

additional papers 2

# Council

Mon 20 Apr  
2009  
7.00 pm

Council Chamber  
Town Hall  
Redditch



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

# Access to Information - Your Rights

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The Local Government (Access to Information) Act 1985 widened the rights of press and public to attend Local Authority meetings and to see certain documents. Recently the Freedom of Information Act 2000, has further broadened these rights, and limited exemptions under the 1985 Act.

Your main rights are set out below:-

- Automatic right to attend all Council and Committee meetings unless the business would disclose confidential or “exempt” information.
- Automatic right to inspect agenda and public reports at least five days before the date of the meeting.
- Automatic right to inspect minutes of the Council and its Committees (or summaries of business

undertaken in private) for up to six years following a meeting.

- Automatic right to inspect lists of background papers used in the preparation of public reports.
- Access, upon request, to the background papers on which reports are based for a period of up to four years from the date of the meeting.
- Access to a public register stating the names and addresses and electoral areas of all Councillors with details of the membership of all Committees etc.
- A reasonable number of copies of agenda and reports relating to items to be considered in public must be made available to the public attending meetings of the Council and its Committees etc.

- Access to a list specifying those powers which the Council has delegated to its Officers indicating also the titles of the Officers concerned.
- Access to a summary of the rights of the public to attend meetings of the Council and its Committees etc. and to inspect and copy documents.
- In addition, the public now has a right to be present when the Council determines “Key Decisions” unless the business would disclose confidential or “exempt” information.
- Unless otherwise stated, all items of business before the Executive Committee are Key Decisions.
- (Copies of Agenda Lists are published in advance of the meetings on the Council’s Website:  
**[www.redditchbc.gov.uk](http://www.redditchbc.gov.uk)**

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

## **Committee Support Services**

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

**Tel: (01527) 64252 Fax: (01527) 65216**

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**Minicom: 595528**

# Welcome to today's meeting.

## Guidance for the Public

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### ***Agenda Papers***

The **Agenda List** at the front of the Agenda summarises the issues to be discussed and is followed by the Officers' full supporting **Reports**.

### ***Chair***

The Chair is responsible for the proper conduct of the meeting. Generally to one side of the Chair is the Committee Support Officer who gives advice on the proper conduct of the meeting and ensures that the debate and the decisions are properly recorded. On the Chair's other side are the relevant Council Officers. The Councillors ("Members") of the Committee occupy the remaining seats around the table.

### ***Running Order***

Items will normally be taken in the order printed but, in particular circumstances, the Chair may agree to vary the order.

***Refreshments*** : tea, coffee and water are normally available at meetings - please serve yourself.

### ***Decisions***

Decisions at the meeting will be taken by the **Councillors** who are the democratically elected representatives. They are advised by **Officers** who are paid professionals and do not have a vote.

### ***Members of the Public***

Members of the public may, by prior arrangement, speak at meetings of the Council or its Committees. Specific procedures exist for Appeals Hearings or for meetings involving Licence or Planning Applications. For further information on this point, please speak to the Committee Support Officer.

### ***Special Arrangements***

If you have any particular needs, please contact the Committee Support Officer.

Infra-red devices for the hearing impaired are available on request at the meeting. Other facilities may require prior arrangement.

### ***Further Information***

If you require any further information, please contact the Committee Support Officer (see foot of page opposite).

### ***Fire/ Emergency instructions***

**If the alarm is sounded, please leave the building by the nearest available exit – these are clearly indicated within all the Committee Rooms.**

**If you discover a fire, inform a member of staff or operate the nearest alarm call point (wall mounted red rectangular box). In the event of the fire alarm sounding, leave the building immediately following the fire exit signs. Officers have been appointed with responsibility to ensure that all visitors are escorted from the building.**

**Do Not stop to collect personal belongings.**

**Do Not use lifts.**

**Do Not re-enter the building until told to do so.**

**The emergency Assembly Area is on the Ringway Car Park.**

# Declaration of Interests: Guidance for Councillors

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DO I HAVE A "PERSONAL INTEREST" ?

- Where the item relates or is likely to affect your **registered interests** (what you have declared on the formal Register of Interests)

OR

- Where a decision in relation to the item might reasonably be regarded as affecting **your own** well-being or financial position, or that of your **family**, or your **close associates** more than most other people affected by the issue,

you have a personal interest.

WHAT MUST I DO? **Declare the existence, and nature, of your interest and stay**

- The declaration must relate to specific business being decided - a general scattergun approach is not needed
- **Exception** - where interest arises only because of your membership of another **public body**, there is no need to declare unless you **speak** on the matter.
- You **can vote** on the matter.

IS IT A "PREJUDICIAL INTEREST" ?

In general only if:-

- It is a personal interest **and**
- The item affects your **financial position** (or conveys other benefits), or the position of your **family, close associates** or bodies through which you have a **registered interest** (or relates to the exercise of **regulatory functions** in relation to these groups)

**and**

- A member of public, with knowledge of the relevant facts, would reasonably believe the interest was likely to **prejudice** your judgement of the public interest.

WHAT MUST I DO? **Declare and Withdraw**

BUT you may make representations to the meeting before withdrawing, **if** the public have similar rights (such as the right to speak at Planning Committee).



# Council

29 April 2009

7.00 PM

Council Chamber Town Hall

## AGENDA

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### Membership

Cllrs: J Field (Mayor)  
P Anderson  
K Banks  
M Braley  
J Brunner  
M Chalk  
A Clayton  
B Clayton  
J Cookson  
D Enderby  
A Fry  
C Gandy  
M Hall (Deputy Mayor)  
W Hartnett  
N Hicks  
D Hunt  
R King  
W King  
C MacMillan  
P Mould  
W Norton  
J Pearce  
B Quinney  
M Shurmer  
D Smith  
D Taylor  
D Thomas

## 6. Executive Committee

A. To formally receive the minutes of the meeting of the Executive Committee held on 2 March 2009.

(All decisions here have previously been fully resolved. There are no outstanding recommendations or referrals which require the Council's consideration.)

**(Minutes circulated in Minute Book 8 2008/09 – already circulated)**

B. To receive the minutes and consider the recommendations and/or referrals from the following meeting of the Executive Committee (Decision Notice for 11 March 2009 previously circulated):

11 March 2009

Matters requiring the Council's consideration include

- Council Housing – Allocations Policy;
- Commercial Re-use of Council Information;
- Service Plans 2009 – 2012; and
- Environmental Enhancement Programme.

(The final draft of the Service Plans will be made available on the Council's website via the following link:

[http://www.redditchbc.gov.uk/democracy/ecCatDisplay.asp?s\\_ch=doc&cat=12629&path=0](http://www.redditchbc.gov.uk/democracy/ecCatDisplay.asp?s_ch=doc&cat=12629&path=0) )

**(Minutes circulated in Minute Book 8 2008/09 – already circulated)**

C. To receive the Decision Notice and consider the recommendations and/or referrals from the following meeting of the Executive Committee:

1 April 2009

Matters requiring the Council's consideration include

- Corporate Plan 2009 – 2012;
- Taxi Licensing Handbook;
- Asset Management Strategy 2009 – 2012;
- Energy Framework Agreement; and
- Preferred Registered Social Landlords Development Partners.

(The final draft of the Corporate Plan is attached)

	<p><b>(Decision Notice attached – Corporate Plan 2009 – 2012 attached)</b></p> <p>(Any matters arising, not covered elsewhere in the agenda, will be considered under this heading.)</p> <p>Confidential matters may be taken after the exclusion of the public, <u>subject to notification at this point in the meeting.</u></p>
<p><b>8. Overview and Scrutiny Annual Report</b></p>	<p>To consider the Overview and Scrutiny Committee Annual Report for 2008/09.</p> <p>(Annual Report to follow)</p>





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***Our vision is for Redditch to be an enterprising community which is safe, clean and green.***

***“The Council is committed to ensuring that Redditch remains a vibrant place to live, work and visit. With this in mind, we have drawn up a new vision of Redditch as ‘an enterprising community, which is safe, clean and green’. This plan sets out how we will work with our partners to make this vision a reality.”***

Redditch Borough Council is committed to continuous improvement and to ensuring the Borough is a pleasant place to live, work and visit. In its role as community leader, the Council has a responsibility to ensure that Redditch has a strong voice which is heard and respected. We will continue to work with partners to ensure that the needs of Redditch are recognised and addressed.

We are proud of the wide range of services we provide to our residents. We are constantly looking for ways to make better use of resources, particularly in the current challenging economic climate, for example through identifying opportunities for shared services with Bromsgrove District Council. Significant progress has been made but we are not complacent about the challenges we still face.

This Corporate Plan has been adopted by Full Council and sets out the business plan for Redditch Borough Council over the next three years.

Cllr Bill Hartnett  
Leader of the Labour Group



Cllr Carole Gandy  
Leader of the Council



Signature .....

Cllr Malcolm Hall,  
Leader of the Liberal Democrat Group



## Note from the Chief Executive

Redditch Borough Council is committed to providing effective and efficient services. We will continue to seek improvements, maintaining high standards of service and value for money for our residents both in our services and in the way we deliver them.

As Acting Joint Chief Executive for Redditch Borough Council and Bromsgrove District Council, I am working to identify opportunities for shared services for both Councils. This will enable us to make more effective use of limited resources and better meet the needs of our residents.

It is important to note that the Shared Services agenda is not about the merger of the two Councils but simply looking to ensure that the services provided in pursuit of each Council's objectives are of high quality, cost effective and responsive to customer needs.

Kevin Dicks  
Acting Joint Chief Executive

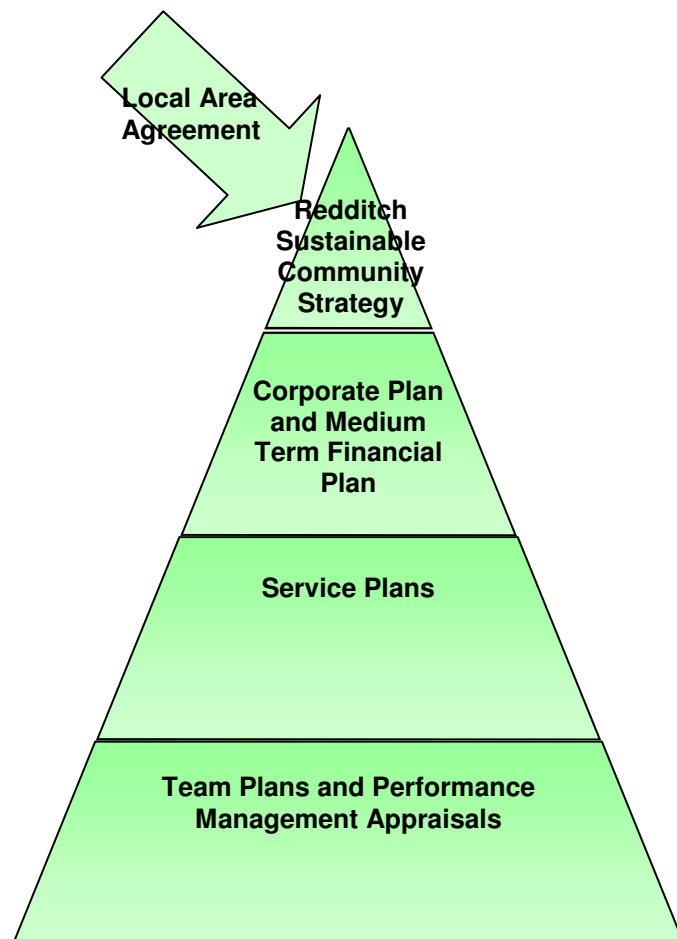


Signature .....

## WHAT IS THE CORPORATE PLAN?




The Council's Corporate Plan forms one link in a chain of plans and strategies that link to each other to achieve a vision for the County of Worcestershire. The priorities set out in each plan contribute to and complement those set in the level above them in the hierarchy.

### *The hierarchy of plans and strategies*



Redditch Borough Council's Corporate Plan for 2009 to 2012 is a key document which demonstrates how the Council will work towards the vision for the Borough set out in the Sustainable Community Strategy which was developed on the basis of extensive consultation with our residents.

The Corporate Plan identifies our contribution to this vision, and gives firm commitments on how the Council will deliver on its own vision of "An enterprising community which is safe, clean and green" under three priority areas:

-  Enterprising Community
-  Safe
-  Clean and Green

It also explains what the Council will be doing to keep its own house in order, to ensure we continue to be a well managed organisation.

The Corporate Plan also reflects on what has already been achieved, in partnership with local people and with other organisations in the public, private, voluntary and community sectors. It will be reviewed regularly and re-issued on an annual basis with updated information on performance against our targets demonstrating our 'direction of travel'. The Plan sets out one to three year targets, demonstrating that continued improvement of the Borough is not a quick fix, but the result of focussed, long-term ambition.

