learning/actions from Domestic Homicide Reviews and multi-agency reviews.	Strong partnership working with the local authority to support delivery of domestic abuse strategies and safe accommodation for victims and children.	N&T Manager	31/12/2026	In Progress	Green

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Standard	Required Outcomes	Specific Expectations	Key Deliverable/s	Specific Outcomes	Responsible Officer	Target Date	Status	RAG Rating
Safety & Quality	**Stock Quality**							
	Registered providers must have an accurate, up to date and evidenced understanding of the condition of their homes that reliably informs their provision of good quality, well maintained and safe homes for tenants	Registered providers must have an accurate record at an individual property level of the condition of their homes, based on a physical assessment of all homes and keep this up to date.	Develop a Stock Condition Survey (SCS) delivery plan with clear quarterly and annual targets, aligned to the 5-year rolling programme.	Up-to-date stock condition data analysed to target investment and maintain/achieve decency and safety standards.	Capital Manager	31/7/26	In Progress	GREEN
			Deliver, monitor and manage the SCS programme against agreed targets, reporting progress through the quarterly performance cycle.	Survey programme delivered to plan, increasing coverage and enabling timely investment decisions to maintain/achieve decency.	Capital Manager	31/3/27	In Progress	GREEN
			Review and strengthen the SCS methodology and quality-assurance checks to confirm data accuracy, consistency and auditability.	Quality-assurance report confirming survey methodology, data accuracy, consistency and audit trail.	Capital Manager	30/9/26	In Progress	GREEN
	Decency							
	Registered providers must ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard unless exempted by the regulator	Registered providers must use data from across their records on stock condition to inform their provision of good quality, well maintained and safe homes for tenants including:	Complete the annual refresh of the Capital Investment Programme using the latest stock condition data as part of the budget-setting process.	Non-decent homes reduced year-on-year, with exemptions evidenced and addressed where feasible.	Capital Manager	31/12/26	In Progress	GREEN
			Complete a full review and update of the Asset Management Strategy to reflect current legislative, regulatory and best-practice requirements.	Capital programmes demonstrably reflect current legislative, regulatory and best-practice requirements.	Housing Property Services manager	31/7/26	In Progress	GREEN
			Update and re-issue the HRA Business Plan, testing affordability and future investment requirements against regulatory and legislative change.	Updated, affordable HRA Business Plan demonstrating capacity to meet future investment and compliance demands.	Assistant Director (HPS)	6/30/2026 REVISED 31/12/26	In Progress	RED
		a) compliance with health and safety legal requirements	Go live with Total Mobile as the single compliance system and deploy dashboards to monitor statutory H&S compliance, actions and exceptions.	Single source of compliance data enabling faster action to resolve exceptions and keep homes safe.	Housing Property Services manager	5/31/2026 REVISED 30/9/26	In Progress	RED
		b) compliance with the Decent Homes Standard	Produce annual planned maintenance programmes based on SCS findings to maintain Decent Homes compliance and remediate non-decency failures.	Planned works address non-decency drivers and improve overall Decent Homes compliance.	Capital Manager	31/12/26	In Progress	GREEN

		Enhance the internal monitoring tracker to capture HHSRS Category 1 hazards, actions and progress, and include this in quarterly Executive reporting.	Category 1 hazards identified, prioritised and remediated, with clear performance reporting.	Capital Manager	30/6/26	COMPLETE	COMPLETE
	c) delivery of repairs, maintenance and planned improvements to homes	Develop enhanced Power BI reporting to identify key repairs trends (multiple contact, no access and repeat repairs) and inform investment priorities.	Repairs performance improved against priority targets (including Awaab's Law), with fewer repeats and overdue jobs.	Repairs Manager	31/3/27	In Progress	GREEN
	d) allocating homes that are designed or adapted to meet specific needs appropriately.	Go live with Total Mobile and dashboards to consolidate adaptations-related property data and improve operational performance reporting.	Adapted homes allocated more effectively to households with matching needs, reducing avoidable re-adaptations.	Repairs Manager	31/12/26	In Progress	GREEN
Health and Safety							
When acting as landlords, registered providers must take all reasonable steps to ensure the health and safety of tenants in their homes and associated communal areas.	Registered providers must identify and meet all legal requirements that relate to the health and safety of tenants in their homes and communal areas.	Produce and present quarterly compliance performance reports (Gas, Electrical, Asbestos, Fire, Lifts and Water Safety) to Executive.	High and sustained statutory compliance across all health & safety areas, keeping residents safe.	M&E manager		COMPLETE	COMPLETE
	Registered providers must ensure that all required actions arising from legally required health and safety assessments are carried out within appropriate timescales.	Implement a documented plan for outstanding remedial actions with planned vs actual tracking; monitor monthly and report progress quarterly to Executive.	Remedial-action plan in place with planned vs actual tracking and improved timeliness of outstanding actions.	Housing Property Services manager	31/5/26	COMPLETE	COMPLETE
		Provide quarterly Executive reporting on health & safety compliance performance, risks and mitigation actions.	Regular Executive oversight of compliance, risks and mitigations with clear decisions and actions recorded.	Assistant Director (HPS)	30/9/25	COMPLETE	COMPLETE
		Mobilise and deliver the fire door inspection programme and feed findings into the remedial/replacement plan and priorities.	Fire doors inspected and risks reprioritised; interim repairs completed and the replacement programme targeted.	Housing Property Services manager	31/8/25	COMPLETE	COMPLETE
		Identify and deliver short-term risk-mitigation actions (interim controls and prioritised works) while longer-term remediation is completed.	Interim controls implemented to reduce risk while longer-term remediation is delivered.	Housing Property Services manager	31/5/26	COMPLETE	COMPLETE
	Registered providers must ensure that the safety of tenants is considered in the design and delivery of landlord services and take reasonable steps to mitigate any identified risks to tenants.	Mobilise a caretaker service with defined schedules to deliver communal cleaning, inspections and safety testing, with clear escalation and reporting.	Communal areas consistently clean and safe, with hazards identified and addressed promptly.	Repairs Manager	31/8/25	COMPLETE	COMPLETE
Repairs, Maintenance and planned improvements							

Registered providers must provide an effective, efficient and timely repairs, maintenance and planned improvements service for the homes and communal areas for which they are responsible.	Registered providers must enable repairs and maintenance issues to be reported easily.	Design and implement a Tenant Portal within the Housing Management/Repairs system to enable accessible self-service reporting, updates and tracking.	Tenants can report repairs easily and receive timely updates through accessible channels.	Assistant Director (HPS)	31/7/26	In Progress	GREEN
		Implement a repairs diagnostic tool with call-handling scripts to improve triage, select the correct SOR and increase right-first-time repairs.	Improved triage and correct SOR selection, increasing right-first-time repairs and helping meet target timescales.	Repairs Manager	31/5/26	COMPLETE	COMPLETE
	Registered providers must set timescales for the completion of repairs, maintenance and planned improvements, clearly communicate them to tenants and take appropriate steps to deliver to them.	Publish priority repair codes and target timescales via the Annual Report and website, alongside clear updates on performance against standards.	Priority codes and target timescales clearly communicated, with performance published transparently.	Assistant Director (HPS)	30/9/25	COMPLETE	COMPLETE
		Produce and publish quarterly repairs performance reports (KPIs and priority-code compliance) on the website and within the Annual Report.	Quarterly repairs performance published showing delivery against priority timescales and improvement actions.	Assistant Director (HPS)	30/9/25	COMPLETE	COMPLETE
		Use Power BI to identify overdue repairs, complete root-cause analysis and implement corrective actions; track impact over time.	Overdue repairs reduced through root-cause actions, with improved data quality and trend insight.	Assistant Director (HPS)	31/12/25	COMPLETE	COMPLETE
	Registered providers must keep tenants informed about repairs, maintenance and planned improvements to their homes with clear and timely communication.	Go live with Total Mobile automated tenant updates (appointments, on-the-day progress, no access, completion and follow-on works).	Tenants receive consistent automated updates throughout the repairs journey.	Housing Property Services manager	6/30/2026 REVISED 30/9/26	In Progress	RED
	Registered providers must understand and fulfil their maintenance responsibilities in respect of communal areas.	Implement the caretaker service, including cleaning/inspection routines, safety checks and a clear process for reporting and escalating repairs.	Communal areas maintained to a clean and safe standard, with issues escalated and resolved promptly.	Repairs Manager	31/8/25	COMPLETE	COMPLETE
	Registered providers must ensure that the delivery of repairs, maintenance and planned improvements to homes and communal areas is informed by the needs of tenants and provides value for money.	Publish the 2025/26 Annual Housing Report, evidencing improvements delivered in response to tenant feedback, complaints insight and TSM results.	Tenants see evidence of service improvements delivered in response to feedback, complaints insight and TSM results.	Assistant Director (HPS)	31/7/26	In progress	GREEN
		Deliver quarterly tenant communications following HIP and performance reporting, highlighting service standards, progress and improvements.	Ongoing tenant communications demonstrate progress against standards and improvements made as a result of feedback.	Assistant Director (HPS)	31/3/27	In progress	GREEN
Adaptations							
Registered providers must assist tenants seeking housing adaptations to access appropriate services.	Registered providers must clearly communicate to tenants and relevant organisations how they will assist tenants seeking housing adaptations services.	Review and publish updated web pages explaining how tenants request adaptations and the support available, with clear contact routes and guidance.	Tenants can easily find adaptations information, understand eligibility and access clear contact routes.	Housing Property Services manager	31/5/26	COMPLETE	COMPLETE

		Registered providers must co-operate with tenants, appropriate local authority departments and other relevant organisations so that a housing adaptations service is available to tenants where appropriate	Define and report a KPI suite for adaptations (timescales, throughput and outcomes), supported by ongoing case review and performance monitoring.	Adaptations delivered within policy timescales, with outcomes and performance monitored and improved.	Housing Property Services manager	30/9/26	In progress	GREEN