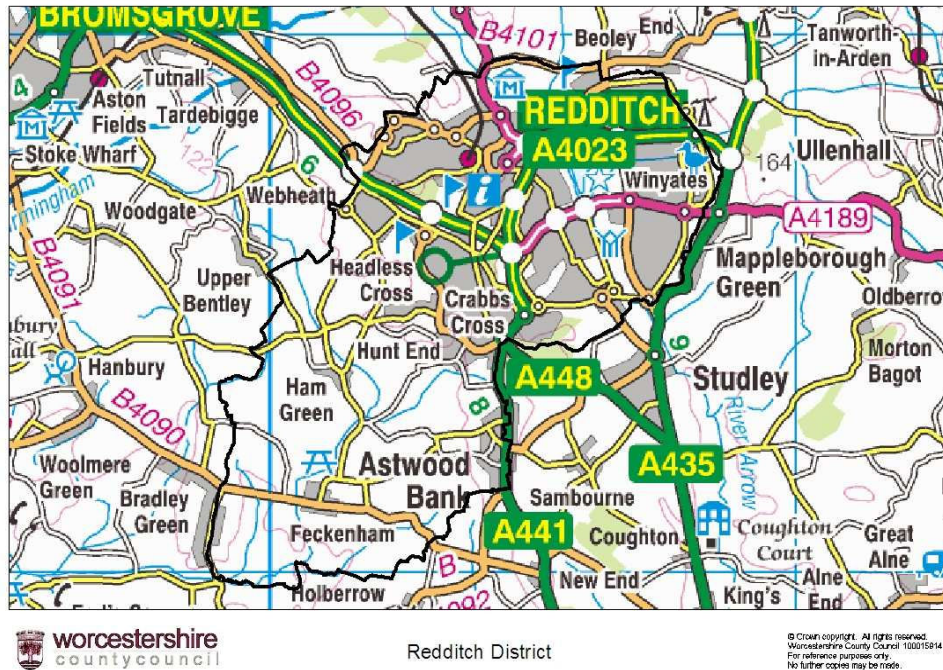
In developing the Corporate Plan, we have taken into account not only the Redditch Sustainable Community Strategy, but also the aspirations of our residents and the particular features of Redditch as a former New Town.

The Corporate Plan predominantly addresses the short and medium term (up to three years) aims and objectives of the Borough Council but recognises where issues are likely to be ongoing in the long term. The Plan also outlines how Redditch Borough Council will proactively manage its resources in order to achieve its objectives and sets targets which the public can use to measure the Council's performance.

The Plan seeks throughout to address the issues and views of a wide variety of stakeholders, including residents, Members of the Council and partner organisations.

# REDDITCH - INTRODUCING THE AREA

Figure 1: Map of Redditch District



## Geography

The Borough of Redditch is situated in the West Midlands Region approximately 24 km (15 miles) south of Birmingham. It lies within the administrative boundary of Worcestershire County Council and is adjacent to Bromsgrove District to its north and west, Stratford-upon-Avon District to the east and Wychavon District to the south. The Borough has a population of 79,600 with a higher percentage of young people (age 0-19 years) compared to the rest of the County<sup>1</sup>. Most of the population (93%) lives within the town of Redditch which accounts for approximately half the geographical area of the Borough.

Redditch, although a New Town, has retained many important ecological and landscape features, with the native flora retained and largely unaltered from that of an ecological survey in 1966. Ponds, hedges and green spaces all help to hold together the important ecological infrastructure. Redditch boasts an impressive 7.4 hectares of open space per 1,000 population.



<sup>1</sup> Resident Population Estimates mid-2007, Office of National Statistics (2008)

## ***Economy***

Redditch has been identified in the West Midlands Regional Spatial Strategy (RSS) as a Strategic Town Centre. The RSS is intended to promote the development of a region-wide network of strategic centres across the West Midlands, which are seen as a focus for major new retail developments and regeneration.

Redditch enjoys excellent transport links locally with very little congestion, including a strong network of dual carriageways and A-roads. The nearby M42 and M5 motorways provide access further afield and Birmingham Airport facilitates national and international travel. Public transport is provided via a train and bus network.

Under Phase 2 of the Regional Spatial Strategy (RSS), if Redditch is designated “Settlement of Significant Development” it is expected to be the location for significant housing growth between 2006 and 2026<sup>2</sup>. This would have a direct impact on issues such as population, employment, transport, waste and other service provision. Much of the additional housing is likely to be sited to the north of Redditch within the area of Bromsgrove District Council. There is also likely to be a significant impact on the neighbouring authorities of Bromsgrove and Stratford upon Avon. This will be made via the RSS process and authorities will make their own determinations. The lack of space for housing development within the Borough will necessitate some of the new housing being sited within the boundaries of Bromsgrove District.

There is a strong manufacturing basis to Redditch’s economy. The proportion of individuals employed in manufacturing industry (25%) is considerably higher than both the County and West Midlands region average<sup>3</sup>. Redditch has fewer individuals employed in distribution, hotels and restaurants compared to other areas of Worcestershire. The economic downturn over the last year is affecting everyone, however Redditch has been hit hardest when compared to Worcestershire as a whole.

<sup>2</sup> The proposal to designate Redditch as a Settlement of Significant Development will be determined following an Examination in Public.

<sup>3</sup> Annual Population Survey (2007)

## ***Leisure***

Cultural attractions within the Borough include the Forge Mill Needle Museum, Bordesley Abbey, Arrow Valley Park which centres around the 12 hectare (30 acre) lake and adjacent Countryside Centre. The town centre offers the Palace Theatre as well as a multi-screen cinema and there is a wide range of sports facilities across the Borough including sports centres, swimming pools, football pitches, golf courses and a skate park. The town also has numerous play facilities within its neighbourhoods and residents can access a full range of activities covering Arts, Sports and Play development.



## WHO WE ARE

### *Political Profile*

There are 29 Elected Members of Redditch Borough Council. Feckenham Parish Council is the only Parish Council within the Borough. Since June 2002 the Borough Council has operated an Executive Committee (“Leader and Cabinet”) and Overview and Scrutiny structure. Overall control of the Council moved to the Conservatives in May 2008 for the first time since 1982.

Currently, seven Councillors sit on the Executive Committee, six of whom have a set of responsibilities referred to as a “Portfolio”. Decisions are made by the Executive Committee collectively and Portfolio holders do not have delegated authority to make decisions on behalf of the Committee.

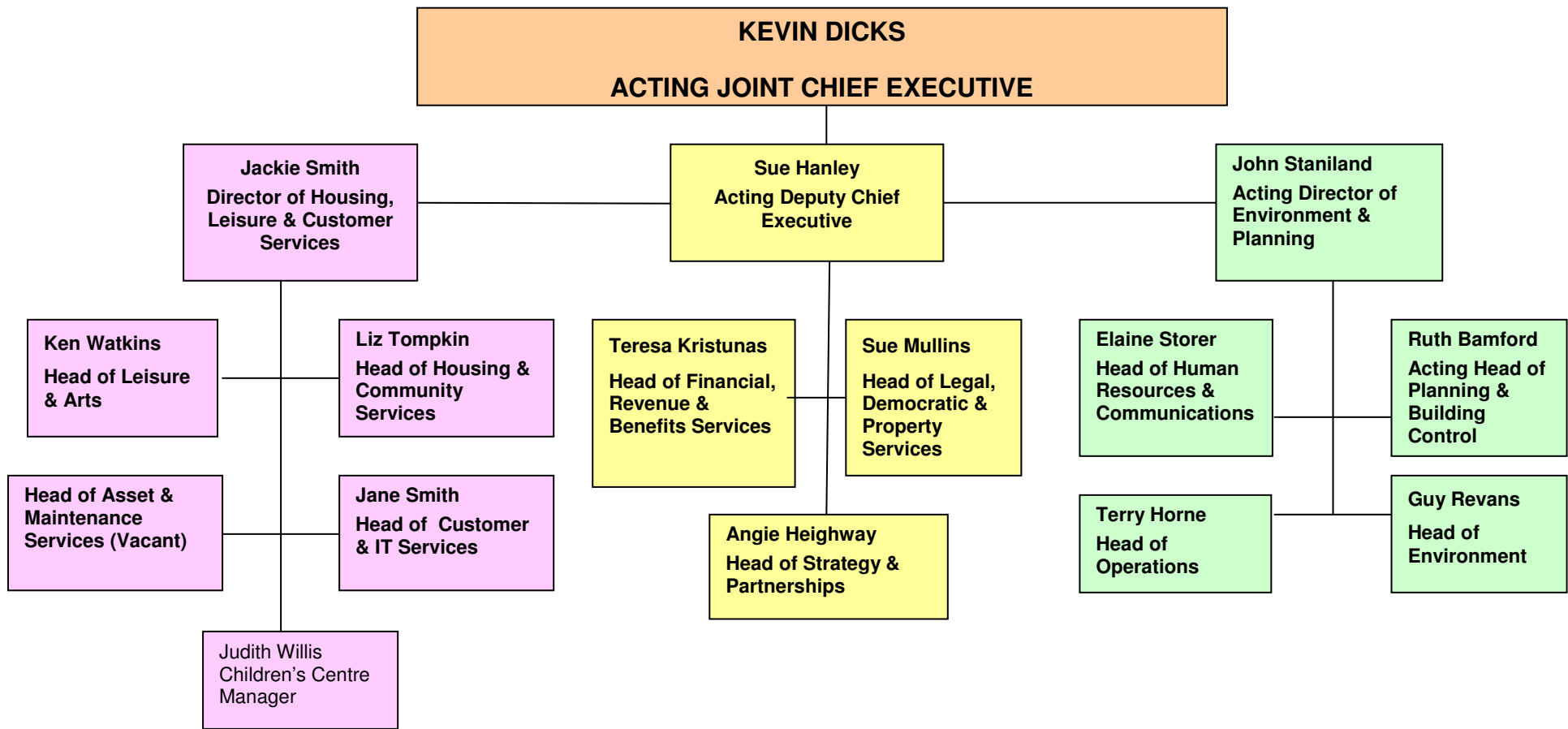
Portfolio Holders are appointed annually by the Council and between them cover all areas of the Council’s work and responsibility. “Portfolio” indicates a specified area of responsibility allotted by formal resolution, for the purposes listed below:

- Monitoring Council performance
- Monitoring the implementation of Council policy and decisions
- Act as consultee for Members and Officers
- Act as “Spokesperson” for the Council (but not exclusively)
- Act as “Rapporteur” to Overview and Scrutiny and as a channel for feedback from representatives of outside bodies
- Undertake a higher level of involvement with the Local Strategic Partnership

The six Portfolios and the functions they cover are:

- **Community Leadership and Partnership - Cllr Carole Gandy**  
This portfolio covers the Council’s relationships with other partners and stakeholders, both locally within the County, regionally and nationally.
- **Community Safety - Cllr Juliet Brunner**  
This portfolio covers the areas of Crime & Disorder, Safer Communities and the Licensing function.
- **Corporate Management - Cllr Mike Braley**  
This portfolio covers internal systems and support services, including Administration, Audit, Finance, Human Resources, IT Services, Asset Management and Customer Services.
- **Housing and Health - Cllr Brandon Clayton**  
This portfolio covers the Council’s Housing Management role as a Landlord, Strategic Housing responsibilities & Health-related Services.
- **Leisure and Tourism - Cllr Peter Anderson**  
This portfolio covers Culture and Recreation, Community Training, Education, Learning and Skills, the Voluntary Sector and Children’s Centres.
- **Local Environment, Planning and Transport - Cllr Colin MacMillan**  
This portfolio covers Sustainability, Better Environment, Landscape, Cleansing and Waste Management, Planning, Economic Development, Open Space and Public Transport.

**CORPORATE MANAGEMENT TEAM STRUCTURE**



The Performance Management of the organisation is achieved via a series of management meetings these are set out in order of priority as follows:

- Strategic Management Team (SMT)
- Corporate Management Team (CMT)
- Directorate Management Teams (DMT)
- Team Meetings
- Performance Appraisal
- Status Meetings



## OUR PRIORITIES 2009 - 2012

In 2008 the Council reviewed its priorities and has set out new priorities. With effect from 1 April 2009, the Council's priorities are:

- Enterprising Community
- Safe
- Clean and Green

These priorities encompass the following aims:-



### Enterprising Community

We want Redditch to be a vibrant and vital Borough where its population is well educated, has high skill levels and is healthy and fit. Housing is excellent and varied and the community is served by a prosperous town centre and has access to first class leisure facilities. The Council's voice is influential and respected by residents, partners, other governmental agencies and suppliers. The Town's economy provides sufficient high quality jobs for residents with good levels of pay and reward.



### Safe

The Council will work in partnership with other agencies through the Redditch Community Safety Partnership to reduce crime and disorder. The Council will identify key projects to build community confidence and allow residents and visitors to be safe and feel safe.



### Clean and green

The Council will develop attractive open spaces, taking enforcement action against littering, fly tipping and other behaviour detrimental to the environment, where appropriate, and supporting measures to tackle climate change.

To underpin the delivery of the Council's priorities it is recognised that the Council needs to be:



### A Well Managed Organisation

We want Redditch Borough Council to be an organisation that uses its resources effectively in order to achieve its priorities and values and delivers high quality services that meet the needs of its residents and provide value for money.

### The Council's Values

The Council has a set of values that support the Vision and Priorities and provide the framework in which decisions will be made. These values are:

- **Partnership**  
Working effectively with partners in the public, private and voluntary sectors to deliver our priorities
- **Fairness**  
Equality of treatment in the provision of services and employment for everyone in the Borough.
- **Quality of Service** (Best Value)  
Providing appropriate and effective services that achieve value for money.
- **Modernisation** (Consultation)  
Consulting with residents and other stakeholders on how we can improve our services and the way in which we deliver them.

It is the Council's intention to review these values to ensure they continue to reflect the Council's aspirations.