Standard	Required Outcomes	Specific Expectations	Key Deliverable/s	Specifc Outcomes	Responsible Officer	Target Date	Status	RAG Rating
Transparency Influence & Accountability	**Fairness and respect**							
	Registered providers must treat tenants and prospective tenants with fairness and respect.	*None provided by RSH*	Tenant co-designed Service Standards Pack	Consistent tenant-facing service standards are agreed with tenants, published and embedded across housing services.	Assistant Director (HPS)/ Assistant Director (HS)	31/12/2026	In progress	Green
			Complete EIA with associated action plan	Equality impacts are assessed, actions are implemented and service changes are tracked to improve fair outcomes.	Assistant Director (HPS)/ Assistant Director (HS)	30/09/2026	In progress	Green
	Diverse needs							
	In relation to the housing and landlord services they provide, registered providers must take action to deliver fair and equitable outcomes for tenants and, where relevant, prospective tenants.	Registered providers must use relevant information and data to: a) understand the diverse needs of tenants, including those arising from protected characteristics, language barriers, and additional support needs; and b) assess whether their housing and landlord services deliver fair and equitable outcomes for tenants.	Quarterly tenant data-quality audits and targeted campaigns (web, letters, call scripts and front-line prompts) to capture missing profile fields; update processes/forms in CX to require/encourage completion and report progress quarterly.	Tenant profile data becomes more complete and reliable, enabling services and communications to be tailored to diverse needs.	Assistant Director (HPS)/ Assistant Director (HS)	31/03/2027	In Progress	Green
			Complete EIA with associated action plan	Equality impacts are assessed, actions are implemented and service changes are tracked to improve fair outcomes.	Assistant Director (HPS)/ Assistant Director (HS)	31/03/2027	In progress	Green
		Registered providers must ensure that communication with and information for tenants is clear, accessible, relevant, timely and appropriate to the diverse needs of tenants.	Gap Analysis complete and actions identified for resolving any issues identified.	Tenant communications are clearer, more accessible and compliant across key contact points.	Assistant Director (HPS)/ Assistant Director (HS)	31/03/2027	In progress	Green
		Registered providers must ensure that landlord services are accessible, and that the accessibility is publicised to tenants. This includes supporting tenants and prospective tenants to use online landlord services if required.	Gap Analysis complete and actions identified for resolving any issues identified.	Housing services are easier to access and publicised clearly, with barriers identified and addressed.	In progress	31/03/2027	In progress	Green
		Registered providers must allow tenants and prospective tenants to be supported by a representative or advocate in interactions about landlord services.	Guidance developed, published and promoted	Tenants understand their right to representation and can access advocacy support when needed.	Assistant Director (HPS)/ Assistant Director (HS)	31/03/2027	In progress	Green
	Engagement with tenants							
	Registered providers must take tenants' views into account in their decision-making about how landlord services are delivered and communicate how tenants' views have been considered.	Registered providers must give tenants a wide range of meaningful opportunities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.	Increased capacity and specialist knowledge and skills to develop further engagement opportunities	Tenant engagement capacity is strengthened, enabling more meaningful influence and scrutiny of services.	Housing Services Manager	31/07/2026	In progress	Green
			Clear opportunities identified and published	Published engagement opportunities give tenants clear, regular routes to influence and scrutinise landlord services.	Housing Services Manager	31/08/2026	In progress	Green
		Registered providers must assist tenants who wish to implement tenant-led activities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.	Guidance developed, published and promoted	Tenant-led scrutiny is supported through a clear framework covering practical, training and funding arrangements.	Housing Services Manager	31/01/2027	In progress	Green
		Registered providers must provide accessible support that meets the diverse needs of tenants so they can engage with the opportunities in 2.2.1 and 2.2.2.	Policy being taken to Executive in June 2026, Strategy to be developed thereafter to create clear opportunities for tenants to further influence formally and informally service improvements and delivery	Engagement opportunities include accessible support so tenants with diverse needs can participate effectively.	Housing Services Manager	31/08/2026	In progress	Green
		Registered providers must support tenants to exercise their Right to Manage, Right to Transfer or otherwise exercise housing management functions, where appropriate.	Clear process and information to exercise their rights	Tenants can easily understand and exercise their Right to Manage or Right to Transfer through clear guidance.	Housing Services Manager	31/12/2026	In Progress	Green
		Registered providers, working with tenants, must regularly consider ways to improve and tailor their approach to delivering landlord services including tenant engagement. They must implement changes as appropriate to ensure services deliver the intended aims.	Policy being taken to Executive in June 2026, Strategy to be developed thereafter to create clear opportunities for tenants to further influence formally and informally service improvements and delivery	A consistent engagement and scrutiny approach is established and used to improve services based on tenant feedback.	Housing Services Manager	31/08/2026	In Progress	Green
		Where a registered provider is considering a change in landlord for one or more tenants, or a significant change in management arrangements, it must consult affected tenants on its proposals at a formative stage and take those views into account when reaching a decision. The consultation must: a) be fair and accessible; b) provide tenants with adequate time, information and opportunities to consider and respond; c) set out actual or potential advantages and disadvantages (including costs) to tenants in the immediate and longer term, and d) demonstrate to affected tenants how the consultation responses have been taken into account in reaching a decision.	Following Government announcement in June 2026 set out an options appraisal for consideration of the future for RBC Social Housing	Tenant views inform any future management or landlord change proposals and are evidenced in decision-making.	Assistant Director (HPS)/ Assistant Director (HS)	31/12/2026	In Progress	Green
	Information about landlord services							

Registered providers must communicate with tenants and provide information so tenants can use landlord services, understand what to expect from their landlord, and hold their landlord to account.	Registered providers must provide tenants with accessible information about the: a) available landlord services, how to access those services, and the standards of service tenants can expect; b) standards of safety and quality tenants can expect homes and communal areas to meet; c) rents and service charges that are payable by tenants, and d) responsibilities of the registered provider and the tenant for maintaining homes, communal areas, shared spaces and neighbourhoods.	Gap Analysis complete and actions identified for resolving any issues identified.	Tenant information on services, standards and responsibilities is clearer, more accessible and aligned to identified needs.	Assistant Director (HPS)/ Assistant Director (HS)	31/10/2026	In Progress	Green
	Registered providers must provide tenants with accessible information about tenants' rights in respect of registered providers' legal obligations and relevant regulatory requirements that registered providers must meet in connection with the homes, facilities or landlord services they provide to tenants. This must include information about: a) the requirement to provide a home that meets the government's Decent Homes Standard; b) the registered provider's obligation to comply with health and safety legislation; c) the rights conferred on tenants by their tenancy agreements including rights implied by statute and/or common law, in particular - (I) the right to a home that is fit for human habitation; and (ii) the right to receive notice of a proposed visit to carry out repairs or maintenance or to view the condition and state of repair of the premises; and d) the rights of disabled tenants to reasonable adjustments.	Gap Analysis complete and actions identified for resolving any issues identified.	Tenant rights and landlord obligations are clearly explained online in an accessible and easy-to-find format.	Assistant Director (HPS)/ Assistant Director (HS)	31/10/2026	In Progress	Green
	Registered providers must communicate with affected tenants on progress, next steps and outcomes when delivering landlord services.	Live updates on appointments for repairs	Tenants receive timely repairs updates, improving visibility of progress, next steps and outcomes.	Assistant Director (HPS)	5/31/2026 REVISED 30/9/26	In Progress	RED
	Registered providers' housing and neighbourhood policies must be fair, reasonable, accessible and transparent. Where relevant, policies should set out decision-making criteria and appeals processes.	Gap Analysis complete and actions identified for resolving any issues identified.	The Tenant Handbook more clearly explains key policies, decision criteria and appeals routes.	Housing Services Manager	31/07/2026	In Progress	Green
	Registered providers must make information available to tenants about the relevant roles and responsibilities of senior level employees or officers, including who has responsibility for compliance with the consumer standards.	Updated Website with clear responsibilities identified	Published leadership information clearly identifies who is accountable for Consumer Standards compliance.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	COMPLETE	COMPLETE
Performance information							
Registered providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services.	Registered providers must meet the regulator's requirements in relation to the tenant satisfaction measures set by the regulator as set out in Tenant Satisfaction Measures: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements.	Compliance with requirements and uploading of data in line with prescribed timescales	TSM data collection, processing and submission remain compliant, robust and ready for tenant scrutiny.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	COMPLETE	COMPLETE
	Registered providers must: a) collect and process information specified by the regulator relating to their performance against the tenant satisfaction measures. The information must be collected within a timeframe set by the regulator and must meet the regulator's requirements in Tenant Satisfaction Measures: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements; b) annually publish their performance against the tenant satisfaction measures.	Compliance with requirements and uploading of data in line with prescribed timescales	Annual TSM assurance confirms the data is accurate, reliable and submitted in line with regulatory requirements.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	COMPLETE	COMPLETE
		Annual Report clearly sets out TSm results, actions from previous year and identified actions for the forthcoming year	The Annual Report presents TSM performance and improvement actions clearly in an accessible format for tenants.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	COMPLETE	COMPLETE
		Compliance with requirements and uploading of data in line with prescribed timescales	TSM results are submitted to the regulator accurately and within required deadlines.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	COMPLETE	COMPLETE
	In meeting 2.4.1 and 2.4.2 above, registered providers must ensure that the information is an accurate, reliable, valid, and transparent reflection of their performance against the tenant satisfaction measures.	Compliance with requirements and uploading of data in line with prescribed timescales	Published TSM results provide a transparent, accurate and reliable account of landlord performance.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	COMPLETE	COMPLETE
	Registered providers must provide tenants with accessible information about: a) how they are performing in delivering landlord services and what actions they will take to improve performance where required; b) how they have taken tenants' views into account to improve landlord services, information and communication; c) how income is being spent, and d) their directors' remuneration and management costs.	Compliance with requirements and uploading of data in line with prescribed timescales	Tenants receive clearer information on performance, spending, remuneration and improvement actions.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	COMPLETE	COMPLETE
Complaints							

Registered providers must ensure complaints are addressed fairly, effectively, and promptly.	Registered providers must ensure their approach to handling complaints is simple, accessible and publicised.	Complete annual complaints service review and Housing Ombudsman Code self-assessment; produce an improvement action plan (owners, deadlines) and present performance, themes and compliance findings to Executive.	Complaints assurance is strengthened through annual review, code compliance checks and clear Executive oversight.	Senior Complaints Officer	30/06/2026	COMPLETE	COMPLETE
		Complete an end-to-end review of the complaints extensions process and implement a revised standard operating procedure (criteria, approvals and timelines), including a tenant communication template and monthly monitoring/reporting to reduce extensions.	Complaint extensions are reduced through tighter controls, clearer communications and regular monitoring.	Senior Complaints Officer	31/08/2026	In Progress	Green
		Implement a standard extensions update (reason, revised deadline and next contact date) using agreed template wording; complete monthly QA sampling of extended cases and feed learning/actions into the complaints improvement plan to minimise future extensions.	Extended complaints are updated consistently and quality checked so delays are better managed and reduced over time.	Senior Complaints Officer	30/09/2026	In Progress	Green
		Define and implement minimum complaint case-recording standards (required fields and evidence); introduce monthly quality checks/audits and feedback to improve data quality so investigations are impartial and do not rely heavily on Service Managers.	Complaint records become more complete, consistent and evidence-based, supporting fairer investigations and stronger assurance.	Senior Complaints Officer	31/07/2026	In Progress	Green
		Recruit and onboard a Housing Complaints & Quality Officer to strengthen capacity and resilience; agree role profile, training and caseload allocation so the Senior Officer can focus on analysis, learning and service improvement.	Complaints capacity and resilience improve, allowing greater focus on learning, analysis and service improvement.	Senior Complaints Officer	30/06/2026	COMPLETE	COMPLETE
		Design, build and deploy complaint case and task functionality in CX (fields, workflows, templates and reporting), including user testing and staff guidance to enable consistent logging and improved drill-down reporting.	CX becomes the single complaints system of record, improving case visibility, consistency and reporting depth.	Senior Complaints Officer	31/12/2026	In Progress	Green
		Scope and deliver a future Tenant Portal phase to give tenants self-service visibility of their complaint status, key updates and outcomes, using CX as the single source once complaint cases/tasks are live.	Tenants gain clearer self-service visibility of complaint progress, updates and outcomes through the Tenant Portal.	Senior Complaints Officer	30/06/2027	In Progress	Green
	Registered providers must provide accessible information to tenants about: a) how tenants can make a complaint about their registered provider; b) the registered provider's complaints policy and complaints handling process; c) what tenants can do if they are dissatisfied with the outcome of a complaint or how a complaint was handled, and d) the type of complaints received and how they have learnt from complaints to continuously improve services.	Redesign and publish the 2025 Annual Performance & Service Improvement Report in a tenant-friendly format (clear navigation, plain English and accessible design), including 'You said, we did' examples and evidence of learning-led service improvements.	The annual complaints report becomes clearer, more accessible and more meaningful for tenants.	Senior Complaints Officer	30/06/2026	COMPLETE	COMPLETE
		Submit the annual complaints report to Executive (June 2026) incorporating the updated Housing Ombudsman Code self-assessment, any changes to the Housing Complaints Standard, and progress against the improvement action plan.	Executive receives a complete annual complaints update covering compliance, performance, themes and improvement progress.	Senior Complaints Officer	30/06/2026	COMPLETE	COMPLETE
		Deliver quarterly tenant communications on complaints performance and learning (KPIs, themes, 'You said, we did/We're doing', how to complain and escalation routes) via agreed channels.	Tenants receive regular updates on complaints performance, learning and routes to raise or escalate concerns.	Senior Complaints Officer	31/12/2026	In Progress	Green
		Strengthen monthly learning meetings with service managers by assigning owners for each upheld learning/recommendation, capturing evidence of completion, and monitoring embedment to reduce repeat issues.	Learning from complaints is tracked to completion with evidence, ownership and stronger service embedment.	Senior Complaints Officer	30/09/2026	In progress	Green
		Benchmark with peer landlords on how they share complaints learning and service improvements with tenants; produce recommendations and implement agreed good practice.	Good practice from peer landlords is used to improve how complaints learning and service changes are shared with tenants.	Senior Complaints Officer	31/12/2026	In Progress	Green

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			Develop and deploy a Power BI dashboard for the complaints tracker to provide real-time insight on volumes, themes, root causes, timeliness and outcomes, with month-on-month and year-on-year trend analysis.	Real-time dashboard reporting improves visibility of complaint volumes, themes, timeliness, outcomes and trends.	Senior Complaints Officer	30/09/2026	In Progress	Green
			Complete quarterly root-cause analysis of complaints (by service area and type) and incorporate findings, actions and progress into the annual complaints review.	Root-cause analysis is used consistently to identify patterns, target action and reduce repeat complaint issues.	Senior Complaints Officer	31/03/2027	In Progress	Green
			Maintain an Outstanding Actions Tracker for commitments made in complaint responses, with named owners, target dates, customer updates and completion sign-off.	Actions promised in complaint responses are tracked to completion and residents are kept updated on progress.	Senior Complaints Officer	30/06/2026	COMPLETE	COMPLETE
			Introduce post-closure complaints satisfaction surveys (automated where possible), analyse results regularly, and feed insights into the complaints improvement plan.	Post-complaint feedback is captured and used to improve service delivery and inform TSM-related insight.	Senior Complaints Officer	30/06/2026	In Progress	Green
		Self-referral						
		Registered providers must communicate in a timely manner with the regulator on all material issues that relate to non-compliance or potential non-compliance with the consumer standards.	Maintain an RSH engagement log and material-issue register, with a clear self-referral decision protocol; submit any required notifications within regulatory timescales and provide documented monthly update packs to the Regulator until all actions are closed.	Material issues are tracked, self-referral decisions are evidenced and regulatory updates are submitted on time.				Green

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2026/27 Q1 Quarterly Finance & Performance report

Relevant Portfolio Holder		Councillor Craig Warhurst
Portfolio Holder Consulted		Yes
Relevant Assistant Director		Debra Goodall
Report Author: James Walton	Director of Finance and s151 Officer james.walton@bromsgroveandredditch.gov.uk	
Wards Affected		All Wards
Ward Councillor(s) consulted		No
Relevant Strategic Purpose(s)		All
Key Decision		
If you have any questions about this report, please contact the report author in advance of the meeting.		

1. SUMMARY

1.1. The purpose of this report is to set out the Council’s Revenue and Capital quarterly position for April – June of the financial year 2026-27. The quarterly financial monitoring reports is a management report that informs members of the current financial forecasts for the year ending 31 March 2027.

2. RECOMMENDATIONS

Executive is asked to RESOLVE:

2.1 The full year forecast revenue position for 2026/27 is an overspend of £0.738m which will be funded from the General Fund Balance at year end if the position remains as an overspend.

2.2 The 2026/27 actual capital position at Q1 is £2.011m against a total approved programme of £28.948m.

2.3 The Ward Budget allocation for 2026/27 of £54,000 had approved allocations at £11,490 as at 30 June 2026.

2.4 The General Fund Opening Balance of £9.986m, adjusted in year to £9.248m as a result of the overspend.

2.5 To note the forecast position in respect of the GF Earmarked Reserves is £20.957m and HRA Earmarked Reserves is £9.160m as at 30 June 2026.

2.6 To note the updated procurements position set out in Appendix D, with any new items over £200k to be included on the forward plan.

3. **KEY ISSUES**

Financial Implications

3.1 This report sets out the draft financial forecast revenue and capital performance of the Council for 2026/27 against budget as at Q1.

3.2 The £14.640m full year revenue budget included in the table below is the budget that was approved by Council in February 2026. The budgets will be revised and these will be reported to Executive or Council as required.

Revenue Position

3.3 The revenue forecast position is a £0.738m overspend as shown in Table 2 below. This early estimated position shows an adverse net £0.159m movement since the outturn for 2025/26, although further detailed work will be carried out before Q2 to fully reflect the over/underspends in each service.

A salary capitalisation exercise (Table 1 below) has been completed to identify staffing costs that should be correctly charged to the capital programme. Based on an estimate of potential capitalisation, which has been built into projected spend as part of the quarterly monitoring, the Council will recharge a proportion of time spent (salary) against the capital projects undertaken during the year (reducing revenue spend and increasing charges to the capital programme). In Q1, the following amounts will be capitalised:

Table 1 – Staff Capitalisation

RBC services	Q1 amount
Community and Housing GF Services	1,956.83
Corporate Services	4,876.58
Environmental Services	23,397.39
Financial and Customer Services	27,487.98
Planning and Leisure Services	12,796.23
Regeneration & property	29,722.18
Grand Total	**100,237.16**

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The subsequent Q1 forecast position is as per Table 2 below:

Table 2 Overall Q1 forecast Position

Financial and Customer Services	2026-27 Approved Budget	YTD to P3 Spend	YTD to P3 Variance	2026-27 Forecast Spend	2026-27 Variance	2025-26 Actual Spend	2025-26 Variance	Change in variance
Business Trans and Organisational Dev	2,243,735	670,127	109,193	2,307,138	63,403	1,940,551	82,094	(18,691)
Community and Housing GF Services	3,348,808	618,500	-218,702	3,281,301	(67,507)	2,340,996	219,258	(286,765)
Corporate Services	-4,862,085	-1,390,349	-174,828	-5,190,148	(328,063)	(2,965,759)	(671,380)	343,317
Environmental Services	3,493,314	973,329	100,000	3,893,314	400,000	4,199,787	1,024,588	(624,588)
Financial and Customer Services	3,478,550	869,637	0	4,278,550	800,000	4,556,119	1,569,462	(769,462)
Legal & Democratic services	1,297,258	368,080	43,765	1,303,522	6,264	1,138,922	54,689	(48,425)
Planning and Leisure Services	1,312,742	185,760	-142,426	1,101,598	(211,144)	912,629	(67,544)	(143,600)
Regeneration & Property	2,641,308	699,734	39,407	2,716,635	75,327	2,369,892	386,131	(310,805)
Regulatory Client	704,399	176,100	0	704,399	0	703,860	(7,778)	7,778
Rubicon Client	982,028	245,507	0	982,028	0	993,322	125,841	(125,841)
Starting Well	0	0	0	0	0	0	0	0
Grand Total	**14,640,057**	**3,416,423**	**(243,591)**	**15,378,337**	**738,280**	**16,190,317**	**2,715,360**	**(1,977,080)**
	2026-27 Approved Budget	**YTD to P3 Spend**	**YTD to P3 Variance**	**2026-27 Forecast Spend**	**2026-27 Variance**	**2025-26 Actual Spend**	**2025-26 Variance**	**Change in variance**
Corporate Financing	-14,640,057	(3,660,014)	0	(14,640,057)	0	(15,610,851)	(2,135,894)	2,135,894
Grand Total	**(14,640,057)**	**(3,660,014)**	**0**	**(14,640,057)**	**0**	**(15,610,851)**	**(2,135,894)**	**2,135,894**
TOTALS	**(0)**	**(243,591)**	**(243,591)**	**738,280)**	**738,280**	**579,466**	**579,466**	**158,814**

3.4 The forecast overspend of £0.738m results from an overspend against service spending. Against a budget of £14.640m, the service underspend represents a variance of 5.04%. The forecasted service spending for 2026/27 has reduced by £0.812m from the 2025/26 outturn.

3.5 The following paragraphs set out the year end variances for each service area against the 2026/27 revenue budget:

Business Transformation & Organisational Development forecast overspend £0.063m

Supplementary Table 3.5a

Key Variances	Variance (£'000)	Explanation
ICT	96	ICT purchases anticipated to be £96k over budget, will be reviewed before Q2.
Street naming	12	Under achievement on budget for street naming and numbering.
SLA income	10	Under achievement on budgeted SLA income

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Shared service	-45	Shared service recharge expected to be £69k lower in Redditch than budgeted, will be reviewed before Q2.
Other Variances	-10	Other small savings of £5k split across services
2026/27 forecast Position	**63**	

Community and Housing GF Services forecast underspend £0.068m

Supplementary Table 3.5b

Key Variances	Variance (£'000)	Explanation
Salary capitalisation	-8	Staffing charged to the capital programme as part of £0.401m adjustment.
Dial a Ride	55	Dial-a-Ride is forecasting an overspend of £55k, arising from the Council's decision to reduce fares income by 50%, together with higher maintenance costs associated with the ageing vehicle fleet. These costs are ongoing and will be reviewed as part of the MTFP for 2027/28.
Shopmobility	40	Shopmobility is forecasting an overspend of £40k due to reduced income as customer numbers have not returned to pre-COVID levels, reflecting a national trend. This will be reviewed before Q2.
Staffing	-77	Salary savings due to vacancies
Housing Enabling	-35	Lower shared service costs due to vacancies and salary capitalisation
Income	-26	Underachievement on income received. To be reviewed during 2027/28 budget setting process.
Lifeline	-15	Unused staffing allowance budget, to be reviewed as part of 2027/28 setting process.
Other Variances	-2	Minor savings amounting to £3k
2026/27 forecast Position	**-69**	

Corporate Services forecast underspend £0.328m

Supplementary Table 3.5c

Key Variances	Variance (£'000)	Explanation
Salary capitalisation	-20	Staffing charged to the capital programme as part of £0.401m adjustment.
BDC	-322	Unbudgeted Bromsgrove District Council pay credit, will be reviewed before Q2.
Salaries	4	Salaries overspend on overtime
Awards	4	One off awards dinner expenditure
Pension Costs	3	WME pension liabilities relating to 2025-26
Other Variances	3	Minor expenditures amounting to £3k
2026/27 forecast Position	**-328**	

Environmental Services forecast overspend £0.400m

Supplementary Table 3.5d

Key Variances	Variance (£'000)	Explanation
Bereavement Services	+400	Bereavement Services is reporting a £400k income shortfall, as the income budget is above the level the service can currently achieve. This has been compounded by ONS death rate data showing the lowest level for five years and will be reviewed before Q2.
2026/27 forecast Position	**400**	

Financial and Customer Services forecast to budget

Supplementary Table 3.5e

Key Variances	Variance (£'000)	Explanation
Other Variances	800	The current budget and spending requirements are not aligned and a structural overspend from 25/26 is still expected in 26/27 until a review is completed. The expectation is that the £1.57m overspend from 25/26 can be significantly reduced. A detailed forecast will be carried out for Q2 to examine over and under spends and identify potential solutions to bring the

		budget into balance over the medium term.
2026/27 forecast Position	**800**	

Legal, Democratic and Elections Services forecast overspend £0.006m

Supplementary Table 3.5f

Key Variances	Variance (£'000)	Explanation
Election costs	4	P11d 2025-26-Class1A NIC
Land Charges	1	Land registry searches
Income	-4	Additional income generated
Other Variances	5	Savings split across different areas.
2026/27 forecast Position	**6**	

Planning and Leisure Services forecast underspend £0.211m

Supplementary Table 3.5g

Key Variances	Variance (£'000)	Explanation
Salary capitalisation	-52	Staffing charged to the capital programme as part of £0.401m adjustment.
Local Planning	-86	Additional grant income relating to planning advice over expected amount. Will review as part of budget setting.
Development Management	-27	Planning income overachievement based on current trends. Continuing from 25/26, to be reviewed as part of budget setting.
Shared service	-30	reduced shared service cost forecasted.
Other variances	-16	Other underspends split across the service
Q1 forecast Position	**-211**	

Regeneration and Property Services forecast overspend £0.076m

Supplementary Table 3.5h

Key Variances	Variance (£'000)	Explanation
Salary capitalisation	-118	Salary capitalisation
Business centres	32	Greenlands maintenance costs overspend.

Markets	10	Markets overspend due to income shortfall and additional staffing costs.
Non adopted highways	35	Unbudgeted, unadopted highways costs
Street lighting	31	Street lighting additional costs identified.
Property services	71	Income shortfall on rented properties, will be reviewed before Q2.
Other Variances	15	Other costs split across the services
2026/27 forecast Position	**76**	

Regulatory Client forecast to budget

Supplementary Table 3.5i

Key Variances	Variance (£'000)	Explanation
Other Variances	0	A detailed piece of work to be carried out before Q2 to identify areas of over or underspend
2026/27 forecast Position	**0**	

Rubicon Client forecast to budget

Supplementary Table 3.5j

Key Variances	Variance (£'000)	Explanation
Other Variances	0	A detailed piece of work to be carried out before Q2 to identify areas of over or underspend
2026/27 forecast Position	**0**	

Corporate Financing forecast to budget

Supplementary Table 3.5k

Key Variances	Variance (£'000)	Explanation
Other Variances	0	A detailed piece of work to be carried out before Q2 to identify areas of over or underspend
2026/27 forecast Position	**0**	

Capital Position

3.6 A detailed review of the Capital Programme is being undertaken over summer 2026 to ensure that all projects are fully funded and the implications on the Council's underlying cash position established in detail. It is likely that this review will require a revised Capital Programme to be brought to Council for approval in the autumn. Nevertheless, a capital programme for 2026/27 of £5.255m was approved by Council in February 2026 and monitoring of the programme over the first quarter of the year is provided in the following section.

3.7 Many of these schemes were already in partial delivery in the 2025/26 financial year. Net unspent budget was carried from 2025/26 to supplement the 2026/27 capital programme as shown in table 3 below.