# WHAT WE DO

## *Our Services*

All District Councils provide services to the public – the Council is obliged to provide some of them but has a choice about whether or not it provides the others. The services provided by Redditch Borough Council include:

- Environmental Health
- Homelessness and housing advice
- Licensing Services
- Planning Services
- Revenue Collection
- Waste Collection
- Street cleansing
- Working in partnership with the Police and other organisations to improve community safety
- Economic Development
- Council Housing Management
- Customer Service Centre to provide a single point of contact for Council Services ( telephone and face to face )
- One Stop Shops and Contact Centre to provide a single point of contact for Council Services
- Free bus fares scheme for older people and those with specified disabilities
- Dial-A-Ride transport service for older and people with disabilities who have difficulty in using public transport
- Shopmobility disability scooters and wheelchairs to enable disabled people to access the Town Centre
- Community Centres
- The Palace Theatre

- Forge Mill Needle Museum and Bordesley Abbey Visitor Centre
- Sports Centres and swimming pools
- Arrow Valley Park and Morton Stanley Park
- Arrow Valley Countryside Visitors Centre
- Crematorium and cemeteries
- Supporting and promoting the Arts and Youth Theatre
- Play Areas and multi activity play areas
- Playing pitches and associated changing facilities
- Pitcheroak Golf Course
- REDI Centre
- Reddicard leisure pass scheme
- Management of four Children’s Centres across the Borough
- CCTV/Lifeline
- Community Services
- Landscape maintenance/improvements
- Market Services

Redditch Borough Council is the only District Council within Worcestershire that still maintains its own stock of rented housing.

The Council also has a community leadership role. This commits us to develop, together with our partners, a Sustainable Community Strategy. This sets out the key issues faced in the Borough and a plan to tackle them. The Government also places a responsibility on local authorities to shape their communities around the needs and aspirations of their residents.

## PARTNERSHIP WORKING

Redditch Borough Council has a responsibility and a long history of shaping the community around the needs and aspirations of the Borough's residents, in pursuance of its role of community leadership. It also needs to work effectively with others to deliver the highest quality services to local residents and those who work in the Borough. The Council recognises that it cannot do this alone and therefore works in partnership with organisations from the public, private and voluntary and community sectors to achieve its aspirations.

One way in which the Council works with other organisations is through formal partnership working. This delivers the following benefits:

- More efficient and effective use of resources, by improving communication and reducing duplication with other services;
- Improving how services are delivered, by linking with complementary services;
- Improving the quality of life for Redditch residents through mutual support of services that benefit the Borough.

In summary, by working together, more can be achieved than by each organisation working in isolation. For this reason, Redditch Borough Council is committed to playing an active role in partnership arrangements.

Redditch Borough Council is a member of the following main partnerships:

Worcestershire Partnership

Redditch Partnership

Redditch Community Safety Partnership

Hereford and Worcestershire County Sports Partnership

The Worcestershire Local Area Agreement (LAA) is the three-year strategy agreed by Worcestershire Partnership with Central Government that sets out the priorities for Worcestershire. The Redditch Sustainable Community Strategy and the Council's Corporate Plan support and contribute to the LAA objectives.

The Council works with a diverse range of partners and stakeholders to achieve its priorities. These include:

Worcestershire County Council  
West Mercia Constabulary  
Worcestershire Primary Care Trust  
Hereford & Worcester Fire and Rescue  
Hereford & Worcester Chamber of Commerce  
Bromsgrove and Redditch Network (BARN)  
Kingfisher Shopping Centre  
NEW College  
Voluntary and Community Sector Organisations  
Business Representatives



## Working together to help shape the future of Redditch

*Our vision is for Redditch to be successful and vibrant, with sustainable communities built on partnership and shared responsibility. We want people to be proud that they live or work in Redditch*

Redditch Partnership brings together representatives from public, private, community and voluntary agencies to work together effectively to deliver a range of local projects, services and initiatives. It aims to provide a leadership and governing role through sharing information, resources and effort to efficiently and effectively meet the needs and aspirations of local communities.

## **The Redditch Sustainable Community Strategy**

The Redditch Sustainable Community Strategy, produced by Redditch Partnership, establishes the overall strategic direction and long term vision for Redditch Borough and outlines the shared commitments made by the Partners. It sets the framework within which Partners will deliver on key objectives, by sharing resources, skills, knowledge and effort to collectively deliver the best possible outcomes for the Borough.

The Redditch Sustainable Community Strategy can be viewed at [www.redditchpartnership.org.uk](http://www.redditchpartnership.org.uk).

The Redditch Sustainable Community Strategy is intended to influence the strategy and budget plans of all members of Redditch Partnership. The Council's priorities contribute to those set out in the Sustainable Community Strategy. This is reflected as follows:

### **Redditch Sustainable Community Strategy Themes Redditch Borough Council's Priorities**



Communities that are safe and feel safe      Safe



A better environment – for today and tomorrow  
Clean and green



Economic success that is shared by all  
Enterprising Community



Improving health and wellbeing  
Safe  
Clean and green



Meeting the needs of children and young people  
Enterprising Community  
Safe  
Clean and green



Stronger Communities.

Enterprising Community  
Safe

Monitoring and reporting arrangements will be subject to governance and inspection arrangements within the Comprehensive Area Assessment (CAA) and Local Area Assessment (LAA) reporting mechanisms.

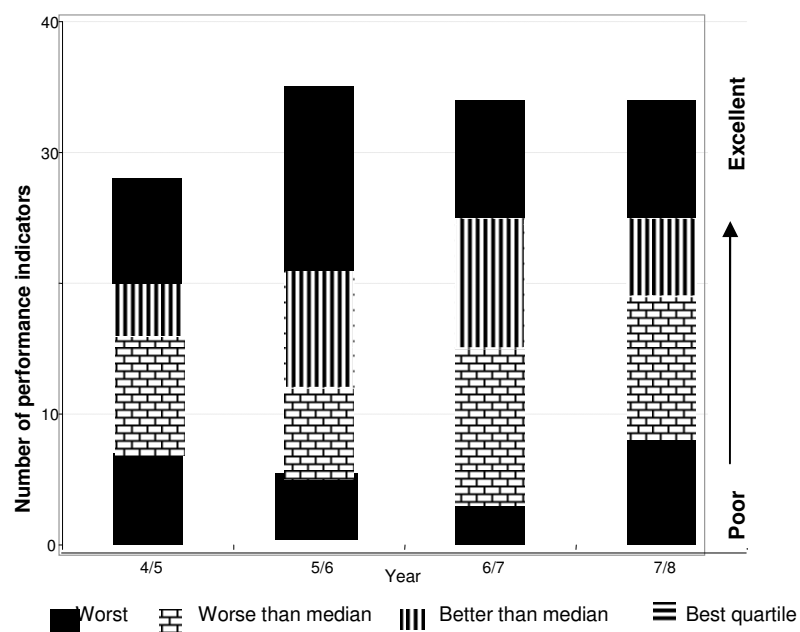
# WHAT WE HAVE ACHIEVED

## Performance Management

Service improvements can be demonstrated in terms of performance indicators and also tangible community outcomes. The chart below compares our performance against other local authorities for each year from 2004/05 to 2007/08.

Performance indicators, including the overall number, change over time as old ones are deleted and new ones are introduced. The overall measure of relative performance shows how we compare to other authorities across a wide range of performance/service areas because in any one year the performance indicators are the same for all local authorities. The Audit Commission judges how we are performing relative to other local authorities against the agreed performance indicators.

### Performance Indicators (PIs) by national quartile from 2004/05 to 2007/08



Best Value Performance Indicators are reported to the Audit Commission. The results for all Councils are published together with an analysis enabling them to be ranked in quartiles (i.e. 25% ranges). The top two quartiles show excellent and good performance, whilst results below the median value (mid-point) for all Councils indicate a need for improvement.

The Council has 27% of performance indicators in the best performing 25% for all district councils. For 2006/07 50% of performance indicators improved, which was slightly below the average for all district councils.

**However, it should be noted that a total of 10 Best Value Performance Indicators (BVPI's) are at their optimum level and therefore cannot be improved upon.**

In 2007/08 there have been positive improvements in key Council priority areas such as;

**The Environment** Redditch Borough Council had 50% of its performance indicators in the best performing 25% for all district councils. with a 70% improvement for the last 12 months, compared to the District average of 65.9%.

**Culture/leisure** Redditch Borough Council had 50% of PIs in the best performing 25% compared to a District average of 37%.

**Safer & Stronger Communities** Redditch Borough Council was ranked 1<sup>st</sup> with 100% of performance indicators improved since last year and all indicators above the best quartile breakpoint.

The Borough Council acknowledges that, in comparison with other Councils in respect of improvement and performance against the national indicators, its performance is mixed. The Council has recognised areas where improvements are required especially around Corporate Health, Regulation and Housing.

From April 2008 a new set of National Indicators (NIs) was introduced to replace the previous Best Value Performance Indicators (BVPIs). The Council has continued to monitor some of the BVPIs. For 2008/09 of those indicators where there is comparable data, at the third Quarter 58% had improved compared to the same period in 2007/08 and 25.5% had a decline in performance.

## **PROGRESS MADE IN PRIORITY AREAS FOR 2007/2008**

The Council's priorities for the period up to 31 March 2009 were:

- Community Safety
- Housing
- Environment & Transport
- Leisure

### ***Improving Community Safety***

One of the key delivery mechanisms of community safety within the Borough, of which Redditch Borough Council is a key partner, is the Redditch Community Safety Partnership (RCSP). The main functions of this Partnership are to bring about reductions in crime and disorder and address general community safety issues through multi-agency working. The Borough Council's Community Safety Team provides support to both the operational and strategic forums, as well as to projects and schemes. The Council has delivered on a number of key outcomes.

The key achievements are:

- Reduction of domestic burglary through the establishment of a SmartWater scheme.
- Installation of secure entry systems and improved security doors on our housing stock.
- The Home Security Project that provides security assessments and improvements, such as additional door locks, for Redditch residents.
- The establishment of a Licensing Monitoring Forum to engage in better scrutiny and enforcement of licensing regulations for public houses and clubs.

- Environmental improvements that seek to address environmental issues in residential areas and improve the environment of the town centre which is a traditional crime hotspot.
- The adoption of a Community Safety Supplementary Planning Document.
- Redditch has recently secured a funding bid to tackle alcohol related crime and disorder which will provide:
  - formal training for the Licensing Committee and key operational staff on the new licensing regulations, and conducting Due Diligence Audits in key licensed premises.
  - education and enforcement project targeted at children and young people vulnerable to alcohol misuse.
- Installing a gating scheme into Ombersley Close, Woodrow, as part of Estate Enhancements to help deter anti social behaviour within the Close.

### ***Housing***

As a Local Authority with its own stock of 6,080 properties and, on average, 500 properties become empty and available for re-letting each year we are continually looking at ways to make the best use of our existing stock. Initiatives include:

- Achieving an Excellent rating for St David's House Extra Care Housing Scheme.
- The award of a Housing Options Trail Blazer status with funding over 2 years.
- Awarded Charter Mark status for the 3<sup>rd</sup> consecutive time for customer service.
- Introduction of the Special Needs Tenancy service has resulted in 50 properties, 40 of which are family accommodation, being made available to enable families on the waiting list to be housed.

- Savings on the equipment and adaptation budget allowing more adaptations to be carried out in properties that require these.
- Reduced the turn around time of empty properties by 30% to enable quicker letting to people on the Council's waiting list.

As part of our continued work on service improvement a recent restructure of Housing Services has:

- combined the Special Needs service and Community Warden Service under a Team Leader to help drive these improvements forward further.
- created 2 Team Leader Posts who have responsibility for the implementation of the Tenant participation Strategy and the achievement of the Council's rent arrears performance.
- Developed a Telecare demonstration show flat working in partnership with Worcestershire County Council to promote the assisted technology available to customers to help them remain in their own homes and live independently.
- Facilitated the building of 75 new affordable homes, 50 of which were for rent and 25 for shared ownership.
- Undertaken a range of homelessness prevention services, through the introduction of the Housing Options Team.
- Introduced Choice Based Lettings in September 2007 and enhanced it throughout 2008.
- 18 units of Council housing accommodation have been furnished for temporary accommodation to replace the Hostel at Upper Norgrove House.
- Trained Officers to carry out energy performance assessments for each empty Council property.
- Introduced an electronic document management system (EDMS) across Housing Services to improve front line services to our customers by enabling officers to access and share information more readily.

## ***Environment and Transport***

Redditch is very proud of its green heritage and clean streets. This is recognised across key indicators. Some of the achievements for 2007/08 are listed below:

- Introduced a new computer system to manage environmental services and improve customer service and information available and allowed customer contact to be handled effectively via the Council's Contact Centre.
- Produced Waste Collection Service Standards that have ensured that residents receive a consistent waste collection service, including provision of assisted collections and special arrangements where needed.
- Continued to support community litter picks.
- Redesign of the Town Centre and completion of Phase One of the improvement works and associated re-launch of the open air market.
- Commissioned and commenced development of a new green space area at Astwood Bank following consultation with residents with regard to need and design.
- Helped residents to save on fuel costs through Energy Efficiency Grants for Micro generation and home insulation grants.
- Energy Saving Trust funding gained over two years to help reduce the Council's carbon footprint.
- Worcestershire Climate Change Pledge signed and contribution to county-wide Climate Change Strategy and action plan to improve performance and achieve LAA outcomes.
- There is a raft of policies in the adopted Local Plan No. 3 that deal with creating a better environment for today and tomorrow. In addition this LAA theme is included within the emerging Core Strategy.

## *Leisure*

The Leisure and Arts Service provides an enabling role and will work in partnership to deliver the Council's vision and priorities.

The service seeks to provide a wide range of activities for everyone and delivers activities and programmes through Leisure, Sport, Arts, Heritage, Culture, Play, Community and Learning. It also supports the socially and economically disadvantaged through the Council's leisure card scheme the Reddicard.