Table 3 Capital Programme 2025/26 to 2029/30

Year	Original Budget (£)	Carried Forward from previous year (£)	Revised Budget (£)
2025/26	8,082,320	23,765,697	31,847,017
2026/27	5,254,963	23,692,985	28,947,948
2027/28	2,315,118		
2028/29	2,064,490		
2029/30	2,321,958		

3.8 Included in this funding the Council also have the following Grant Funded Schemes which are being delivered in 2026/27:

- The Town Deal schemes – the Innovation Centre and Public Realm improvements which are funded primarily via £15.6m of Government Funding plus UKSPF grant, LEP funds and a Council contribution.

    - For the Innovation Centre
        - The cost position has been agreed with Speller-Metcalfe and we are now negotiating final contract terms ahead of the construction phase. A letter of Intent (LOI) is due to be issued shortly so that Speller-Metcalfe can place orders with sub-contractors, whilst the contract is being finalised and executed. This will enable the project to start on site September 2026.

- MHCLG have confirmed the deadline to spend Town Deal funding has been extended until end of March 2028. GBS LEP funding can be spent 2028/29.
- Planning permission was granted on 11 December and we remain on track to discharge all pre-commencement conditions ahead of starting on site.
- The final business case for GBS LEP funding was signed off by BCC Cabinet on 20th January 2026. The funding agreement has now been signed and returned following approval by Full Council in June 2026.
-
- The final business case for GBS LEP funding was signed off by Birmingham City Council (BCC) on 20 January 2026. The grant funding agreement for £2.425m has been returned to BCC for sealing.

- For the Public Realm Scheme
    - All works to Unicorn Hill and Church Green West have been completed

3.9 The 2026/27 spend on capital as at 30 June 2026 was £2.011m against a revised capital budget of £28.948m. Details of spend and variances are provided in **Appendix A.** A review of the capital programme in 2026/27 will be completed to ensure the revised programme is fully funded.

Housing Revenue Account

3.10 The table below details the financial position for the Housing Revenue Account (HRA) for the financial year April – June 26. The major variances are due to the following:

- Dwelling Rents – a higher than anticipated purchase of properties under the Right to Buy scheme has reduced the income level.
- Repairs and Maintenance – The service is forecasting a £94k overspend, primarily due to agency costs used to cover vacancies. Additional agency support has also helped reduce the need to outsource work to external contractors.
- Supervision and Management – the variance is predominantly due to vacant posts as a consequence of a service review within Housing Services. A new structure will be implemented and posts recruited in quarter 3.

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Table 4 Housing Revenue Account

HOUSING REVENUE ACCOUNT (HRA)

Q1 REVENUE 2026/27 PROVISIONAL OUTTURN

	2026/27 Original Budget £'000	2026/27 Working Budget £'000	2026/27 Budget Apr - Jun £'000	2026/27 Actual Apr - Jun £'000	2026/27 Variance Apr - Jun £'000	2026/27 Projected Outturn £'000	2026/27 Projected Variance £'000
INCOME							
Dwelling Rents	-29,160	-29,160	-7,290	-7,299	-9	-29,160	0
Non-Dwelling Rents	-550	-550	-138	-405	-267	-550	0
Tenants' Charges for Services & Facilities	-970	-970	-242	-332	-89	-970	0
Contributions towards Expenditure	-74	-74	-18	26	45	-74	0
							0
Total Income	**-30,753**	**-30,753**	**-7,688**	**-8,009**	**-321**	**-30,753**	**0**
EXPENDITURE							
Repairs & Maintenance	8,452	8,452	2,113	2,893	780	8,547	94
Supervision & Management	9,531	9,531	2,383	1,371	-1,011	9,428	-102
Rent, Rates, Taxes & Other Charges	738	738	185	79	-106	738	0
Provision for Bad Debts	308	308	77	0	-77	308	0
Depreciation & Impairment of Fixed Assets	7,794	7,794	1,948	0	-1,948	7,794	0
Interest Payable & Debt Management Costs	4,179	4,179	1,045	-134	-1,179	4,179	0
Total Expenditure	**31,002**	**31,002**	**7,750**	**4,209**	**-3,542**	**30,994**	**-8**
Net cost of Services	**249**	**249**	**62**	**-3,800**	**-3,863**	**241**	-8
Net Operating Expenditure	**249**	**249**	**62**	**-3,800**	**-3,863**	**241**	**-8**
Interest Receivable	-230	-230	-57	0	57	-230	0
Revenue Contribution to Capital Outlay	0		0	0	0	0	0
Planned use of Balances	-19	-19	-5	0	5	-11	8
Transfer to Earmarked Reserves	0		0	0	0	0	0

REDDITCH BOROUGH COUNCIL

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Table 5 HRA Capital Programme

Project	Project Description	2026/27 Full Year Budget £	2026/27 Budget to Date Apr - Jun £	2026/27 Actuals & Comm Apr - Jun £	2026/27 Variance Apr - Jun £	2026/27 Forecast Outturn £	2026/27 Projected Variance £
Various	Housing 1-4-1 Purchases/Build	3,000,000	750,000	2,509,076	1,759,076	3,000,000	0
100053	Asbestos General	100,000	25,000	40,891	15,891	100,000	0
100054	Structural Repairs	75,000	18,750	138,781	120,031	150,000	75,000
100055	Electrical Upgrade	220,000	55,000	59,817	4,817	220,000	0
100056	Boiler Replacement	825,000	206,250	216,439	10,189	700,000	(125,000)
100058	Window Replacement	350,000	87,500	132,573	45,073	250,000	(100,000)
100059	Disabled Adaptations	250,000	62,500	336,323	273,823	400,000	150,000
100060	Environmental Enhancement	750,000	187,500	143,505	- 43,995	600,000	(150,000)
100062	Stock Condition Survey	200,000	50,000	53,608	3,608	100,000	(100,000)
100063	Housing Management System	250,000	62,500	128,501	66,001	250,000	0
100066	Capitalised Salaries	750,000	187,500	-	187,500	750,000	0
100067	Door Entry/CCTV	300,000	75,000	170,246	95,246	300,000	0
100068	HRA Hard Wire S	50,000	12,500	51,970	39,470	60,000	10,000
100074	Balcony Replacement	500,000	125,000	44,831	- 80,169	500,000	0
100083	HRA Compartmentation	2,500,000	625,000	2,450,942	1,825,942	2,500,000	0
100084	Major Voids Works	1,500,000	375,000	1,108,485	733,485	1,500,000	0
100098	HRA-Energy Efficiency	750,000	187,500	728,862	541,362	750,000	0
100115	HRA Stock Remodelling	300,000	75,000	127,441	52,441	300,000	0
100116	HRA Estates Garages	500,000	125,000	811	124,189	250,000	(250,000)
110001	Internal Refurbishment	2,500,000	625,000	2,452,479	1,827,479	2,500,000	0
110003	High Trees Project	-	-	40,730	40,730	41,000	41,000
110004	Disrepair Cases	100,000	25,000	519,119	494,119	600,000	500,000
110005	External Refurbishment	500,000	125,000	95,515	- 29,485	500,000	0
110042	Lift Replacement	150,000	37,500	129,307	91,807	175,000	25,000
110045	Vehicle Replacement	1,300,000	325,000	1,422,856	1,097,856	1,300,000	0
TOTAL		**17,720,000**	**4,430,000**	**13,103,110**	**8,673,110**	**17,796,000**	**76,000**

3.11 Across the HRA Capital Investment Programme issues have arisen that require variances to the budget lines for the following reasons.

Structural Repairs – Through the quarter and across the year, properties are identified as requiring significant structural repairs. While some issues arise through routine repairs and maintenance requests, others only became apparent after problems emerge, requiring a reactive response.

Boiler Replacement – The planned programme of replacement is ongoing however there has been a reduction in reactive boiler replacements through this period.

Window Replacement – The majority of replacements are based on reactive demand as further work is undertaken on the stock condition database to assess whether programmes of replacement are required.

Disabled Adaptations – Demand for more complex adaptations increased during Q1, requiring additional contracted capacity to manage the workload.

Housing Management System – Residual costs as the end of the project is imminent. Additionally, there are Keyfax costs of £56k.

Disrepair Cases – The Council regularly receives disrepair claims from solicitors acting on behalf of council housing tenants. In response, detailed inspections and surveys are undertaken to identify defects and any maintenance works required. The Council must then complete the necessary remedial works to ensure homes meet required standards for safety, compliance and habitability. Due to the legal nature of these claims, works must be completed within strict statutory and court-imposed timescales. Resources are therefore prioritised to reduce risk to residents, meet legal obligations and minimise further costs arising from delay. Where works identify wider improvement needs, the Council will seek to address issues fully and, where appropriate, modernise properties to meet the Decent Homes Standard, reducing the need for repeat visits.

Debt Write offs

3.12 A regular process is in place to review and write off debt where recovery procedures indicate that aged debt cannot be recovered in a timely and economical fashion. In the first quarter of the financial year 171 invoices for 53 customers totalling £34,215.42 were written off. This figure included one commercial rent account for £12,603.50, this being the only individual write-off exceeding £5,000 between 1 April and 30 June 2026.

Earmarked Reserves

3.13 The level of earmarked reserves held by the Council at the beginning of the 2026/27 financial year was reported to Council in February 2026 as part of the 2026/27 – 2027/28 Medium Term Financial Plan (MTFP). This is shown at Appendix B and was £20.957m as at 30 June 2026. All reserves were thoroughly reviewed for their requirement in 2026/27.

General Fund Balance

3.14 The General Fund Balance as at the 31st of March 2026 was £9.986m. The closing balance, after taking account of the underspend identified in this report, will increase to £10.048m as shown in Table 6 below.

Table 6 General Fund Balance

GENERAL FUND	£m
Opening Balance	**9.986**
Movement in Year	
Q1 forecast	(0.738)
Closing Balance	**9.248**

Financial Performance

3.15 Council Tax collection rate data for the financial year 2026/27 is set out in the following tables. Overall, collection at the end of June is at 27.86% was 0.39% below in year target of 28.25% although collection continues throughout the year.

Reduced in year collection, and limited growth in the taxbase indicated a collection fund deficit of approximately £1m. The deficit on the collection fund is shared amongst precepting authorities in proportion to their precept requirement and reduces budgeted council tax income.

Nationally, Council Tax collection rates have fallen compared to 2024/25 and since their post pandemic high in 2022/23. Average Collection rates nationally were 95.6% and for Shire Districts were 97%.

REDDITCH BOROUGH COUNCIL

Executive **8 September 2026**

Figure 1 Council Tax Collection Rate (April to June 2026)