- Green Flag status for Arrow Valley Country Park has been maintained for the third year running and we have gained an additional Green Flag status for Morton Stanley Park.
- Programmed development work at The Palace Theatre has followed the extensive £4.2m renovation, and complements other arts development initiatives.
- Achieved Quest quality management accreditation at Abbey Stadium Sports Centre and reaccreditations at Kingsley Sports Centre, Arrow Vale Sports Centre and the Sport Development Unit. (all highly commended).
- Festival of Local Arts in Redditch - 10,000 people engaged through festival events at venues across the Borough.
- Developed disabled play inclusion at Arrow Valley Countryside Centre and at various sites around the town and accessed funding through the BIG Lottery Play England award of £200k and Play Builder funding of £35.5k.
- The Batchley Project, supported by Sport England, complements the recent £2m investment in Redditch Cricket, Hockey and Rugby Club facilities with a Community Development Officer post to develop school and community benefits from the facilities.
- Four Children's Centres established that provide new play and cultural opportunities to benefit families and children 0 to 5 years.

## *To be a well-managed organisation*




In order to deliver efficient and effective services and achieve our desired outcomes, the Council needs to be a well-managed organisation.

- Following consultation with customers, additional methods of payment introduced.
- Emergency Plan reviewed and updated.
- Extended opening hours for Contact Centre.
- Introduced a new Performance Management Framework.
- Developed and have commenced implementation of a Customer Access Strategy and T-Gov Strategy.
- Trained a team of officers to apply the Lean system techniques to review processes across the organisation.





## HOW WE WILL DELIVER OUR NEW PRIORITIES

-  Enterprising Community
-  Safe
-  Clean and Green

For each of the Council's priority themes, a set of key outcomes have been developed. Some of these are cross-cutting throughout the organisation whilst others are specific to a service. Key performance indicators have been developed to measure progress against targets and enable Councillors, residents and partners to track our performance against the Corporate Plan.

Projects and tasks to support these key deliverables are included in the relevant Service Plans. Progress against them will be monitored on a quarterly basis by the Corporate Management Team, Overview and Scrutiny Committee and the Executive Committee.

The Council monitors and manages performance against a range of national indicators and local performance indicators.

The Corporate Plan includes high level actions and indicators with others being detailed in the relevant Service Plans. Copies of the Service Plans can be found on the Council's website at [www.redditchbc.gov.uk](http://www.redditchbc.gov.uk).

Those performance indicators and actions that do not feature in the Corporate Plan are still monitored, however they are only reported on an exception basis. This prioritised approach aids the Council in directing its resources into activities that directly supports achievement against our priorities.

The key outcomes for the next one to three years are detailed over the following pages.

The table shows, for each priority, the outcomes to be achieved; the key objectives that contribute to those outcomes; and the key actions needed to achieve the objectives.

**NB: The National Indicators were introduced from 1<sup>st</sup> April 2008 and as such officers will be establishing baseline information against which the targets will be set for 2009/10 to 2011/12. These will be reported to the Executive Committee as part of the ongoing monitoring of the Corporate Plan.**

<b>PRIORITY AREA: Enterprising Community</b>	<b>Key Outcomes:</b> <ul style="list-style-type: none"> <li>• Excellent and varied housing</li> <li>• Better utilisation of Council housing stock</li> <li>• Prosperous town centre</li> <li>• First class leisure facilities</li> <li>• Strong Partnerships</li> <li>• Prosperous businesses that thrive and expand</li> </ul>
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Key Objective: EC1	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To develop services to link Housing and Employment together by introducing an enhanced Housing Options service	✓	✓	<ul style="list-style-type: none"> <li>• <b>NI 156</b> No. of households living in temporary accommodation</li> <li>• <b>NI160</b> Local authority tenants satisfaction with landlords service</li> <li>• <b>NI14</b> Reducing avoidable contact</li> </ul>			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> <li>• Develop a cross-agency joint strategy which identifies and breaks down the barriers which prevent people from being self-sufficient members of our community</li> </ul>			31 March 2010		Head of Housing & Community Services	
<ul style="list-style-type: none"> <li>• Implement Action Plan for Enhanced Housing Options Trailblazer Bid</li> </ul>			31 March 2011	£180,000 Trailblazer Funding	Head of Housing & Community Services	

Key Objective EC2	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To ensure the sustainability of the Housing Revenue Account (HRA) and produce an HRA Business Plan	✓		<ul style="list-style-type: none"> <li>• A 5 year sustainable Business Plan adopted by Full Council</li> </ul>			

<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>	<b>Lead Officer</b>
<ul style="list-style-type: none"> <li>Analyse and assess Government guidance and implications for Redditch Borough Council</li> </ul>			31 March 2010		Head of Housing & Community Services

Key Objective: EC3	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Improving Economic Development	✓	✓	<ul style="list-style-type: none"> <li><b>NI151</b> – overall employment rate (working age)</li> <li><b>NI152</b> – Working age people on out of work benefits</li> <li><b>NI153</b> – Working age people claiming out of work benefits in the worst performing neighbourhoods</li> <li><b>NI171</b> – New business registration rate</li> <li><b>NI171</b> - % of small businesses in an area showing employment growth</li> <li><b>NI173</b> – flows onto incapacity benefits from employment</li> <li><b>NI141</b> - % of vulnerable people achieving independent living</li> </ul>	Maintain at above GV average		

<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>	<b>Lead Officer</b>
<ul style="list-style-type: none"> <li>Prepare and implement the new Economic Development Strategy</li> </ul>			31 March 2010		Acting Head of Planning & Building Control
<ul style="list-style-type: none"> <li>Maximise the receipt of Economic Development related grant aid or similar</li> </ul>			31 March 2010		Acting Head of Planning & Building Control

Key Objective EC4	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To develop the Town Centre and Church Hill District Centre	✓		•			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
• Co-ordinate the production of the Town Centre Strategy			31 December 2009		Acting Head of Planning & Building Control	
• Hold Industry day to test market interest in Church Hill Centre, if appropriate			31 December 2009		Head of Legal, Democratic & Property Services	

Key Objective EC5	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To provide new leisure facilities across the town enhancing residents' opportunities to access quality sporting facilities	✓		<b>NI 8</b> – increase adult participation in sport <ul style="list-style-type: none"> <li>Sports Unlimited programme</li> <li>Community Club programmes/usage</li> <li>Adult Physical activity sessions</li> <li>Targeted Junior programmes (outside the Sports Unlimited programme)</li> </ul>	21% of Borough's adult population 2,151		
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>	<b>Lead Officer</b>	
• Develop a Leisure Strategy for Redditch			31 March 2010		Head of Leisure & Arts	
• Consider proposals and options for new sporting facilities at the Abbey Stadium			31 March 2010		Head of Leisure & Arts	

Key Objective: EC6	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Explore alternative cost effective governance and management arrangements for the REDI Centre and the Community Centre Service	✓		<ul style="list-style-type: none"> <li>Will be contained within the procurement process.</li> </ul>			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> <li>Transition completed at identified sites</li> </ul>			31 March 2010		Head of Leisure & Arts	

Key Objective: EC7	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To improve health and well being across the Borough through leisure and arts	✓		<ul style="list-style-type: none"> <li>No. of targeted groups (under 16s &amp; over 60s) swimming free during public sessions</li> <li>50+ health and fitness activity</li> <li>Activity referral programme</li> <li>Walking for health</li> <li>No. of volunteers involved with sport and healthy lifestyle leadership</li> <li><b>N18</b> – Increase adult participation in sport</li> </ul>	18546		
			<ul style="list-style-type: none"> <li>Sports Unlimited programme</li> <li>Community Club programmes/ usage</li> <li>Adult Physical activity sessions</li> </ul>	7591 16 138 10 21% of the Borough's adult population 2151 5105 5630		

			<ul style="list-style-type: none"> <li>Targeted Junior programmes(outside of the Sports Unlimited programme) 7895</li> <li>Number of schools participating in arts sessions 14</li> <li>Number of PYT activity places 8,500</li> <li>Number of shindig venues in the Borough 5</li> <li>Number of formally designated playgrounds provided /maintained assessed with an NPFA Value Score of 18 or above 30</li> <li>Number of young people participating on the Play Ranger Activity Programmes 900</li> <li><b>NI 199</b> – number of children satisfied with Play facilities TBA</li> </ul>		
Key Actions			Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> <li>In close collaboration with the Arts in Redditch (Air) partnership deliver a range of arts opportunities for all ages within the town giving more choice to access, participate and enjoy.</li> </ul>			31 March 2010		Head of Leisure & Arts
<ul style="list-style-type: none"> <li>Provide increased opportunities for all residents in the community to participate in sport and physical activity in line with national, regional and local plans</li> </ul>			31 March 2010		Head of Leisure & Arts
<ul style="list-style-type: none"> <li>Provide greater access to free and inclusive play opportunities for children and young people in areas of the town where provision is limited</li> </ul>			31 March 2010		Head of Leisure & Arts

<b>PRIORITY AREA: Safe</b>	<b>Key Outcomes:</b> <ul style="list-style-type: none"> <li>• Redditch Communities that are safe and feel safe</li> <li>• Improved communications and reassurance for the community</li> <li>• Reduction in crime and anti-social behaviour</li> <li>• Effective partnership working</li> </ul>
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Key Objective S1	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To reduce crime and anti-social behaviour	✓	✓	<b>NI 21</b> Dealing with local concerns about anti-social behaviour and crime by the local Council and Police. <b>NI 20</b> Assault with injury crime rate			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> <li>• Develop and implement an Anti-Social Behaviour Strategy working in partnership with all stakeholders.</li> </ul>			by 31 <sup>st</sup> March 2010		Head of Strategy & Partnerships	
<ul style="list-style-type: none"> <li>• Develop and implement an action plan to support the Redditch Community Safety Partnership to achieve compliance with National Community Safety Standards/Hallmark standards.</li> </ul>			by 31 March 2010		Head of Strategy & Partnerships	
<ul style="list-style-type: none"> <li>• Identify and develop 2 Neighbourhood Action Zones to tackle priority issues such as enviro-crime.</li> </ul>			By 31 March 2010		Head of Strategy & Partnerships	

Key Objective S2	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To reduce the fear and perception of crime and anti-social behaviour	✓	✓	<b>NI 17</b> Perceptions of anti-social behaviour. <b>NI 24</b> Satisfaction with the way the Police and the local Council deal with anti-social behaviour			

Key Actions	Timescales	Resources additional to base budget	Lead Officer
Develop and implement a Community Safety Communications Strategy to provide information and reassurance to our communities	by 31 <sup>st</sup> March 2010		Head of Strategy & Partnerships

Key Objective S3	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To reduce alcohol-related disorder	✓	✓	<b>NI 21</b> Dealing with local concerns about anti-social behaviour and crime by the local Council and Police. <b>NI 20</b> Assault with injury crime rate			

Key Actions	Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> <li>Develop projects and work in partnership with other statutory Licensing Authorities to reduce alcohol related disorder and prevent under-age drinking</li> </ul>	by 31 <sup>st</sup> March 2010		Head of Strategy & Partnerships

Key Objective S4	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Deliver agreed improvements to the Town Centre in terms of environmental quality and the night-time economy	✓	✓	To be developed			

Key Actions	Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> <li>Develop a specification and programme of works for the environmental enhancement of the Church Green and Town Centre including the provision of a white light scheme for the whole of the town centre area, in line with Member resolutions and finance allocated.</li> </ul>	31 March 2010		Head of Environment



<ul style="list-style-type: none"> <li>Achieve Security Industry Authority (SIA) accreditation to raise standards of professionalism and skills within the private security industry, to ensure compliance and promote public confidence with regards to safety in relation to the night time economy.</li> </ul>	31 March 2010		Head of Environment
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Key Objective S5	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
In partnership with tenants increase the opportunities for tenant involvement in decisions on their services	✓	✓	<b>NI 160</b> – Local authority tenants satisfaction with landlords service Local indicator – meets government agenda of tenant involvement			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> <li>Implement Tenant Participation Strategy</li> </ul>			31 March 2010		Head of Housing & Community Services	

<b>PRIORITY AREA: Clean and Green</b>	<b>Key Outcomes:</b> <ul style="list-style-type: none"> <li>• A cleaner, greener Borough with an improved quality of green spaces</li> <li>• Improved Council performance with regard to mitigation of, and adaptation to, climate change</li> <li>• Compliance with the Pitt Review for land drainage achieved</li> <li>• Improved energy efficiency in homes</li> </ul>
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Key Objective CG1	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Deliver a cleaner, greener Borough and improve the quality of green spaces	✓	✓	<b>NI 195(a)</b> - Improved street and environmental cleanliness - levels of litter <b>NI 195(b)</b> - Improved street and environmental cleanliness - levels of detritus <b>NI 195(c)</b> - Improved street and environmental cleanliness – levels of graffiti <b>NI 195(d)</b> - Improved street and environmental cleanliness – levels of fly-posting <b>NI 196</b> – Improved street and environmental cleanliness – fly-tipping	6%		
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>	<b>Lead Officer</b>	
<ul style="list-style-type: none"> <li>• Work with Worcestershire County Council and the Worcestershire District Councils to ensure a more joined up and efficient approach with regard to operations relating to highway infrastructure via an operational officer working group</li> </ul>			31 March 2010		Head of Environment	
<ul style="list-style-type: none"> <li>• Develop a cross-service working group and a 3 year action plan to reduce fly-tipping and inappropriately disposed-of waste</li> </ul>			31 March 2010		Head of Environment/ Head of Operations	
<ul style="list-style-type: none"> <li>• Identify options for a County-wide approach to graffiti removal from underpasses</li> </ul>			30 September 2009		Head of Operations	

Key Objective CG2	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To improve the Council's performance with regard to mitigation and adaptation to the Climate Change Agenda	✓	✓	<p><b>NI 185</b> – CO<sub>2</sub> reduction from Local Authority operations</p> <p><b>NI 186</b> – Per capita reduction in CO<sub>2</sub> emissions in the Local Authority area</p> <p><b>NI 187</b> – Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating</p> <p><b>NI 188</b> – Planning to adapt to climate change</p>	<p>At least 1% reduction</p> <p>1.3% reduction locally from 2005</p> <p>Level 1</p>		
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> <li>Develop a local Climate Change Strategy and action plan to support the County-wide plan to achieve LAA targets and National Indicators relating to climate change</li> </ul>			31 March 2010	£25,000 for joint funded post	Head of Environment	
<ul style="list-style-type: none"> <li>Work with Energy Savings Trust to develop a carbon reduction plan that links into the Climate Change strategy and action plan for the Council and identify and apply for external funding opportunities to support delivery of the action plan</li> </ul>			31 March 2010		Head of Environment	

Key Objective CG3	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Deliver improved and sustainable waste management services	✓	✓	<b>NI 191</b> – Residual household waste per household <b>NI 192</b> - %of household waste sent for reuse/ recycling/ composting	575 kg 33%		
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> <li>Work with Bromsgrove District Council and Worcestershire County Council to develop a business case for a paid garden waste collection to a percentage of properties in the Borough</li> </ul>			31 March 2010		Head of Environment/ Head of Operations	
<ul style="list-style-type: none"> <li>Develop and implement revised policies and waste collections from charities, schools and residential homes</li> </ul>			31 March 2010		Head of Environment/ Head of Operations	
<ul style="list-style-type: none"> <li>Work with Worcestershire County Council to promote additional products that can be recycled in the kerbside collection</li> </ul>			31 December 2009		Head of Environment	

Key Objective CG4	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To ensure the Council is compliant and delivering services in line with the recommendations of the Pitt Review for land drainage			<b>NI 189</b> – Flood and coastal erosion risk management.			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> <li>Develop and implement Dredging Policy, Flood Resilience Policy and Landscape and Land Drainage Maintenance Policy</li> </ul>			30 September 2009		Head of Asset & Maintenance Services	

Key Objective CG5	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Improve energy efficiency	✓	✓	<b>NI 185</b> - % CO <sub>2</sub> reduction from LA operations <b>NI 186</b> - % CO <sub>2</sub> emissions in the LA			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> <li>Work in conjunction with energy providers to improve energy efficiency within all Council homes</li> </ul>					Head of Asset & Maintenance Services	
<ul style="list-style-type: none"> <li>Promote energy efficiency measures to owner/occupiers and landlords within the Borough</li> </ul>					Head of Environment	

The Council recognises that it needs to be a well-managed organisation to enable it to deliver on its priorities. Whilst this is not a priority in its own right it is essential to underpin the achievement of its priorities and the objectives listed below will contribute to this aim.

<b>WELL MANAGED ORGANISATION</b>	<p><b>Key Outcomes:</b></p> <ul style="list-style-type: none"> <li>• More accessible, efficient and customer focussed Council services</li> <li>• Improved utilisation and resilience of systems, resources and information</li> <li>• Improved preparedness and resilience</li> <li>• Redditch Borough Council is an employer of choice</li> <li>• Single Status implemented</li> <li>• The Council's Equalities and Diversity Strategy has been implemented</li> <li>• Adoption of a revised constitutional model</li> <li>• A Benefits Service that is responsive to customer needs</li> <li>• Implementation of Shared Services</li> </ul>
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Key Objective WM1	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To make services more accessible, efficient and customer focussed	✓	✓	<ul style="list-style-type: none"> <li>• <b>NI 14</b> reducing avoidable contact</li> <li>• <b>Local indicator WMO4</b> - % of enquiries dealt with at first point of contact</li> <li>• <b>Local indicator WM03</b> - % of customers satisfied with Customer Services</li> <li>• <b>Local indicator WMO5</b> - % of calls answered within 20 seconds (Switchboard and Contact Centre)</li> </ul>	To be est. 90%	90%	90%
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>	<b>Lead Officer</b>	
<ul style="list-style-type: none"> <li>• Implement the Customer Access Strategy Action Plan</li> </ul>			31 March 2010		Head of Customer & IT Services	

Key Objective WM2	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To improve utilisation and resilience of systems, resources and information by implementing the Transformational Government Strategy Action Plan		✓	<ul style="list-style-type: none"> <li>% of systems reviewed</li> <li>service downtime due to lack of application systems under IT control</li> <li><b>Local indicators:</b> <ul style="list-style-type: none"> <li>▶ <b>WMO8</b> – web page views (millions)</li> <li>▶ <b>WMO9</b> – unique website visitors (thousands)</li> <li>▶ <b>WMO10</b> – e-enabled web payments</li> </ul> </li> </ul>	5%	5%	5%
				New (to be established)		
				23.35	25.69	28.26
				212.07	233.28	256.6
				9,110	10,021	11,023
Key Actions		Timescales	Resources additional to base budget		Lead Officer	
<ul style="list-style-type: none"> <li>Develop business continuity, emergency planning and IT disaster recovery plan.</li> </ul>		31 March 2010	Capital bid £200,000 and Revenue bid £10,000 for 2009/10		Head of IT & Customer Services	
<ul style="list-style-type: none"> <li>Develop and deliver a programme of business process improvement</li> </ul>		31 March 2011			Head of Customer & IT Services	

Key Objective WM3	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To achieve year on year improvement in our level of Use of Resources judgement score		✓	<ul style="list-style-type: none"> <li>Use of Resources score</li> </ul>			Minimum score of 3 for each element
Key Actions		Timescales	Resources additional to base budget		Lead Officer	
<ul style="list-style-type: none"> <li>Formulate and monitor delivery against a Use of Resources Action Plan</li> </ul>					Head of Financial, Revenues & Benefits Services	

Key Objective WM4	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To improve community engagement by embedding equalities and diversity	✓	✓	Level 3 achieved			31 March 2012

Key Actions			Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> <li>To implement the Council's Equalities and Diversity Action Plan</li> </ul>					Head of Strategy & Partnerships
<ul style="list-style-type: none"> <li>To achieve Level 3 of the Equalities Framework for Local Government</li> </ul>					Head of Strategy & Partnerships
<ul style="list-style-type: none"> <li>Develop and support the Community Forum</li> </ul>					Head of Strategy & Partnerships

Key Objective WM5	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Adoption of a revised constitutional model as required by the Local Government and Public Involvement in Health Act 2007	✓	✓	Action Plan for achievement of revised model			

Key Actions			Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> <li>Legislative requirements reported to Council and An Action Plan produced</li> </ul>			30 June 2009		Head of Legal, Democratic & Property Services
<ul style="list-style-type: none"> <li>All relevant steps required by the Action Plan completed</li> </ul>			31 March 2010		Head of Legal, Democratic & Property Services



Key Objective WM6	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To manage the Council's assets effectively		✓	<ul style="list-style-type: none"> <li>Submission of planning applications for sites declared in the previous 6 months completed</li> <li>Marketing of representative sample of sites carried out.</li> </ul>			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> <li>Progress a programme of asset disposals in accordance with the Council's Asset Management Strategy to support the Council's priorities and objectives</li> </ul>					Head of Legal, Democratic & Property Services	
<ul style="list-style-type: none"> <li>Submit Planning applications any sites declared surplus in the previous 6 months.</li> </ul>			30 September 2009		Head of Legal, Democratic & Property Services	
<ul style="list-style-type: none"> <li>Undertake marketing of a representative sample of sites declared surplus</li> </ul>			30 September 2009	£25,000 Revenue bid	Head of Legal, Democratic & Property Services	
<ul style="list-style-type: none"> <li>Achieve voluntary registration of Council's assets: <ul style="list-style-type: none"> <li>District Centres and Commercial Portfolio to be registered.</li> <li>Registration of part of the operational portfolio to have been completed</li> </ul> </li> </ul>			31 December 2009 31 March 2010		Head of Legal, Democratic & Property Services	

Key Objective WM7	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To develop a comprehensive Learning and Development Programme supporting the corporate priorities, individual needs and workforce planning.		✓	<ul style="list-style-type: none"> <li>Staff survey</li> <li>Local indicator for % attendance at learning and development events</li> <li>Benchmarking against national statistics</li> </ul>			

Key Actions	Timescales	Resources additional to base budget	Lead Officer
• To develop a comprehensive Learning and Development Programme	31 March 2010		Head of HR and Communications
• To develop and introduce a People Strategy	31 March 2010		Head of HR and Communications
• Introduce a new Staff Performance Management Scheme	31 March 2010		
• Complete implementation of Single Status	31 March 2010		Head of HR and Communications

Key Objective WM8	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To produce and deliver on an Improvement Plan for the Benefits Service that delivers a Benefits Service that is responsive to customer needs		✓	<ul style="list-style-type: none"> <li>• <b>NI 180</b> The number of changes in circumstances which affect customers HB/CTB entitlement within the year</li> <li>• <b>NI 181</b> The time taken to process HB/CTB claims and change events</li> <li>• % of benefit claimants paid by BACS</li> </ul>	500 changes per month 12 days 75%		
Key Actions	Timescales	Resources additional to base budget	Lead Officer			
• Improve the management and collection of all HB overpayments	31 March 2010		Head of Financial, Revenue and Benefits Services			
• Investigate ways of introducing greater resilience and improved business continuity arrangements within the Service	31 March 2010	£40,000 resilience bid agreed.	Head of Financial, Revenue and Benefits Services			
• Develop and implement a Benefits Take Up Strategy	31 March 2010		Head of Financial, Revenue and Benefits Services			

• Maximise Benefits payments	31 March 2010		Head of Financial, Revenue and Benefits Services
• Effective use of Benefits Administration grant	31 March 2010	£53,000 additional Benefits Administration grant	Head of Financial, Revenue and Benefits Services

Key Objective WM9	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To develop and introduce a Communications and Engagement Strategy		✓	<ul style="list-style-type: none"> <li>Customer satisfaction survey</li> <li>Staff survey</li> <li>Key stakeholders</li> </ul>			
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>	<b>Lead Officer</b>	
• Reintroduce Redditch Matters magazine			30 April 2009		Head of HR and Communications	

Key Objective WM10	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Develop a programme of shared services and joint working		✓				
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>	<b>Lead Officer</b>	
• Consider the outcomes from the full business case developed by commissioned consultants.			July 2009	£40k agreed by Council	Acting Joint Chief Executive	
• Deliver on the agreed business cases determined by the Shared Board/Council.			2009/10			
• Contribute and participate to the Enhanced Two Tier workshops/ agreed business cases.			March 2010			

## RISK MANAGEMENT

In setting out our plans for the Borough we recognise, as a well managed organisation, that there are a number of risks that may impact on the Council achieving all we have set out in this Corporate Plan. We will monitor these risks and take mitigating actions, where practicable, to minimise the impact on the Council but some risks are unavoidable.

The key risks are related to:

- economic changes creating additional pressures on services and resources.
- our ability to deliver services when resources are restricted or systems fail.
- that service improvements do not result in positive changes in user perception.
- the delivery of resilience and efficiencies through partnership working.
- that advances in technology are not utilised to deliver efficiencies and improvements for the customer.
- managing performance to ensure that the right things are delivered, in the right way, for the right people.

The Council's Risk Management Policy requires effective management of all risks. The Policy relates to all risks both at strategic and service level. The Council has established a Risk Management Working Group to monitor progress on the action plans developed to manage all existing and emerging high level risks.



## EQUALITIES

Redditch has one of the most diverse populations across Worcestershire. The Council recognises the importance of embracing cultural differences to shape the Council.

Redditch Borough Council provides a wide range of services to a variety of people and is one of the largest employers within the Borough. As such its actions and decisions affect the lives of everyone in Redditch to some degree.

Young people aged 0 – 19 years constitute 25.1% of the population and people aged 60 or over constitute 19.2% of the population. This contrasts with other areas in Worcestershire where the proportion of young people is 23.5% of the population and the proportion of people aged 60 or over is 24.6% of the population.

51% of Redditch's population is female, however it is projected that the male population will have experienced a greater increase by 2011.

In the 2001 census 0.18% of people aged 16 or over defined themselves as living with a partner of the same sex. The census does not, however, identify the sexual orientation of individuals not living in same sex couples.

There is currently no standard measure of estimate of the number of disabled people. However, approximately 16% of the population had a long term limiting illness in 2001 and for those in the over-65 age group the proportion was 48%.

The Black and Ethnic Minority population constitutes 6.9% of the total population<sup>4</sup>, the largest ethnic group being the Pakistani group which constitutes 2.3% (1,800) of the population. Other groups include Black

British, African and Caribbean, Indian, Bangladeshi, Chinese and Mixed. There has also been an influx of individuals from the A8 Ascension Countries which joined the European Union in 2004, with the largest proportion of these being Polish.

Redditch also consists of multi-faith communities. Christianity remains the predominant faith in the district and Redditch also has the largest percentage of individuals of Muslim faith in Worcestershire at 2.4% of the population. The Buddhist, Hindu, Jewish and Sikh religions are also represented and 12.6% of the population state they have no religion.<sup>5</sup>



<sup>4</sup> Estimated resident population by ethnic group and sex, mid-2006, ONS (2008)

<sup>5</sup> Census 2001.

The Council will treat all people equally whether they are:

- Seeking or using the Council's services or applying for funds; or
- Contracting to supply or purchase goods or services to or from the Council.

All members of the community and visitors to the Borough are entitled to expect fair and equal treatment in their dealings with the Council. It is important that we can demonstrate that we uphold the principles of equality and diversity.

Redditch Borough Council has undertaken a self-assessment against the Local Government Equality Standard and assessed itself at Level 2 of the Equality Standard for Local Government. However, changes to the Standard are being introduced and these changes will be embedded within the work of the Council.

Redditch Borough Council will promote procurement practices which support its priorities on equalities and diversity. This will include the provision of advice on equality issues to suppliers and ensuring that contracts promote equality and diversity.