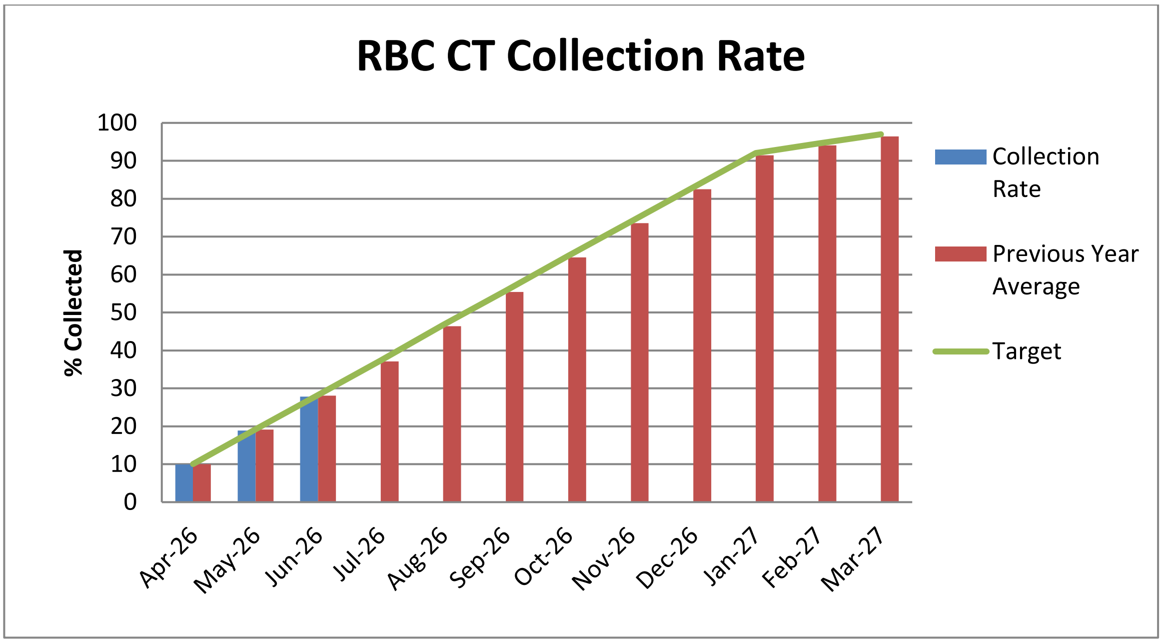
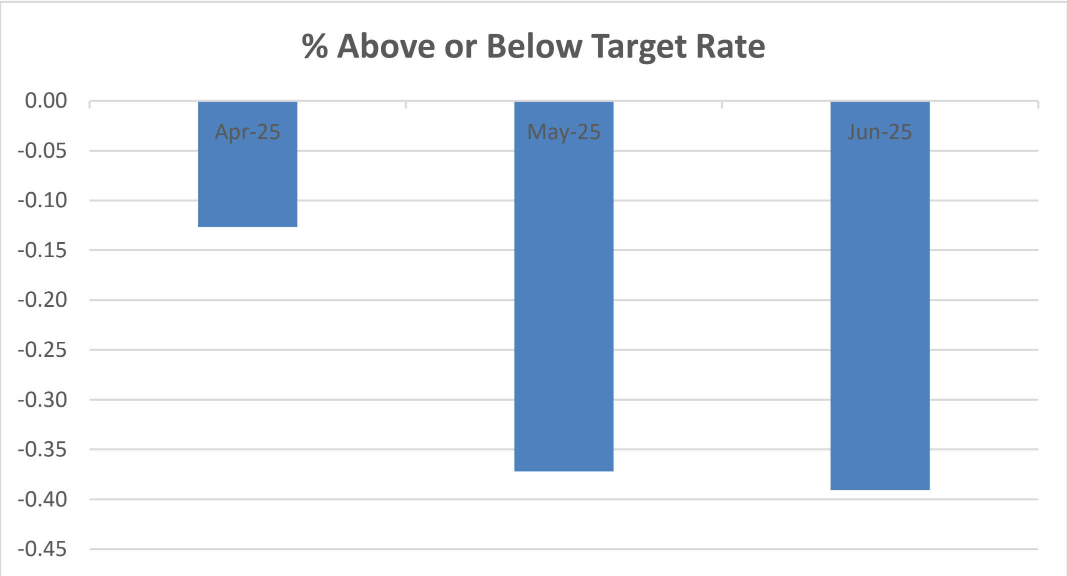


Figure 2 Monthly Council Tax Variance to Target (April to June 2026)



3.16 Non-Domestic Rates collection rate data for the financial year 2026/27 is set out in the following tables. Overall, collection at the end of June is 25.34%,0.24% below the in-year target of 25.57%. Collection rates for non-domestic rates are below target due to a complex rating dispute relating to the application of liquidation expenses for empty retail premises. The council is taking legal advice on the eligibility for exemption and the recoverability of the disputed amounts and continues to negotiate with legal representatives for the owners of the relevant premises.

Nationally, Non-Domestic Rates collection rates have fallen compared to 2024/25, their post pandemic high. Average Collection rates nationally were 96.8% and for Shire Districts were 97.3%.

Figure 3 Non-Domestic Rates Collection Rate (April to June 2026)

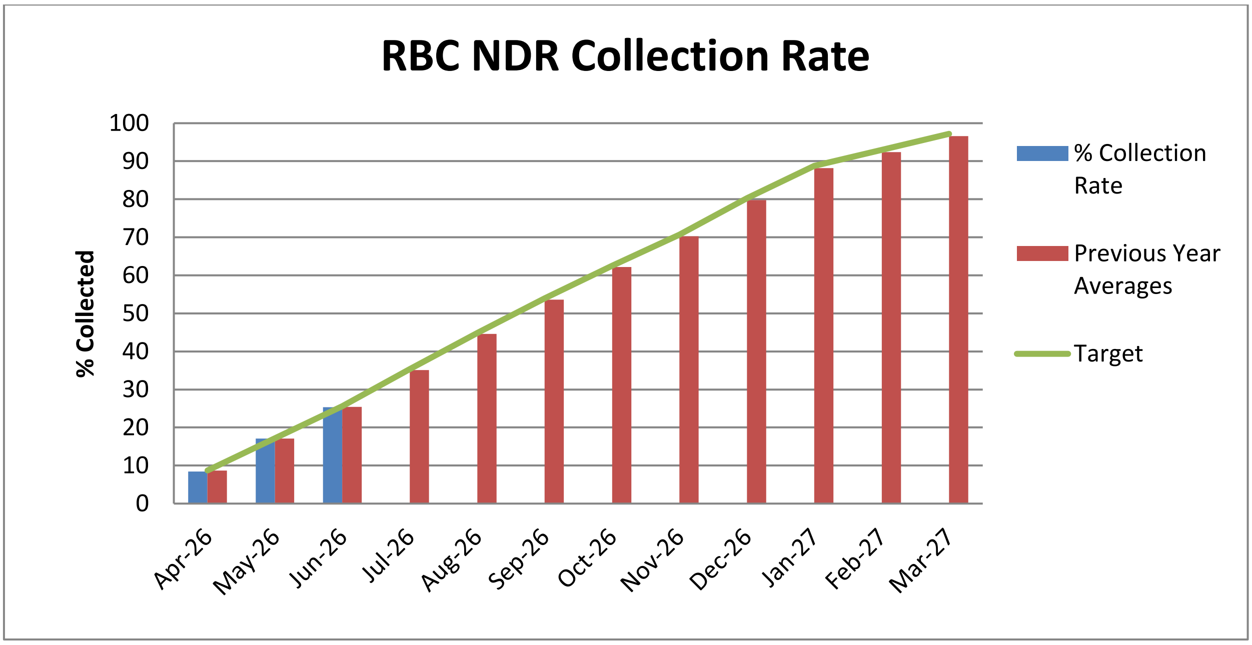
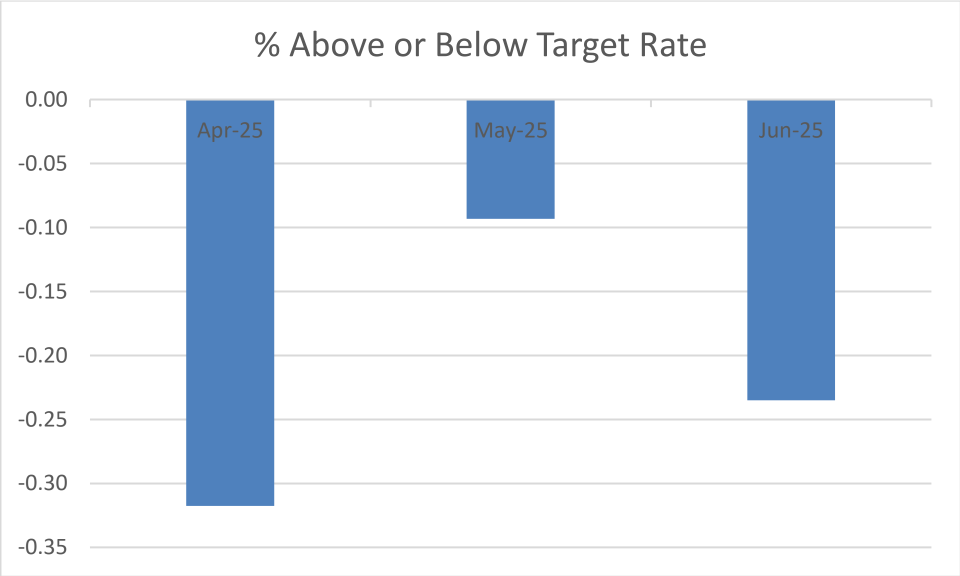


Figure 4 Monthly Non-Domestic Rates Variance to target (April to June 2026)



4. Legal Implications

4.1 Local Government Reorganisation

The level of debt and investments the Council holds will transfer over to the new unitary on vesting day.

5. Strategic Purpose Implications

Relevant Strategic Purpose

5.1 The Strategic purposes are included in the Council's corporate plan and guides the Council's approach to budget making ensuring we focus on the issues and what are most important for the borough and our communities. Our Financial monitoring and strategies are integrated within all of our Strategic Purposes.

Climate Change Implications

5.2 The green thread runs through the Council plan. The Financial monitoring report has implications on climate change and these will be addressed and reviewed when relevant by climate change officers to ensure the correct procedures have been followed to ensure any impacts on climate change are fully understood.

6. Other Implications

Customer / Equalities and Diversity Implications

6.1 None as a direct result of this report.

Operational Implications

6.2 Managers meet with finance officers to consider the current financial position and to ensure actions are in place to mitigate any overspends.

7. RISK MANAGEMENT

7.1 Items identified in the Financial Q1 forecast report for 2026/27 link to several Corporate Risks as listed below. Many of the Council's Corporate Risks have an indirect link to the council's financial position. The mitigations to these risks are set out in the Risk Report, of which the Quarter 4 Report was reported to Audit, Governance and Standards Committee on 11 June 2026:

- COR002 - Financial Resilience of the Council and ability to manage financial shocks
- COR026 - Risk of Cash Flow Strain

7.2 In future monitoring reports, financial risk will be reviewed with regular reporting against direct and indirect financial risk drivers.

8. APPENDICES

Appendix A – Capital Q1 forecast
Appendix B – Reserves Position
Appendix C – Ward Budgets
Appendix D – Procurement Pipeline

AUTHOR OF REPORT

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E Mail: james.walton@bromsgroveandredditch.gov.uk

REDDITCH BOROUGH COUNCIL

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Appendix A -Capital Q1 forecast

Description	2026/27 Budget	2026/27 Budget incl C/F's	2026/27 Spend
Large Schemes - Towns Fund			
Innovation Centre	0	8,968,920	
Digital Manufacturing & Innovation Centre Digital Manufacturing & Innovation Centre	0	-159,306	
Library	0	2,320,634	
Public Realm	0	4,216,926	
Town Hall Redevelopment	0	2,548,909	635,056
Other Schemes			
Abavus Licensing	10,200	20,400	
Abavus Software Integration	30,000	60,000	
Abbey Stadium - refurbish indoor Changing Rooms and Totients	0	300,000	90,380
Abbey Stadium Roof Replacement	0	250,000	
Additional Rooms in Redditch	15,000	15,000	
Arrow Valley Car Park	0	63,840	
Arrow Valley Country Park - Play, Open Space and Sports Improvements.	0	-4,500	
Arrow Valley Lakeside Slipway	120,000	120,000	
Arrow Valley park Visitor Centre Improvements	0	-587,190	60,330
AVCP - Car Park Extension 25 Spaces	0	-15,745	
AVCP - Parking Bays near Visitor Centre	0	12,000	
AVVC External Shelter	40,000	40,000	
AVVC External Storage	60,000	60,000	
AVVC Kitchen Extension	30,000	30,000	
AVVC Reconfiguration	25,000	25,000	
AVVC Replacement Windows	75,000	75,000	
Battery Charging and Storage Units	12,000	12,000	
Battery Equipment	15,000	15,000	
Benches	30,000	30,000	
Buggy Storage Area	20,000	20,000	
Car Park Maintenance	150,000	296,072	
Catchley Road Shop Re-roof	80,000	80,000	
Cisco Network Update	50,000	103,273	
Crossgates Depot	94,000	94,000	
Crossgates House Door Replacements	30,000	30,000	
Cyber Security Updates	40,000	90,000	
DDA Play Area Improvements	300,000	300,000	
Disabled Facilities Grant	700,000	1,822,870	353,021