The Equalities and Diversity Action Plan developed by the Council will be delivered across the organisation.

Redditch Borough Council will provide appropriate, sensitive and accessible services. It will not discriminate on the grounds of age, race, disability, ethnic origin, gender, sexuality or on any other unjustifiable grounds.

## PERFORMANCE MANAGEMENT FRAMEWORK

Performance management is a useful tool to assess how the organisation is improving and to determine what steps are still required to achieve its objectives.

Effective performance management requires:

- Systematically deciding and communicating what needs to be done (aims, objectives, priorities and targets);
- A plan for ensuring that it happens (improvement, action or service plans);
- Some means of assessing if this has been achieved (performance measures); and
- Information reaching the right people at the right time (performance reporting) so that decisions are made and actions taken.

This means that Redditch Borough Council will:

- clearly define its priorities and objectives;
- identify projects with milestones and target dates;
- identify measures and set targets for achievement;
- identify risks and manage them;
- allocate ownership and responsibilities to named officers; and
- monitor and report progress at timely intervals.

The Council's Performance Management Framework sets out the structure and processes to be followed and can be accessed on our website at [www.redditchbc.gov.uk](http://www.redditchbc.gov.uk).

## *Our Promise to You*

**We aim to provide high quality services for all our customers. We provide a wide range of services and will aim to deliver and develop services to meet our customers' needs.**

We have a Customer Charter that sets out the standards of customer service you can expect from us. You can see this on our website at [www.redditchbc.gov.uk](http://www.redditchbc.gov.uk).

To find out more about what the Borough Council does, visit our website at [www.redditchbc.gov.uk](http://www.redditchbc.gov.uk) or contact:

The Policy Team  
Town Hall, Walter Stranz Square,  
REDDITCH, Worcestershire B98 8AH  
Telephone 01527 64252  
Email: [policy.team@redditchbc.gov.uk](mailto:policy.team@redditchbc.gov.uk)







## Overview & Scrutiny

# Annual Report 2008/09

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REDDITCH BOROUGH COUNCIL

*making  
a  
difference*

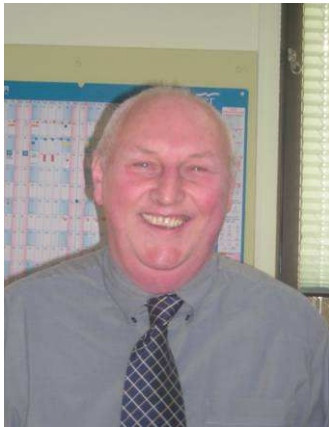
[www.redditchbc.gov.uk](http://www.redditchbc.gov.uk)



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# Annual Report 2008/09

## Chair's Foreword



**Chair of the Committee:  
Councillor Phil Mould**

As Chair of Overview and Scrutiny for the year 2008/09, I have attempted, aided by my Vice-Chair, David Smith, to take the Overview and Scrutiny process on from where Councillor MacMillan had capably left it. In this, the Committee have been guided and helped by our two excellent Overview and Scrutiny Support Officers, Jess Bayley and Helen Saunders.

We have started and finished reviews looking at the roles of both the Third Sector and the Mayor. We are also currently working on reviews of arrangements for the cleansing of communal areas in Council flats and the mutual exchange processes between Council accommodations. Added to this there are possible reviews pending looking at the need for a fishing museum; the role of the Neighbourhood Groups; and also examining the uses of the Countryside Centre and the Bordesley Abbey Visitors' Centre, and any possible links between the two.

Once again, I would like to thank all of the Members and Officers who have taken part in scrutiny this year for their hard work and enthusiasm.

**Councillor Phil Mould  
Chair of the Overview and Scrutiny Committee**

# Annual Report 2008/09

## Summary

There is an annual requirement for the Overview and Scrutiny Committee to produce a report outlining its work and achievements during the previous year. The report also contains information about the reviews that have been undertaken by Task and Finish Groups during the year.

The Annual Report provides an opportunity for Members to consider future work programmes and amended working methods. Recommendations about how to further improve the Overview and Scrutiny process in future years have also been incorporated into this document. These recommendations have been developed via a process of consultation with the Members of the Overview and Scrutiny Committee and relevant Officers.

This report has been produced by the Overview and Scrutiny Support Officers in conjunction with the Overview and Scrutiny Members, particularly the Chair and Vice-Chair of the Committee.

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## The Overview and Scrutiny Committee: March 2009



**The Overview and Scrutiny Committee meets approximately every three weeks. At this meeting of the Committee in March 2009 a number of Offices and Members presented evidence before the Committee. Featured in this photograph are (from left to right) Matthew Bough (Housing Policy and Performance Manager) and Councillors Colin MacMillan, David Hunt, Carole Gandy, William Norton, Kath Banks, Bill Hartnett, Robin King and David Smith.**

# Introduction

Redditch Borough Council has one overarching Overview and Scrutiny Committee which commissions and oversees a series of time limited review bodies called Task and Finish Groups. One of the most important facets of the scrutiny process is that it is led entirely by the Councillors. They are responsible for the identification of topics to scrutinise and the emphasis lies with Members to plan, lead and develop the work of the Committee and the Task and Finish Groups


The Overview and Scrutiny Committee has a statutory role in the Council's local democratic process. The main aims of Overview and Scrutiny are:

- to promote transparent decision making;
- ensure democratic accountability;
- to monitor the effectiveness of the policy and budget setting process at the Council;
- to develop new policy; and
- to undertake reviews of current policies.

The Overview and Scrutiny Committee comprises nine Members. The Committee meets approximately every three weeks and convenes a week after meetings of the Executive Committee. This provides Members with an opportunity to monitor the work of the Executive and to ensure that decision-making processes remain transparent and accountable.

## Four Key Principles of Scrutiny

This year Members have aimed to ensure that the Overview and Scrutiny process at Redditch Borough Council complies with the four key principles of scrutiny identified by the Centre for Public Scrutiny (CfPS), the organisation set up to promote effective scrutiny in local government. The four key principles of effective scrutiny are:

 to provide a critical friend challenge to executive policy-makers and decision-makers;

 to enable the voice and concerns of the public and its communities;

 for scrutiny to be carried out by independent minded governors who lead and own the scrutiny process; and

 to drive improvement in public services.

These symbols will feature, where relevant, throughout the report to demonstrate how the Overview and Scrutiny process at Redditch Borough Council has complied with these four principles during the year 2008/09.

# Overview and Scrutiny Committee

## Membership 2008/09

**Councillor P Mould (Chair)**

**Councillor D Smith (Vice-Chair)**

**Councillors Banks, Chalk, Hartnett, R King, Norton, Taylor and Thomas.**

## Commissioning Body Role

The Overview and Scrutiny Committee at Redditch Borough Council is designed to act as a commissioning body. The Committee has the power to authorise policy reviews and to scrutinise issues of local interest in depth. This year the Overview and Scrutiny Committee has commissioned a number of strategic reviews that have been conducted by Task and Finish Groups. It has also undertaken a number of shorter reviews at the Committee level over a series of meetings.

## Work Programme Planning Afternoon

Presently at Redditch Borough Council the Work Programme for the Overview and Scrutiny Committee is reviewed regularly. Members have an opportunity to debate the contents of the Programme at each meeting of the Committee.



In early 2008 Members agreed that the Council should organise a Scrutiny Work Programme Planning Afternoon. This Planning Afternoon was identified as an example of best practice used at other local authorities for facilitating continuous improvement in Overview and Scrutiny. The Planning Afternoon was approved as an opportunity: for Members to discuss the objectives for scrutiny for the year; to identify subjects for review; to identify ways to improve working relations between

# Overview and Scrutiny Committee

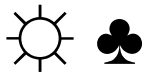
## Work Programme Planning Afternoon



the Overview and Scrutiny Committee, the Executive Committee and the Council's local partners; and to set a realistic timetable for completing Task and Finish and Short Sharp reviews.

The Work Programme Planning Afternoon took place on 20 June 2008. This event was attended by a mixture of non-Executive and Executive Committee Members, though Executive Committee Members were only permitted to attend the first session of the event focusing on relations between the Executive and Overview and Scrutiny.

## Work Programme Planning Afternoon: Overview and Scrutiny and Executive Committee Relations



During the course of the Work Programme Planning Afternoon a number of proposals with regards to the working relations between the two Committees were suggested by Members.

The Overview and Scrutiny Members have responded to many of the requests put forward by Executive Committee Members during this session. For example, as requested, all the Task and Finish Groups that have completed their reviews this year did so according to schedule and reported their recommendations before the Executive Committee in a timely manner. Also as requested, Overview and Scrutiny Members have sought to limit the number of recommendations forwarded for the consideration of the Executive Committee at any one time.

# Overview and Scrutiny Committee

## Overview and Scrutiny Work Programme Planning Afternoon



Members participated in Group activities and reported their findings during the Work Programme Planning Afternoon in June 2008. Featured in this photograph are (standing from left to right) Councillor Phil Mould and Jess Bayley (Overview and Scrutiny Support Officer), (seated front row) Councillor Jack Field and (back row from left to right) Councillors Debbie Taylor, David Hunt, David Smith and Mike Chalk.



## Overview and Scrutiny Committee

### Work Programme Planning Afternoon: Overview and Scrutiny and Executive Committee Relations



Similarly the Executive Committee has complied with many of the requests from Overview and Scrutiny Members. For example, Overview and Scrutiny Members requested that specific meetings of the Executive Committee be convened to address scrutiny recommendations when considered appropriate. Correspondingly, The Executive Committee convened a special meeting on 13 January 2009 to consider the recommendations from the Third Sector Task and Finish Group (for further information about this Group please view pp 23 - 24).

**“I think scrutiny is a really effective process as it provides a useful route for achieving local aims and objectives”**

**Councillor Kath Banks, Members of the Overview and Scrutiny Committee.**

### Work Programme Planning Afternoon: Suggested Topics for Scrutiny



Also during the Work Programme Planning Afternoon the Overview and Scrutiny Members suggested a number of potential subjects for scrutiny. Many of these suggested items for scrutiny were subsequently reviewed as part of the Overview and Scrutiny process. Some of these subjects, such as the proposed review of bus services within the Borough, were scrutinised by the Committee in the form of short, sharp reviews (for further information about this review of bus services please refer to page 15). In addition, a number of the suggested items, such as the review of Council flat communal cleansing arrangements, have been analysed as Task and Finish Group exercises. (For further information about the Council Flat Communal Cleaning Task and Finish Review please refer to pp 26 - 27).

# Overview and Scrutiny Committee

## Training Programme: New Members



Both members of the Committee and the Overview and Scrutiny Support Officers have undertaken scrutiny related training during the course of the year. At the beginning of the year, an introduction to the work of the Overview and Scrutiny Committee was provided for newly elected Councillors. This evening session involved a general presentation from the Overview and Scrutiny Support Officers informing Members of: the principles, roles and objectives of scrutiny; scrutiny arrangements at Redditch Borough Council; and examples of effective scrutiny. New Members were given a chance to ask questions about scrutiny and guidance was given as to how Members could get involved in scrutiny at the Council.

## Individual Member Training



Members of the Committee have also individually attended training courses this year. Early in the year, the Vice-Chair of the Committee, Councillor David Smith, Attended a “Chairing Scrutiny” course that was facilitated by the Institute of Local Government Studies (INLOGOV) at Birmingham University. Later in the year Councillor Robin King attended a Centre for Public Scrutiny (CfPS) facilitated seminar, which provided him with a chance to observe a Select Committee meeting in Action and to learn more about scrutiny at the national level.



Members participated in group exercises during the Work Programme Planning Afternoon. Featured (from left to right) are Councillors David Hunt, Debbie Taylor, Phil Mould, David Smith and Kath Banks

# Overview and Scrutiny Committee

## Centre for Public Scrutiny Conference

In June 2008, both of the Overview and Scrutiny Support Officers attended the Centre for Public Scrutiny's Annual Conference. The Conference took place over two days and provided an opportunity for delegates to hear speakers discuss issues such as Councillor Calls for Action (CCfA) and public accountability. The second day of the conference focused on the training needs of both Officers and Members. Delegates had an opportunity to attend an assortment of mini-sessions examining bespoke skills for scrutiny such as communication and project management skills.

## Scrutiny of Performance



This year the Committee identified performance scrutiny as an area for improvement. Accordingly, the Chair of the Committee, Councillor Phil Mould, attended a "Scrutiny of Performance" training session delivered by Dr Philip Whiteman from the Institute of Local Government Studies (INLOGOV), the University of Birmingham. Councillor Mould reported that the training was helpful as it had provided an introduction to alternative ways of considering performance related information.

The Committee agreed that all Members of the Council would benefit from undertaking this training. Consequently a bespoke training course focusing upon performance scrutiny was incorporated into the Council's Member Development Programme in March 2009. During the course of this session Members were provided with details about: the role that scrutiny will have to play in the Comprehensive Area Assessment process (the new local government performance assessment framework); the pending duty to co-operate for local partner organisations and partnerships in the scrutiny process; and ways to strengthen Overview and Scrutiny at the Council.

# Overview and Scrutiny Committee

## Select Committee Trip



Site visits have also played an important part in the Committee's Development Programme this year. In October 2008 five Members of the Committee and the Overview and Scrutiny Support Officers travelled to London for the day to sit in on a Select Committee meeting taking place at Portcullis House.

They attended a session of the Business and Enterprise Select Committee which was examining the role of Regional Development Agencies. This provided the Councillors with an opportunity to see MP's using some of the fundamental skills required in scrutiny including questioning and chairing skills.



**Members of the Overview and Scrutiny Committee attending a Select Committee meeting in October 2008. They are (back row from left to right) Councillors Robin King, David Smith, Phil Mould and Diane Thomas, (front row from left to right) Councillor Kath Banks and Jess Bayley, (Overview and Scrutiny Support Officer).**

# Overview and Scrutiny Committee

## Portfolio Holder Annual Reports



**Councillor Carole Gandy delivered her Annual Report before the Committee, as Portfolio Holder for Community Leadership and Partnership, in March 2009.**

During the year the six Portfolio Holders that sit on the Council's Executive Committee have been invited to present their Annual Reports before the Overview and Scrutiny Committee. The objective of this exercise was to ensure that the decision making process was transparent and democratically accountable. This process also enables the Overview and Scrutiny Committee to provide a critical friend challenge to the Executive Committee.

Each Portfolio Holder attended a separate meeting of the Overview and Scrutiny Committee. Their presentations were based on themes and questions proposed by Members of the Overview and Scrutiny Committee. As suggested in the 2007/08 Annual Report from the Overview and Scrutiny Committee, the Portfolio Holders were invited to concentrate upon updating the Committee about work undertaken in areas relevant to their portfolios.



## Overview and Scrutiny Committee

### Portfolio Holder Annual Reports



The Overview and Scrutiny Committee has made a number of recommendations based on the information provided by the Portfolio Holders during these Annual Report sessions. In particular, following the report from the Portfolio Holder for Leisure and Tourism, Councillor Peter Anderson, the Overview and Scrutiny Committee made some recommendations that were designed to enhance public interest in the content of the reissued civic newspaper, Redditch Matters.

The Overview and Scrutiny Committee would like to thank all of the Portfolio Holders for presenting their Annual Reports at meetings of the Committee.

### Performance and Budget Monitoring



The Committee receives and considers quarterly budget and performance monitoring reports from each of the Council's Directorates. From these reports, the Committee monitors the Council's performance in comparison to local and national performance indicators, as well as any budget variances that may occur throughout the year. The Committee also tracks the Council's progress towards achieving its performance and budget targets.

This year, the Committee has used the information provided in these reports to select areas for further scrutiny and to request further information explaining the figures from Officers. However, Members have recognised that further consideration is needed as to how to make performance and budget scrutiny more effective.

# Overview and Scrutiny Committee

## Overview and Scrutiny Committee



A number of Officers from the Council have attended meetings of the Overview and Scrutiny Committee to provide evidence during the year. Featured in this photograph of a meeting of the Committee that took place in March 2009 are (from left to right) Helen Saunders (Overview and Scrutiny Support Officer), Steve Skinner (Democratic Services Manager), Jackie Smith (Director of Housing, Leisure and Customer Services), Councillor Brenda Quinney, Teresa Kristunas (Head of Finance, Revenues and Benefits) and Clive Wilson (Operations Manager – Asset Maintenance).

# Overview and Scrutiny Committee

## Pre-Scrutiny



This year there have been attempts to incorporate more pre-scrutiny into the Overview and Scrutiny Work Programme. Pre-scrutiny is a process whereby Overview and Scrutiny Members review subjects or reports prior to their consideration by the Executive Committee and / or full Council.

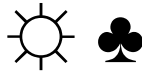
The Committee has undertaken some pre-scrutiny work during the year. In particular, the Overview and Scrutiny Committee considered information about the Council's Initial Estimates for capital and revenue bids with a view to contributing to the preparation of the Medium Term Financial Plan 2009/10 – 2011/12. Members also considered information about the Council's Corporate Plan (Part II) for 2009/12 and made a number of recommendations about the contents of this document for the consideration of the Executive Committee.

The Overview and Scrutiny Committee has recognised that further work needs to be undertaken to progress pre-scrutiny at Redditch Borough Council. Effective pre-Scrutiny arrangements should facilitate more constructive working relations between the Executive and Overview and Scrutiny Committees. Pre-Scrutiny should also enable the Committee to contribute more actively to the Council's corporate business planning. This is therefore an area which the Overview and Scrutiny Committee will seek to address more vigorously in future years.



# Overview and Scrutiny Committee

## Monitoring responses to scrutiny recommendations



The Overview and Scrutiny Committee has a responsibility for monitoring the implementation of approved scrutiny recommendations. During the year the Committee monitored the implementation of recommendations produced as part of the Overview and Scrutiny process in previous years.

As part of this process the Committee received an update report on the progress in implementation of a Civil Parking Enforcement Scheme within the Borough, which had been recommended by the Civil Parking Enforcement Task and Finish Group in 2007. Members noted that the Council was on target to introduce this scheme according to schedule.

The Committee also reflected on the impact of the Choice Based Lettings system on the housing and homelessness appeals process, which had been reviewed as a Task and Finish exercise in 2006/07. Members concluded that The Choice Based Lettings system had had a positive impact demonstrated by the a reduction in the number of appeals that were referred to the Housing Appeals Committee. However, they agreed that on balance there remained a need for the two stage housing and homelessness appeals process in place at Redditch Borough Council.



# Overview and Scrutiny Committee

## Short Sharp Reviews

During 2007/08, the Committee decided that it should itself assume a greater role in scrutinising topics. Indeed, Members concurred that in future the Committee would undertake more wide-ranging debates about any subjects proposed for scrutiny. The Committee in 2008/09 agreed with these proposals. If, as a consequence of this debate, Members consider that a Task and Finish Group review would be appropriate, a Group could be established. However, it was recognised that these debates could also be conducted at the Committee level in the form of short sharp reviews. Committee members could then decide to make recommendations from these reviews directly to the Executive Committee.

## Short Sharp Reviews: Review of Bus Services



An example of a short sharp review conducted at the Committee level was the scrutiny of local bus services. During the Work Programme Planning Afternoon, it was suggested by Members that the Committee could commission a review of the bus services in the town, as some Members had received complaints from their constituents about the bus services. A scoping document was submitted for the consideration of the Committee. Members decided that before commissioning a Task and Finish Review of these issues that they would first invite Officers responsible for public transport issues at Worcestershire County Council to a meeting of the Committee.

Officers from the County Council along with representatives from Diamond bus company attended two meetings of the Committee where they addressed some of the issues that were mentioned in the scoping document.

# Overview and Scrutiny Committee

## Short Sharp Reviews: Review of Bus Services cont.



Officers also provided an overview of a review that was taking place of passenger transport in Redditch. Members decided that, as there appeared to be a large amount of work being undertaken at the County level to address some of the problems in Redditch, a Task and Finish review would be unnecessary. However, the Committee did decide to invite the County Council Officers to a meeting later in the year to review their progress with these issues.



# Overview and Scrutiny Committee

## Short Sharp Reviews: Review of Unauthorised Gypsy and Traveller Encampments



As a result of some Councillors experiencing problems with Gypsies and Travellers stopping on land within their ward, the Committee decided to look at the issue of unauthorised Gypsy and Traveller encampments in the Borough. The Committee found that there had been insufficient adherence to the Joint Policy towards Gypsy and Traveller Unauthorised Encampments by all the partners signed up to the policy. The Chair wrote to the Gypsy and Traveller Liaison Officer at Worcestershire County Council to initiate a meeting to discuss the policy. Officers from Redditch Borough Council attended this meeting to represent concerns raised by Members and the Committee.

**“Short sharp reviews demonstrate the ability and flexibility of Overview and Scrutiny, not only to deliver lengthy detailed pieces of work, but also rapid, responsive outcomes.”**

**Councillor David Smith, Vice Chair, Overview and Scrutiny Committee**

During 2008, Officers dealing with Gypsy and Traveller encampments, attended a number of Overview and Scrutiny Committee meetings to provide updates on the working of the Joint Policy and the number of incursions experienced in the Borough. As the number of incursions was decreasing, Members agreed that there was no reason to conduct further work on this issue at the present time.

# Overview and Scrutiny Committee

## Short Sharp Reviews: Review of Ditches



In 2007 Members expressed concerns about the condition of local ditches, particularly the ditches located within the Batchley Ward, and agreed that this might be an appropriate subject for scrutiny in 2008/09.

In March 2009 relevant Officers attended a meeting of the Overview and Scrutiny Committee to provide further details about the condition of the ditches in the Borough. Members were informed that measures were being taken by the Council, in co-operation with other local authorities within the County, to manage local ditches.

# Overview and Scrutiny Committee

## Short Sharp Reviews: Review of Fly-Tipping



The Committee requested further information regarding the ways in which the Council dealt with fly-tipping. This request stemmed from a meeting where Members had scrutinised quarterly performance figures.

Officers provided the Committee with an update on rates of fly-tipping in the town and the action that was being taken to combat it. Members requested that Officers attend a future meeting to update Members on the progress of fly-tipping initiatives.



## Task and Finish Groups

### Task and Finish Groups

This year a number of Task and Finish Reviews were commissioned by the Overview and Scrutiny Committee. Task and Finish Groups have undertaken these reviews in accordance with terms of reference provided by the Committee.

Each Group has been chaired by a member of the Overview and Scrutiny Committee. Task and Finish Reviews have also provided non-Executive Councillors, who have not been appointed to the Overview and Scrutiny Committee, with an opportunity to participate in the scrutiny process.

Two Groups have completed their work this year: the Role of the Mayor Task and Finish Group and the Third Sector Task and Finish Group. These Groups both completed their reviews according to schedule. Two further Task and Finish Reviews were launched this year and should be completed according to schedule.

**“The (Third Sector Task and Finish Group) exercise was an excellent opportunity to find solutions to persistent and complex problems.”**

**Peter Rose, Policy Officer**

The Worcestershire Joint Scrutiny into Flooding Task and Finish Group also completed their review this year. Redditch Borough Council was represented on this Group by a Member of the Overview and Scrutiny Committee alongside representatives from the other local authorities based in Worcestershire. It is hoped that there will be further opportunities for joint scrutiny working in future years.

Further information about each of these reviews are provided in the following pages.

# Task and Finish Groups

## Task and Finish Group Meeting



The Council Flat Communal Cleaning Task and Finish Review was launched in 2008. Featured in this photograph are from left to right : Councillor Anita Clayton; Councillor Brenda Quinney; Liz Tompkin (Head of Housing and Community Services); Chris Hemming (Asset Maintenance Officer); Councillor Phil Mould, (Chair of the Task and Finish Group); and Councillor Debbie Taylor.



## Task and Finish Groups

### Role of the Mayor Task and Finish Group: Completed Review



Mayor for 2008/09:  
Councillor Jack Field



### Membership 2008/09

Councillor M Chalk (Chair)  
Councillors Boyd-Carpenter, Enderby and Hunt.

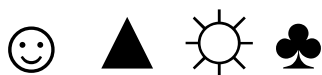
The Role of the Mayor review began in July 2008. The aims of this review were: to examine how the role of the Mayor could be developed; to scrutinise ways of using the Mayor to effectively promote the town; and to investigate ways in which the history of Redditch could be displayed in the Town Hall.

During their review, the members of the Group interviewed previous Mayors of other local authorities within Worcestershire. This enabled them to understand how the role of the Mayor was utilised in other authorities and to see if there were ideas for best practice that could be adopted by the Council. Members of the Group also interviewed representatives from the local press to find out the best ways of working with the press to promote the activities of the Mayor.

The Task and Finish Group reported their recommendations to the Executive Committee on 18 February 2009. These recommendations contained proposals relating to: improving the Mayor's Parlour; ensuring photographs of the Mayor were displayed in the Town Hall; increasing the amount of funding for the Mayor's hospitality budget; improving the Mayoral pages on the website and improving the Mayor's handbook. All of the recommendations were accepted with some minor amendments by the Executive Committee.

## Task and Finish Groups

### Third Sector Task and Finish Group: Completed Review



#### Membership 2008/09

**Councillor D Thomas (Chair)**

**Councillors Banks, Cookson, Farooqui, Pearce and Shurmer.**

**Co-opted Member: Mrs Ann Sowton, from the Bromsgrove and Redditch Network (BARN).**

The Third Sector Task and Finish Group were commissioned to review the Council's overarching approach to allocating grants and donations to Voluntary and Community Sector organisations. They were asked to bring forward proposals that would shape the Council's grants process from 2010/11 onwards.

**"The Scrutiny exercise was an excellent example of 'joined-up thinking'. Having detailed analysis linking the political, procedural and community viewpoints in one process was a real step-change in policy development."**

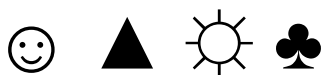
**Peter Rose, Policy Officer.**

During the course of their review the Group undertook a detailed analysis of the Council's existing grants process; scrutinised central government guidance; and reviewed potential options for inclusion within a corporate grants process. The Group also interviewed relevant expert witnesses from Gloucester City Council and Worcestershire County Council, which had been identified as examples of best practice in the field of local authority grants processes.

The Group recognised the significance of their proposals for local third sector organisations. Consequently, on 21 November 2008 they hosted a Voluntary Sector Grants Consultation Event which was attended by representatives of local third sector organisations.

## Task and Finish Groups

### Third Sector Task and Finish Group: Completed Review



During the course of the event there were a number of interactive group activities and information sessions which provided delegates with an opportunity to contribute to the review.

All the contributions made by delegates during the Consultation Event were considered by the Task and Finish Group and informed the Group's final recommendations.

The Group reported their recommendations at a special meeting of the Executive Committee on 13 January 2009. These recommendations were all approved.



**Mrs Ann Sowton, Co-opted Member of the Third Sector Task and Finish Group, facilitating a working session during the Voluntary Sector Grants Consultation Event in November 2008.**

## Task and Finish Groups

### Worcestershire Joint Scrutiny Exercise on Flooding: Completed Review



#### Redditch Borough Council Member Representatives 2008/09

Councillor M Chalk  
Councillor D Smith (Substitute)

The Worcestershire Joint Scrutiny Exercise into Flooding was proposed in response to the flooding which occurred in Worcestershire in summer 2007. The exercise was set up at the instigation of Worcestershire County Council in November 2007 and representatives from all the District Councils in Worcestershire and from the County Council were invited to participate. The Redditch Overview and Scrutiny Committee nominated Councillor Mike Chalk to represent Redditch Borough Council.