Energy & Efficiency Installs.	0	209,345	
Energy Performance Certificate Requirements	0	100,000	
Final Play Area Changes	0	274,876	
Fire compartmentation works in Corporate buildings	250,000	159,066	135,070
Fleet Costs	0	611,000	
Fleet Replacement new line	1,150,000	190,704	595,576
Footpaths	75,000	51,409	
Forge Mill - New outdoor Kiosk and Toilet Replacement	0	90,000	39,585
Forge Mill and Bordesley Open Space Improvements	0	5,859	
Forge Mill Sluice	20,000	20,000	8,710
Forge Mill Window Replacement	60,000	60,000	
Further Improvements to Play Areas	30,000	30,000	
GF Asbestos	0	55,409	20,383
Grassland Mitigation measures- recreating and monitoring grassland habitats in MS and AVCP	5,864	17,591	
Greener Homes	0	-8,925	
Hedge and Shrub Removal	0	80,000	
Hedgerow Mitigation measures by restoration and hedge laying with associated fencing and gates at AVP SHM and AVP North	0	10,935	505
HMO Grants	25,000	111,500	
Home Repairs Assistance	40,000	200,000	
Improved Parking Scheme (includes locality funding)	0	400,000	
Improvement Holly trees children's centre	0	6,000	
Improvement to original Pump Track at AVCP	0	56,364	
Improvement to Sports Pitches infrastructure in Morton Stanley Park	0	23,002	105
Increased Building Maintenance Costs	150,000	412,919	
Laptop Refresh	30,000	62,866	6,607
LEV System Installation - Crematorium	50,000	50,000	
Lifeline Improvements	0	120,000	
Market Traders Refurbishment	25,000	25,000	
Memorial Modernisation	50,000	50,000	
Morgan Stanley Footpaths	0	16,500	
Morton Stanley Play, Sport and Open Space Improvements (General)	0	1,401	
Movement of ICT Cyber Capital Works Forward	0	-50,000	
MUGA at Greenlands Sports Pitches. 2018/169/FUL Land off Green Lane	0	43,078	
New Bins across all sites	4,000	4,000	
New Cemetery Provision	0	635,963	
New Digital Service	0	-119,732	
New Food Waste Collection - DEFRA Funding	0	785,955	
New Window in Chapel	100,000	100,000	

Palace Theatre Refurbishment	50,000	50,000	
Pet Cremator	50,000	50,000	
PitcherOak, refurbish Male Changing and rebuild 2nd Green	0	90,000	
Play area (£34,583.39), Open space (£12,001.36) and Sport (£8,516) improvements at Mayfield's Park. 11/019/FUL	0	1,172	
Play Area Changes - Pre Audit	0	382,000	
Play Area improvements at Birchfield Road,/Headless Cross Rec Ground. 17/00737/FUL	0	7,575	
Play Areas - Surface Replacement	7,500	-84,009	
Play Audit funding	137,399	592,232	
Provide the Crossgate Depot site with a new and Compliant Deisel Fuel installation	0	56,000	
PRS Housing ICT System	0	30,000	
Public Building	250,000	-55,826	15,504
Removal of 5 weirs through Arrow Valley Park (programme £180k)	0	414,000	
Replacement Track - Abbey Stadium	0	300,000	
Replacing 3 fuel pumps and upgrading tank monitoring equipment	0	25,000	
Salary Capitalisation	400,000	400,000	
Server Replacement	60,000	119,724	
Signage across all sites	9,000	9,000	
Sports Contributions to support improvements to Outdoor facilities at Terry Field	0	3,000	
Update Town Hall Fire Wall	0	16,250	
Wheelie Bin purchase	100,000	205,716	49,737
Widen access road to Arrow Valley Country park	0	-9,074	
William St Bin Storage Improvement Scheme	80,000	80,000	
Woodrow Housing Offoces Autodoors	15,000	15,000	
Woodrow Meeting Rooms Window Replacement	40,000	40,000	
Woodrow Shopping Centre Re-roof	65,000	65,000	
Grand Totals	**5,254,963**	**28,947,948**	**2,010,569**

The Council are currently undertaking a review of the Capital Programme, budgets and financing and will bring a revised, fully funded capital programme to Council for approval later in the year.

REDDITCH BOROUGH COUNCIL

Executive **8 September 2026**

Appendix B - Earmarked Reserves

	Balance at 31/3/26	Transfers in 2026/27	Transfers out 2026/27	Balance at 31/3/27	Transfers in 2027/28	Transfers out 2027/28	Balance at 31/3/28	Transfers in 2028/29	Transfers out 2028/29	Balance at 31/3/29
General Fund	9,986		(738)	9,248			9,248			9,248
General Fund Earmarked Reserves:										
Business Improvement District	209			209			209			209
Business Rates Retention Scheme	4,358			4,358			4,358			4,358
Community Development	74			74			74			74
Community Investment Fund	1,600			1,600			1,600			1,600
Community Safety	661			661			661			661
Corporate Services	657			657			657			657
Council Tax Benefit	605			605			605			605
Customer Services	183			183			183			183
Economic Growth	841			841			841			841
Electoral Services	63			63			63			63
EPR Funding Allocation	2,062			2,062			2,062			2,062
Equipment replacement	25			25			25			25
Essential Living Fund	135			135			135			135
Financial Services	460			460			460			460
Hardship Fund	80			80			80			80
Health and Safety Capital Works	603			603			603			603
Homelessness	12			12			12			12
Homelessness Prevention	519			519			519			519
Housing Benefit Implementation	308			308			308			308
Insurance costs for non-adopted roads	100			100			100			100
Land Charges	9			9			9			9
Land Drainage	129			129			129			129
Legal Costs for Skerry, Boultons Lane	19			19			19			19
LGR Reserve	1,000			1,000			1,000			1,000
Library Work - Town Hall Write Off	667			667			667			667
Local Plan Fund	539			539			539			539
Planning Reserve for planning applications	100			100			100			100
Redditch Town Hall Fire Alarm	165			165			165			165
Regeneration & Property	710			710			710			710
Risk and Resilience Reserve	2,500			2,500			2,500			2,500
Starting Well	178			178			178			178
Town Hall Works Reserve	1,000			1,000			1,000			1,000
Ukrainian Support	232			232			232			232
Universal Credit	18			18			18			18
Ward Budgets	120			120			120			120
Warmer Homes	16			16			16			16
Total General Fund Earmarked Reserves	20,957	0	0	20,957	0	0	20,957	0	0	20,957
HRA										
Housing Capital	9,160			9,160			9,160			9,160
Total General Fund Earmarked Reserves	30,117	0	0	30,117	0	0	30,117	0	0	30,117

REDDITCH BOROUGH COUNCIL

Executive **8 September 2026**

Appendix C – Ward Budgets

Activity	Spend	Balance
Cllr James Aston	2,000.00	0.00
Cllr Joe Baker	1,000.00	1,000.00
Cllr Juliet Barker-Smith	700.00	1,300.00
Cllr Roger Bennett		2,000.00
Cllr William Boyd		2,000.00
Cllr Brandon Clayton		2,000.00
Cllr Matthew Dormer		2,000.00
Cllr Sue Eacock	1,500.00	500.00
Cllr James Fardoe		2,000.00
Cllr Simon Farmer	800.00	1,200.00
Cllr Andy Fry		2,000.00
Cllr Bill Hartnett	1,000.00	1,000.00
Cllr Sharon Harvey	400.00	1,600.00
Cllr Joanna Kane	795.00	1,205.00
Cllr Wanda King		2,000.00
Cllr Nicola Lloyd		2,000.00
Cllr David Meredith		2,000.00
Cllr Gemma Monaco		2,000.00
Cllr Ashley Monk		2,000.00
Cllr Nick Pioli		2,000.00
Cllr Rita Rogers		2,000.00
Cllr Gary Slim		2,000.00
Cllr Jen Snape	495.00	1,505.00
Cllr Jane Spilsbury	900.00	1,100.00
Cllr Monica Stringfellow	1,900.00	100.00
Cllr Craig Warhurst		2,000.00
Cllr Ian Woodall		2,000.00
TOTALS	**11,490.00**	**42,510.00**

The Wards budget was approved by Council for three years from 2025/26 (£2,000 per ward (£54,000) in total) plus £6,000 per annum administration costs = £60,000 per year and therefore £180,000 to 2027/28). Total costs charged to the Wards Reserve for 2025/26 are assumed at Q1 to be the full allocation for 2026/27 of £60,000.

Appendix D - Procurement Pipeline

Title	Council	Contract Description	Department	Current Contract Expiry Date	Procurement Start Date	Contract Commencement Date	Contract Length	Extension	Contract Value (anticipated Lifetime Value)
Building Consultancy Services	Redditch	Consultancy Services including but not limited to Architectural, Structural Surveys, Cost Planning, Fire Risk Assessments and Stock Condition Surveys.	Housing Capital		01/07/2026	01/07/2026	3 years plus 1	Yes	1,400,000.00
Cyclical painting "Internal and External areas" including repairs	Redditch	Internal and external decoration to council housing assets, including repairs.	Housing Property Services - Capital		01/07/2026	01/10/2026	3 +1 +1	N/A	625,000.00
Disrepair Legal Services	Redditch	Legal services required for the incoming Disrepair claims	Housing Capital	19/05/2026	20/04/2026	01/05/2026	2	Yes	750,000.00
Housing Development Programme Packages 1 & 2	Redditch	Direct award a developer for the Housing Development Programme Packages 1 and 2 through PFH framework, with break clauses at key stages.	Community Services		01/08/2026	01/08/2026	3	Yes	12,500,000.00
Internal Refurbishment - Kitchens and Bathrooms	Redditch	Planned refurbishment of Kitchens, Bathrooms including rewires and Boilers and associated works	Housing Capital		01/07/2026	01/11/2026	3	No	4,800,000.00
Kitchen Supply Contract	Redditch	The supply of Kitchen materials	Housing Capital		18/05/2026	01/06/2026	3 + 1	Yes	400,000.00
Lift maintenance Contract 2026-2029	tbc	Service and Inspection of Lifts for Redditch , including Housings and Rubicon Sites and BDC	Property and regeneration		26/06/2026	01/09/2026	3	Yes	225,000.00
Scaffold Contract	Redditch	To supply and install scaffolding to enable works to RBC Housing	Housing Capital		18/05/2026	01/08/2026	3	No	2,400,000.00
Storage Contract	Redditch	Supply and installation of storage facilities i.e Bins, bike, scooters	Housing Capital		01/06/2026	01/07/2026	2	No	600,000.00
Supply and Instal of Security Doors,	Redditch	Supply and Installation of Security Doors, including servicing, repairs and associated works to new and existing security doors specified by RBC	Property Services	29/06/2026	29/05/2026	30/06/2026	2 + 1 + 1 + 1	Yes	1,750,000.00

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Redditch Borough Council
Working together for our communities

Overview and Scrutiny Committee

Monday, 27th July, 2026

MINUTES

Present:

Councillor Nicola Lloyd (Chair), Councillor Roger Bennett (Vice-Chair) and Councillors Sharon Harvey, Joanna Kane, David Meredith, Rita Rogers and Jane Spilsbury

Officers:

Claire Felton, Simon Parry, Matthew Bough, Matthew Austin, Katie Sharp-Fisher and Paul Earley (on Microsoft Teams)

Democratic Services Officers:

M Sliwinski

16. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were received from Councillor Baker.

17. DECLARATIONS OF INTEREST AND OF PARTY WHIP

There were no declarations of interest nor of party whip.

18. PUBLIC SPEAKING

There were no public speakers registered to speak at this meeting.

19. UPDATE ON THE MEETING OF BUDGET SCRUTINY WORKING GROUP (VERBAL)

The Committee received a verbal update in respect of the finance reports that were due to be reported to the Budget Scrutiny Working Group (BSWG). The Chair explained that, as the BSWG meeting had been cancelled, officers present would provide an overview of the three financial reports due to be considered by the Executive Committee at its meeting tomorrow evening (28 July 2026).

Overview and Scrutiny
Committee

Monday, 27th July, 2026

Three finance reports were due to be considered by the Executive Committee at its meeting on 28 July 2026: Medium Term Financial Plan Scene Setting Report 2027/28; Treasury Management Outturn Report 2025/26; Quarter 4 Financial Monitoring and Outturn Report 2025/26.

The Financial Services Manager advised that the first report related to the Medium Term Financial Plan scene setting. Members were informed that this report represented the first stage in setting out the Council's budget for 2027/28 and the Medium Term Financial Plan through to 2030/31. It did not seek approval of a budget at this stage, but instead set out the timetable, assumptions and key financial issues that would shape budget proposals later in the year.

Members expressed disappointment that the Budget Scrutiny Working Group (BSWG) had not been able to meet, noting that this had limited the opportunity for detailed financial scrutiny before consideration by the Executive Committee. It was clarified that the reports had been published as part of the BSWG agenda before the meeting had had to be cancelled. However, Members noted their disappointment that BSWG had not been able to meet and report back to Overview and Scrutiny Committee.

In discussing the Medium Term Financial Plan scene setting report, Members raised questions about budget pressures, including undelivered base budget efficiencies and savings. Officers explained that efficiencies and savings were built into service budgets each year to encourage services to identify and deliver efficiencies. It was acknowledged that some efficiencies had not been delivered, and Members were advised that a full review of savings and efficiencies by service area would be undertaken as part of the 2027/28 budget process.

Members also discussed the provision included for the cost of Members joining the pension scheme. Officers clarified that the budget pressure reflected the maximum potential cost if all eligible Members joined the scheme. Where Members did not join, this would be recognised as a saving within the year.

A question was raised regarding Local Government Reorganisation (LGR) and the potential constraints that might apply to spending decisions by the existing authority once a shadow authority was in place. Officers advised that further detail had not yet been provided and confirmed that clarification would need to be sought once more information was available from Government about the arrangements and the implications for spending and budget decisions for the district authorities once a shadow council was in place after May 2027 local elections.

The Committee then discussed the capital outturn position. Members queried the low level of spending reported on the capital outturn position, with the capital outturn position of £8.154 million expenditure, against the total estimated capital budget of £31.7 million. It was highlighted that the net balance of £23.693 million had been carried forward into the 2026/27 capital programme. Officers explained that where capital schemes were not fully spent within the financial year, the unspent balance was carried forward into the following year for those schemes. Members were advised that the carry forward did not represent funding returned for general redistribution, but funding allocated to existing capital schemes approved through the budget process.

Members raised questions about individual capital schemes, including capital projects on improved parking scheme and new cemetery provision. Officers indicated that they did not have detailed information to hand on every individual capital scheme but agreed that further details could be provided after the meeting. Concerns were raised that some Members of the Committee had not been involved in discussions around setting the previous budget and therefore required more supporting detail to scrutinise the capital programme effectively. Some Members also expressed significant concern that the capital project on cemetery provision referred to “Ipsley Road” (Ipsley Church Lane) as the location of the cemetery, despite this location having been discounted by Members through the decision-making process under the previous administration and Officers directed to find alternative location(s) for the proposed cemetery. Members of the Committee requested that this be corrected in future capital programme reporting.

The Committee was advised that the third report was the Treasury Management Outturn Report. Officers explained that this provided the Council’s annual review of treasury management activity during the year, including borrowing, investments and cashflow. Members were advised that the Council had remained fully compliant with its Treasury Management Strategy, prudential indicators and approved borrowing and investment limits throughout the financial year, and that the Section 151 Officer had confirmed that treasury management activities had been undertaken in accordance with the relevant code of practice.

Members commented that, as the Treasury Management Outturn Report was retrospective, it was difficult to scrutinise in the same

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way as forward-looking budget proposals. It was noted that Overview and Scrutiny had a role in considering both retrospective and forward-looking matters. Officers advised that arrangements could be made for the Budget and Scrutiny Working Group to meet before the full Council meeting at which the finance reports discussed today would be submitted so that Members could be provided with an opportunity to scrutinise those reports in more detail.

Members also expressed concern about the timing of Working Group meetings and emphasised that meetings should, whenever possible, be scheduled at evening hours. It was acknowledged that the cancelled meeting had arisen from unusual circumstances and that the normal intention was for meetings of Budget Scrutiny Working Group to be held in the evenings (with a 6.00pm start time).

RESOLVED that

1) **the verbal update on the finance reports being submitted to the Executive Committee meeting on 28th July 2026 be noted.**

2) **A further meeting of the Budget Scrutiny Working Group be scheduled before the full Council meeting at which the finance reports referenced in the minute text above are due to be reported.**

20. HOUSING ASSISTANCE POLICY 2026 - PRE-DECISION SCRUTINY

The Private Sector Housing Manager presented the Housing Assistance Policy and explained that the policy set out how the Council provides financial assistance to residents to help them adapt, repair and improve their homes. Members were advised that the policy focused particularly on supporting disabled and vulnerable residents to live independently in their own homes. It was noted that the policy was a statutory requirement and provided the framework for the delivery of mandatory Disabled Facilities Grants (DFGs), together with a range of discretionary assistance schemes, including support for property repairs, energy efficiency improvements and top up funding where adaptation costs exceeded the mandatory grant limit.

Members were informed that the revised policy had been developed jointly with all six Worcestershire local authorities to provide a consistent county-wide approach to housing assistance. It was reported that the policy would support the Worcestershire Home Adaptation Service, improve customer experience and help prepare for the Local Government Reorganisation (LGR) arrangements. Key changes included the introduction of a single Worcestershire-wide Housing Assistance Policy, adoption of nationally recognised performance targets for the delivery of adaptations, removal of certain administrative fees to maximise funding available for adaptations, greater flexibility to approve exceptional cases, and formal recognition of the Armed Forces Covenant through the provision of additional support where appropriate for serving personnel, veterans and their families. The Committee was advised that the policy would continue to be funded through the Better Care Fund and recycled grant repayments and would not place any additional financial burden on the Council.

During consideration of the report, Members queried the implications of Local Government Reorganisation (LGR) and whether the proposed county-wide arrangements would remain appropriate once new unitary authority arrangements had been established. Officers advised that the shared approach would assist with consistency across the county and support future transitional arrangements.

Detailed discussion took place regarding Disabled Facilities Grants (DFG) and the extent to which applicants understood the application process, eligibility requirements and financial contributions that might be required. Members expressed concerns that applicants were sometimes unaware that grants could be means tested and that financial contributions might be required, which could cause distress, particularly for disabled and vulnerable residents. It was suggested that clearer communication should be provided at the outset of the process, including information about what adaptations could and could not be funded, how means testing was undertaken and the circumstances in which applicants may be expected to contribute towards costs.

Officers outlined the role of the Worcestershire Home Adaptation Service and explained that all applicants were initially assessed by an Occupational Therapist (OT). Following referral, applicants were allocated a caseworker who would undertake a means test assessment and provide support throughout the application process. Members were informed that the service assisted residents with applications, contractor procurement, planning permissions, building control requirements and access to wider support services. Officers explained that mandatory Disabled

Facilities Grants were subject to national legislation and that means testing arrangements were applied consistently across the country. It was also confirmed that residents could undertake an initial online assessment and that applicants were advised of potential financial contributions at an early stage in the process.

Further discussion focused on the transparency of the financial assessment process. Members sought clarification regarding savings thresholds and requested that information regarding the impact of savings and household income on grant entitlement should be communicated more clearly to applicants. Officers advised that any savings above £6,000 would be taken into account as part of the financial assessment process and an applicant (in England) could receive up to £30,000 through the Disabled Facilities Grant. Officers undertook to review whether clearer explanatory information could be publicised on the Council's website.

Members also raised concerns regarding residents with rapidly progressing or terminal conditions and whether adaptations could be delivered more quickly in such circumstances. Reference was made to correspondence one of the councillors received from the Motor Neurone Disease Association (MND Association). Officers confirmed that urgent cases were already prioritised through Occupational Therapy (OT) assessment processes and advised that urgent adaptations could be delivered within accelerated timescales where clinically justified. Members agreed that this commitment should be reflected explicitly within the policy documentation and to that effect it was suggested that appropriate wording should be included in the Housing Assistance Policy.

The wording suggested for inclusion, to the first paragraph of section 13 of the Housing Assistance Policy, was read out as follows: "*The Council will do everything it can to fast track cases where applicants have rapidly progressing or terminal conditions.*" The Committee agreed that this wording should be recommended to the Executive Committee for inclusion in the Housing Assessment Policy 2026.

Members queried whether residents experiencing severe mental health difficulties could access assistance through the scheme. Officers advised that housing adaptation decisions were based on assessments undertaken by Occupational Therapists (OT) and that adaptations would be considered where professional assessment demonstrated a need. However, the legislation was primarily focused on providing physical adaptations to improve access and use of the home, such as stairlifts, ramps, widened doorways and accessible bathing facilities.

The Committee considered arrangements for quality assurance and performance monitoring. Officers explained that completed works were inspected by technical officers and that contractor performance was monitored through established procedures. Members were also informed that the Worcestershire Home Adaptation Service was overseen by a governance board comprising officer representatives from participating authorities. The board reviewed a range of performance measures, including caseloads, complaints, timescales, urgent adaptations and financial performance. Officers advised that the service was subject to ongoing review and audit processes to ensure quality and identify opportunities for improvement.

Questions were raised concerning previously reported underspends within Disabled Facilities Grant (DFG) budgets. Officers explained that expenditure could fluctuate significantly depending on the complexity and timing of adaptation projects and noted that larger adaptation schemes frequently crossed financial years. It was further highlighted that Redditch benefited from strong provision within its own housing stock, which had historically reduced pressure on the grant budget, meaning there were underspends on the DFG within Redditch.

Members sought clarification regarding grant repayment arrangements in cases where adapted properties were subsequently sold or transferred. Officers confirmed that grants provided to owner occupiers could be subject to a local land charge of up to £10,000. Repayment would only be required where the property was sold or otherwise transferred within a ten-year period, with recovered funds recycled into future grant provision. It was confirmed that inheritance arrangements resulting in a transfer of ownership would trigger consideration of repayment.

The Committee also clarified that housing association tenants remained eligible for Disabled Facilities Grants, subject to landlord consent, whilst Council-owned Housing Revenue Account properties were funded through separate arrangements. Members requested that the policy and supporting documentation should clearly explain eligibility criteria and specify the categories of residents to whom the scheme applied. The Committee agreed this as a further recommendation to the Executive Committee.

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Consideration was given to the Equality Impact Assessment accompanying the report. Members noted that potential language and cultural barriers had been identified and sought assurances regarding mitigating actions. Officers advised that work was being undertaken to improve accessibility, including consideration of translated materials and wider engagement with underrepresented communities. It was agreed that further work should be undertaken to improve awareness of the assistance available amongst communities where language barriers might otherwise limit access to services. It was agreed this should also be included as a recommendation to the Executive Committee.

Members requested enhanced monitoring arrangements and proposed that an annual report be submitted to the Committee setting out performance information relating to the Housing Assistance Policy, including applications received, grants approved, expenditure, service performance and other key indicators considered by the Worcestershire Home Adaptation Service officer governance board.

Following discussion the following recommendations and resolutions were agreed by the Committee:

RECOMMENDED that

1) **The following amendments be made to the Housing Assistance Policy 2026:**

   a. **wording be added to the first paragraph of section 13 – Decisions, Notifications and Redeterminations, to read: "*The Council will do everything it can to fast track cases where applicants have rapidly progressing or terminal conditions.*"**

   b. **Information is set out at the beginning of the document on who is eligible to apply under the Policy (both for the Disabled Facilities Grant and any discretionary assistance set out under the Policy).**

   c. **That the financial eligibility criteria (i.e. income and savings test limits and contribution thresholds for amounts above the limit) are clearly set out in the Policy and communicated through information on the Disabled Facilities Grant available on the Council's website.**

d. **That the Policy is accessible in the languages of communities identified as being under-represented in accessing Disabled Facilities Grant.**

2) **That the Housing Assistance Policy be approved and adopted.**

3) **Delegated authority be granted to the Assistant Director of Community and Housing Services, following consultation with the Portfolio Holder for Housing, to agree any revisions to the Housing Assistance Policy and in line with any legislative or government guidance updates.**

RESOLVED that

4) **An annual report is presented to the Overview and Scrutiny Committee covering the governance arrangements and performance monitoring for the shared Home Adaptations Service (as covered under section 16.4 of the Policy) and updating on any changes to the Housing Assistance Policy.**

5) **That quarterly data is shared with the Overview and Scrutiny Committee on the spend status of Disabled Facilities Grant (DFG) within Redditch, either through a specific report to Overview and Scrutiny or through information within Quarterly Performance Monitoring report.**

21. FOOD WASTE COLLECTIONS IMPLEMENTATION - PRE-DECISION SCRUTINY

The Committee considered a report on Food Waste Collections Implementation. The report set out the proposed way forward for the introduction of a weekly domestic food waste collection service within Redditch.

Members were advised that the requirement to introduce a separate food waste collection service had been established under the Environment Act 2021, with a statutory deadline of March 2026 to introduce the service. As the service had not yet been introduced, the Council was not currently compliant with the statutory duty. However, officers explained that Redditch was not alone in this position, as no local authorities in Worcestershire were yet compliant and a significant proportion of authorities nationally were also not yet meeting the requirement.

The Committee was informed that the Council had previously sought to procure an external contractor to provide the service jointly for Redditch Borough Council together with Bromsgrove District Council and Wyre Forest District Council. This approach had been pursued because the Council did not have sufficient land to operate a full food waste collection service. Outsourcing had also been considered a way to manage risk, given that the Council had a duty to provide the service, but the level of take up by residents was unknown.