The Joint Scrutiny Group reviewed the immediate responses to the floods by local public agencies; the recovery of the County since the flooding; and what action needed to be taken to ensure that there would be a clear approach to dealing with any future emergencies.

The Group reported their findings to the Council's Overview and Scrutiny Committee on 4 February 2009. Following this report the Committee recommended that a working party of relevant Officers should convene to review the contents of the document; the implications for Redditch; and any actions required from the Council in relation to the Task and Finish Group's recommendations. This working group of Officers is tasked with reporting to a meeting of the Executive Committee in due course.

## Task and Finish Groups

### **Council Flat Communal Cleaning Task and Finish Group: Ongoing Review**



**Membership 2008/09**

**Councillor P Mould (Chair)**

**Councillors A Clayton, B Quinney and D Taylor.**

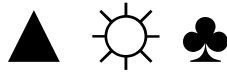
This review started in October 2008 and the Group have been working to a deadline for completing the exercise of June 2009. The objectives of the review were: to review the cleansing arrangements for communal areas including both those covered by the Council's cleaning contract and those that are not; to review the contents of the Council's cleaning contract; to determine the expectations of residents regarding the cleaning of communal areas; and to make recommendations that could lead to more efficient cleansing arrangements for the communal areas in the future.

Early in the review, to familiarise themselves with the conditions of the communal areas, Members visited several blocks of Council flats across the Borough. Members found that the levels of cleanliness of the communal areas which had cleaning arrangements covered by the Council's cleaning contract were much better than those that were not.

As part of the review, the Group agreed to arrange consultation with Council tenants and leaseholders. The first consultation took place in January with the Group visiting the Borough Tenants' Panel to gain feedback on the review and the possible proposal of implementing cleaning across all of the communal areas in Council Flats. The second consultation meeting was scheduled to take place in April and all Council tenants and leaseholders will be invited to attend. The Group wished to hear the opinions of tenants and leaseholders regarding cleaning arrangements and to discuss possible solutions to the issues raised.

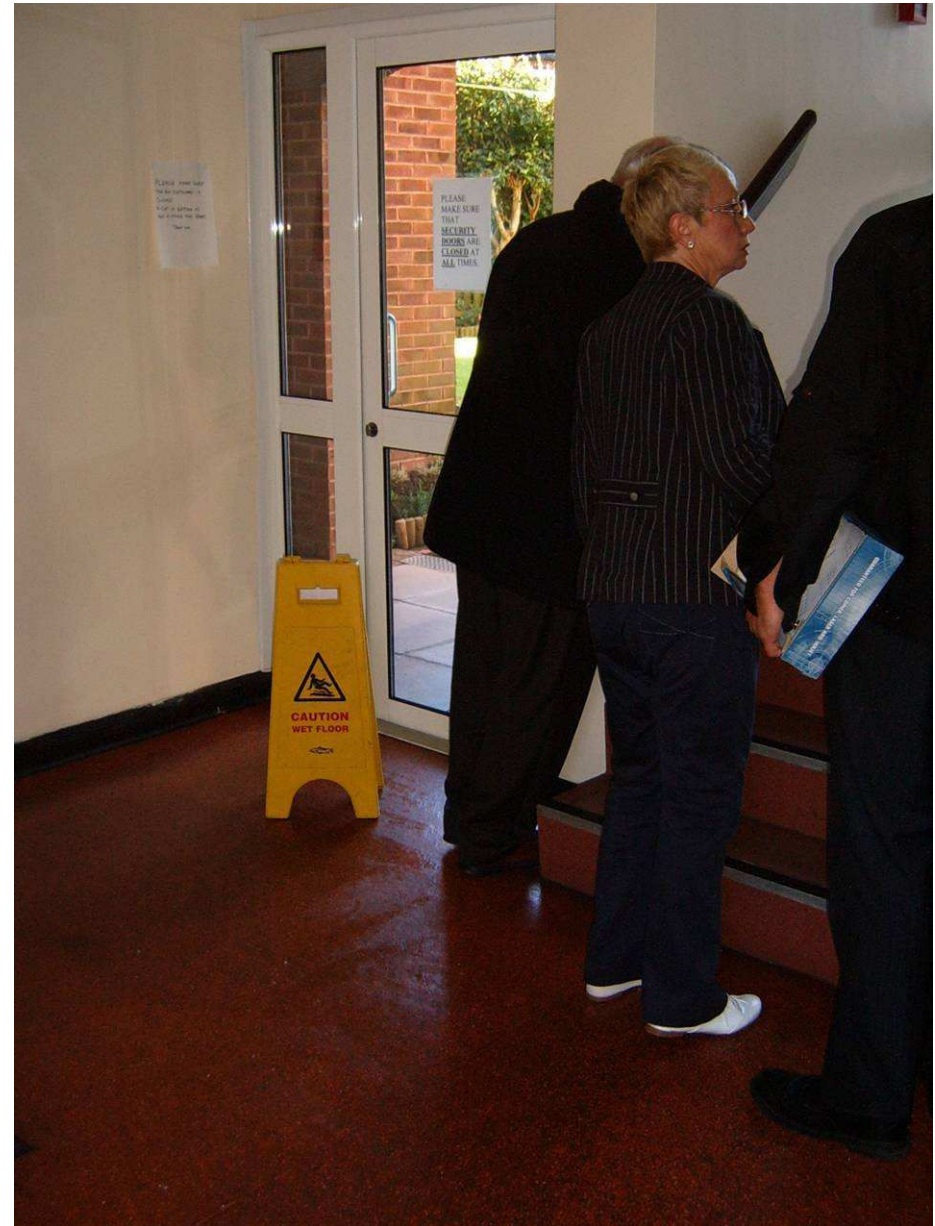
## Task and Finish Groups

### Council Flat Communal Cleaning Task and Finish Group: Ongoing Review



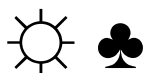
Members of the Council Flat Communal Cleaning Task and Finish Group visited various Council flat blocks and sheltered housing schemes in October 2008 to observe the impact of cleaning arrangements in communal areas.

The picture to the right is of a communal area in Chiltern House, a sheltered housing scheme situated in Redditch. The Councillors featured in this picture are (from left to right) Councillors Phil Mould and Anita Clayton.



## Task and Finish Groups

### Housing Mutual Exchange Task and Finish Group: Ongoing Review



Membership 2008/09

Councillor D Smith (Chair)

Councillors J Cookson, J Field, B Hartnett and D Thomas.

Co-opted Membership (subject to consideration at the time of writing)

The review of the Council's approach to Housing Mutual Exchange was originally proposed during the Overview and Scrutiny Work Programme Planning Afternoon in June 2008 (for further information about the Work Programme Planning Afternoon please see pp 3 - 6).

Members agreed that this review would focus upon: whether the Council's Housing Mutual Exchange policy and practices were fit for purpose; arrangements for exchanges with areas outside of the Borough; the methods utilised by the Council to advertise mutual exchanges to tenants and whether these could be improved; and lessons of best practice that could be learned from other local authorities.

Originally it was agreed that this item would be reviewed by the Overview and Scrutiny Committee itself. However, it quickly became apparent that this in-depth review would be more appropriate for a Task and Finish Group exercise.

The Task and Finish Group aim to complete their review by the summer 2009.

## Press Coverage

The Overview and Scrutiny Committee is always looking for ways to promote its activities and to raise awareness of the scrutiny function outside the Council. Last year's Committee, at the end of the year, issued a press release promoting the Overview and Scrutiny Annual Report for 2007/08. This prompted a complimentary article in one of the local newspapers.

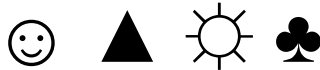
This year, the Third Sector Task and Finish Group used the local press considerably to raise awareness of their work. The Group utilised both a press release and an advert to invite representatives of the voluntary sector to the Consultation Event they hosted in November 2008. There was also some coverage regarding the Role of the Mayor Task and Finish Group in the local press.

The recent re-introduction of the Council's newspaper, Redditch Matters, provides further scope to advertise the activities of Overview and Scrutiny at the Council. Articles regarding the Overview and Scrutiny function and about the Third Sector Task and Finish Group are due to be published in a forthcoming edition of Redditch Matters.



# Conclusion

## Scrutiny in the future



The Committee feels that this year it has undertaken some very thorough reviews and has made a significant number of recommendations to the Executive Committee both in the form of Task and Finish Group recommendations and recommendations derived from work undertaken by the Committee itself.

Members of the Committee agree that it is becoming more effective at: undertaking policy reviews, holding partners to account, and conducting short sharp reviews at the Committee level. However, the Committee recognises that there are still areas of scrutiny that could be developed and improved.

During the coming year, Members and Officers have identified the following issues for further work:

- the development of a Councillor Call for Action process, including a specified role for Overview and Scrutiny within that process;
- effective scrutiny of local partners and partnerships;
- more effective scrutiny of performance and budgetary information; and
- more effective pre-scrutiny.

# Membership Gallery

## Chair and Vice-Chair of the Overview and Scrutiny Committee



**Councillor Phil Mould, Chair of  
the Overview and Scrutiny  
Committee**



**Councillor David Smith,  
Vice-Chair of the Overview and  
Scrutiny Committee**

# Membership Gallery



**Councillor Kath  
Banks**



**Councillor Mike  
Chalk**



**Councillor Bill  
Hartnett**



**Councillor Robin  
King**



**Councillor William  
Norton**



**Councillor  
Debbie Taylor**



**Councillor Diane  
Thomas**

## Expressions of Gratitude

### Expert Witnesses

The Overview and Scrutiny Committee would like to thank the following expert witnesses for their contributions during the year:

Wayne Arthur, Worcestershire County Council  
Alec Benwell, Tamworth Borough Council  
The Borough Tenants Panel  
Austin Birks, Diamond Bus Company  
Matthew Cooper, Diamond Bus Company  
Stephen Harrison, Worcestershire County Council  
Susie James, Worcestershire County Council  
Councillor Stephen Inman, Worcester City Council  
John Jordan, Worcestershire County Council  
Councillor Martin King, Wychavon District Council  
Alison Kite, Gloucester City Council  
Tessa Liebschner, Gloucester City Council  
Councillor Richard Morris, Droitwich Spa Town Council  
Lorraine Pitt, Droitwich Spa Town Council  
Andrew Powell, The Redditch Standard  
Martin Rowe, Worcestershire County Council  
Gordon Stewart, Worcestershire County Council  
Chris Wilson, Worcestershire County Council  
Councillor Valerie Wood, Pershore Town Council

Members would also like to thank the 25 delegates who attended the Voluntary Sector Grants Consultation Event in November 2008.

# Expressions of Gratitude

## Co-opted Members

The Overview and Scrutiny Committee would like to thank the following co-opted members for their contributions:

Trish Buckley, Co-opted Member of the Overview and Scrutiny Committee from UNISON

Ron Colebrook, Co-opted Member of the Overview and Scrutiny Committee from UNISON

Ann Sowton, Co-opted Member of the Third Sector Task and Finish Group from the Bromsgrove and Redditch Network (BARN)

## Officers

A number of Officers have been particularly supportive of the Overview and Scrutiny process in 2008/09. Although it is not possible to acknowledge all Officers in this report the following individuals deserve recognition for their outstanding contributions to the scrutiny process this year.

Sue Hanley, Deputy Chief Executive

Angie Heighway, Head of Strategy and Partnerships

Chris Hemming, Asset Maintenance Officer

Teresa Kristunas, Head of Finance, Revenue and Benefits

Peter Rose, Policy Officer

Liz Tompkin, Head of Housing.

## Glossary / Key to Abbreviations

**BARN** The Bromsgrove and Redditch Network (BARN) is a local infrastructure organisation which supports the Voluntary and Community Sector.

**CfPS** The Centre for Public Scrutiny (CfPS) is the organisation set up to promote effective scrutiny in local government.

**Corporate Plan** The Corporate Plan forms one link in a chain of plans and strategies which are targeted at achieving a vision for the County of Worcestershire. Redditch Borough Council's Corporate Plan for 2009 to 2012 is a key document which demonstrates how the Council will work towards the vision for the Borough set out in the Redditch Sustainable Community Strategy.

**INLOGOV** The Institute of Local Government Studies, (INLOGOV), is a department at the University of Birmingham which specialises in public sector research. The department runs numerous seminars throughout the year, including sessions that focus on Overview and Scrutiny in Local Government.

**Medium Term Financial Plan** The Medium Term Financial Plan contains information about the Council's Medium Term Financial Strategy for the forthcoming three year period. In particular, general information about the budget; required savings; and potential revenue and capital expenditure is provided in this plan.

## Overview and Scrutiny Support Officers

### Officer Support

This year the Overview and Scrutiny Support Officers, Jess Bayley and Helen Saunders, received the Outstanding Support Service Award at the 2008 Redditch Borough Council Employee Awards.



Featured are (from left to right) Helen Saunders and Jess Bayley holding the trophy and certificates awarded to them during the Staff Awards Ceremony in January 2009.

## Overview and Scrutiny Contact Details

For additional copies of this report, or to find out more about Overview & Scrutiny at Redditch Borough Council please contact:

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Further information about the Overview and Scrutiny process at Redditch Borough Council can also be found on the Council's dedicated web pages. To access these web pages please use the web address attached here and then follow the links:

<http://hub.whub.org.uk/home/rbc-your-council-overview-and-scrutiny>

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