Officers explained that central Government had provided capital funding to support implementation, including the purchase of vehicles and food waste caddies. However, no clear additional ongoing revenue funding had been confirmed to cover the ongoing cost of the service. Also, no specific allocation for food waste collections had been identified within the Local Government Finance Settlement. Members were advised that £500,000 had therefore been allocated in the Medium Term Financial Plan to cover a significant proportion of the revenue costs, although further funding would be required to enable the provision of the service to all households.

The Committee was advised that officers were proposing to implement the service in phases. The first phase would cover approximately half of households in Redditch and was expected to begin in late January or early February 2027, following delivery of the vehicles in December 2026 and after the high-pressure Christmas waste collection period. Officers explained that this approach would allow the service to be introduced carefully, monitored and expanded once operational arrangements were working effectively.

It was highlighted that a number of local authorities, including Dudley Metropolitan Borough Council (DMBC), that had implemented their services on a Borough-wide basis from the outset, had subsequently experienced significant operational difficulties. Members were advised that the phased rollout was intended to mitigate these risks and avoid disruption to existing recycling services.

Members were informed that the principal operational challenge related to the availability of land from which to operate the service. Officers were in negotiations with the private sector regarding the sites that the Council could lease. The proposal was for Redditch Borough Council and Bromsgrove District Council to operate from a shared site, which would reduce costs and provide greater resilience through shared staffing and vehicle arrangements.

The Committee was advised that the report sought authority to the Assistant Director for Regeneration and Property to negotiate and finalise the terms of the lease for land identified to operate food waste collections from. Members were informed that the proposed lease arrangements were based on a five-year lease with a three-year break clause, which would provide operational security in the context of Local Government Reorganisation (LGR) and adapt if any public sites become available within the timescale.

Members noted that the report asked for additional ongoing revenue funding of £376,000, which would be required to extend the service to all households. Officers explained that this funding was not being requested for immediate approval but needed to be considered as part of the budget process for release at some point so that the Council could move towards full compliance with its statutory duty.

The report also asked Members to note the fact that currently the Council was not complying with its statutory duty with regard to the food waste service, and highlight that this presented a risk of a judicial review, although the Council had kept the Department of Environment, Food and Rural Affairs (DEFRA) fully updated on the steps the Council had been taking to implement the food waste service, and the Government had confirmed they were not looking to take action against authorities that were not yet compliant. There remained a risk of third parties launching a judicial review, however.

In response to questions, Officers confirmed that the first phase of the service would run for a few weeks from late January/February 2027. Then the Council would look to expand the service for a second stage, to be funded from existing resources. The full rollout would then be planned to commence from 2027/28 financial year, subject to additional funding being allocated for that financial year. Final decisions had not yet been made on which areas would receive the service first, but officers intended to prioritise areas which had high recycling rates so that early successes could be used to encourage take-up in other areas. In areas with more complex housing profile, such as flats and Houses in Multiple Occupation (HMOs), the service was expected to be launched later as more tailored engagement would be required.

Members discussed the use of caddy liners. Officers explained that food waste caddy liners had been shown elsewhere to improve participation because they reduced concerns about smell and cleaning of the caddies. It was proposed that households would receive an initial roll of liners and that further liners would be supplied to households who were using the service (putting their food waste bin out for collection), with controls in place to monitor use. The expected cost of caddy liners for the first phase was approximately £8,000, with ongoing annual costs for Redditch estimated at between £5,000 and £6,000 depending on take-up.

Members queried the use of plastic liners. Officers explained that the food waste would be sent to an anaerobic digestion facility and that the operator's preference was for plastic polymer liners rather than compostable liners. This was because compostable liners could interfere with the anaerobic digestion process also as they were harder to separate once they became wet. Officers acknowledged that the use of plastic liners might appear counterintuitive in terms of reduction to plastic waste but explained that this was considered the most effective operational approach for the receiving facility.

In response to questions about disposal capacity, officers explained that Worcestershire County Council, as the Waste Disposal Authority, was responsible for arranging where collected waste would be processed. Discussions had taken place with the chosen anaerobic digestion facility and the agreement was expected to be finalised before the service was due to be launched in Redditch.

Members asked whether use of the food waste service would be compulsory. Officers advised that households and businesses had a general duty to manage waste responsibly, but that the Council's approach would initially focus on education and engagement rather than enforcement. Additional funding from Extended Producer Responsibility arrangements would support waste education and engagement, including work to improve participation in both dry recycling and food waste services.

The Committee also discussed what types of waste would be accepted. Officers explained that the service would be for food waste only, such as plate scrapings, vegetable peelings, leftovers and food that had not been eaten. Residents would be encouraged to separate food from packaging. Members were advised that a previous waste composition analysis had indicated that around 30 per cent of residual waste collected in grey (non-recyclable waste) bins was food waste, highlighting the potential scale of environmental benefits of the service.

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Members asked about the specification of the food waste vehicles. Officers confirmed that the vehicles had been ordered from Dennis Eagle and were designed specifically for food waste collections. The vehicles would be sealed due to the high moisture content of food waste and were considered suitable for the service. Officers also advised that electric vehicles were not currently considered viable for this type of operation, although the Council was currently using a mix of diesel and hydrogenated vegetable oil to reduce carbon emissions from its fleet.

Members asked about the position of Wyre Forest District Council (WFDC). The Committee was advised that Redditch Borough Council and Bromsgrove District Council had been working together to develop a joint service. A joint procurement exercise had initially been undertaken with Wyre Forest District Council because of limited depot capacity across the area and the intention to use a third-party provider to support delivery and share risk. However, following changes to the funding position, WFDC had withdrawn from the procurement process, meaning that the original proposal could not proceed. A more recent update suggested that WFDC was beginning to undertake preparatory work to introduce the food waste service, although it was likely to be at least twelve months behind Redditch because of the lead-in time for the vehicles.

Following the consideration of the report, the report recommendations were endorsed as printed in the report.

The Committee:

NOTED the progress made on food waste collection implementation.

RECOMMENDED that

1) **authority be granted to the Assistant Director for Regeneration and Property Services to negotiate and finalise the terms of the lease for land identified to operate food waste collections from.**

2) **an allocation of additional ongoing revenue of £376,311 for the expansion of the food waste collection service from 2027/28 is considered as part of the Medium-Term Financial Plan, with any decision deferred until the full financial implications are assessed alongside wider funding priorities through the budget process.**

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22. EXECUTIVE COMMITTEE WORK PROGRAMME - SELECTING ITEMS FOR SCRUTINY

The Committee considered the Executive Committee Work Programme. The Committee noted that the Overview and Scrutiny Work Programme already contained a significant number of items for forthcoming meetings, including items for overview. No further Executive items were added to this Committee's work programme at this stage.

RESOLVED that

the Executive Committee Work Programme be noted.

23. OVERVIEW AND SCRUTINY WORK PROGRAMME

The Committee considered the Overview and Scrutiny Work Programme. Members noted the items already scheduled for forthcoming meetings and did not request any amendments at this stage.

RESOLVED that

the Overview and Scrutiny Work Programme be noted.

24. TASK GROUPS, SHORT SHARP REVIEWS AND WORKING GROUPS - UPDATE REPORTS

The Committee received updates in respect of Task Groups and Working Groups as follows:

a) Budget Scrutiny Working Group

it was noted that the meeting originally scheduled had had to be cancelled and that, as agreed earlier, this meeting would be rescheduled to a date in August to provide Members of the Working Group with an opportunity to scrutinise the finance reports before they are submitted for a meeting of full Council in September 2026.

b) Performance Scrutiny Working Group

The first meeting of this Working Group in the 2026/27 municipal year would take place on Wednesday (29 July 2026).

c) Post-16 Education Task Group

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Councillor Spilsbury reported that the Task Group had met on 2nd July 2026 to review the work undertaken previously by the Task Group (under previous memberships) and to consider how the review should proceed going forward. The Group had concluded that the focus should be on practical strategies to improve employment opportunities and skills for young people aged 16 to 24 in Redditch, rather than on post-16 education provision more broadly.

Members noted that further data would be gathered about the current position in Redditch to help ensure that the review was focused and evidence-based. It was also noted that the group had discussed previous proposals and considered that practical and tangible actions within the Council's influence would be more helpful than any recommendations, including to external partners, requiring large-scale structural changes.

RESOLVED that

the updates in respect of Task Groups, Short Sharp Reviews and Working Groups be noted.

25. EXTERNAL SCRUTINY BODIES - UPDATE REPORTS

Updates on the External Scrutiny Bodies were provided as follows:

a) West Midlands Combined Authority (WMCA) Overview and Scrutiny Committee

The Chair of Overview and Scrutiny Committee, Councillor Lloyd, provided the update as the Council's Representative on this scrutiny body. Councillor Lloyd reported that there had been a change to the committee structure at WMCA which had resulted in a change to the profile of scrutiny committees. It appeared that the WMCA Overview and Scrutiny Committee was no longer in operation. Little details had been provided to Redditch Borough Council about these changes, so officers at WMCA would be contacted to request further details.

b) West Midlands Combined Authority (WMCA) Transport Delivery Overview and Scrutiny

It was reported that the same situation also affected this scrutiny committee and clarification would be sought from officers at West Midlands Combined Authority.

c) Worcestershire Health Overview and Scrutiny Committee (HOSC)

The Council's Representative on HOSC, Councillor Spilsbury, provided an update. Members were advised that two main items had been considered at the last meeting of HOSC on 21st July 2026: end-of-life care provision and the redesign of adult mental health rehabilitation services. The Committee was informed with regard to mental health rehabilitation provision that proposals were being developed to reduce physical bed-based provision and to provide more support through community-based services and supported living arrangements.

Members expressed concern about the proposed reduction in adult mental health rehabilitation beds across Herefordshire and Worcestershire. It was reported that the current provision included 33 beds across two facilities and that the proposal was to move to one facility with 15 beds. Members queried whether sufficient community provision and how appropriate supported living accommodation would be made available and asked about the evidence base used to support the proposed redesign of this service.

The Committee discussed the potential implications for Redditch residents and noted that Local Government Reorganisation (LGR) could affect future health governance responsibilities and partnership arrangements. Members agreed that representatives from the Herefordshire and Worcestershire Health and Care NHS Trust and the Herefordshire and Worcestershire Integrated Care Board (HWICB) should be invited to attend a future Overview and Scrutiny Committee meeting to explain the proposals, the data underpinning them, and the implications for residents. It was suggested that Members of the Committee submit any questions they wish to be raised to the Chair of Overview and Scrutiny Committee, with the questions to be forwarded as part of the invitation.

Members also received information regarding end-of-life care. It was reported that population projections indicated an increase in the older population in Worcestershire by 2032, with a particularly high increase among residents aged 79 and over. The Committee was advised that the proposed model for end-of-life care aimed to reduce emergency admissions and reliance on hospital bed provision, increase identification of people approaching the end of life, and reduce non-elective admissions and bed days for people at the end of life. Members expressed concern about the capacity of

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services to provide appropriate end-of-life support and suggested that the modelling was based on the increased role of social care and private sector providers in this area, with expressed concern about capacity issues.

RESOLVED that

1) **the External Scrutiny Bodies updates be noted.**

2) **That the Representatives from the Herefordshire and Worcestershire Health and Care NHS Trust and the Herefordshire and Worcestershire Integrated Care Board be invited to attend a future meeting of the Overview and Scrutiny Committee to discuss the proposed redesign of adult mental health rehabilitation services.**

26. EXCLUSION OF THE PUBLIC AND PRESS

The Committee agreed that the exclusion of the public and press would not be necessary for Minute Items No. 12 and 13 – Minutes (of the Previous Meeting) and Executive Committee Minutes – as the Committee would not be discussing the contents of the exempt minute records of those meeting.

The Committee remained in open session for the entirety of the meeting.

27. MINUTES

The minutes of the meeting of Overview and Scrutiny Committee of 8th June 2026, including the exempt record of that meeting, were submitted for Members' consideration.

RESOLVED that

the minutes of the Overview and Scrutiny Committee meeting of 8th June 2026 be approved as a true and correct record and signed by the Chair.

28. EXECUTIVE COMMITTEE MINUTES

The Executive Committee minutes of the meeting of 9th June 2026, including the exempt record, were submitted and noted by the Overview and Scrutiny Committee.

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The Meeting commenced at 6.30 pm
and closed at 8.52 pm