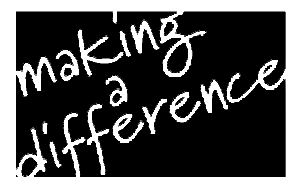


Overview and Scrutiny Committee

Wednesday, 2nd March,
2011
7.00 pm

Committee Room Two
Town Hall
Redditch



www.redditchbc.gov.uk

Access to Information - Your Rights

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.
- 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

**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
Jess Bayley and Michael Craggs
Overview and Scrutiny Support Officers**

**Town Hall, Walter Stranz Square, Redditch, B98 8AH
Tel: 01527 64252 (Ext. 3268 / 3267) Fax: (01527) 65216
e.mail: jess.bayley@redditchbc.gov.uk / michael.craggs@redditchbc.gov.uk
Minicom: 595528**

Welcome to today's meeting.

Guidance for the Public

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 Walter Stranz Square.

Declaration of Interests: Guidance for Councillors

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).



Overview and Scrutiny Committee

Wednesday, 2nd March, 2011

7.00 pm

Committee Room 2 Town Hall

Agenda

Membership:

Cllrs:	Diane Thomas (Chair)	William Norton Brenda Quinney
	Anita Clayton (Vice-Chair)	Mark Shurmer Graham Vickery
	Peter Anderson Bill Hartnett Robin King	

<p>1. Apologies and named substitutes</p>	<p>To receive apologies for absence and details of any Councillor (or co-optee substitute) nominated to attend this meeting in place of a member of this Committee.</p>
<p>2. Declarations of interest and of Party Whip</p>	<p>To invite Councillors to declare any interest they may have in items on the Agenda and any Party Whip.</p>
<p>3. Minutes (Pages 1 - 12)</p>	<p>To confirm the minutes of the most recent meeting of the Overview and Scrutiny Committee as a correct record.</p> <p>(Minutes attached)</p> <p>(No Specific Ward Relevance)</p>
<p>4. Actions List (Pages 13 - 14)</p>	<p>To note the contents of the Overview and Scrutiny Actions List.</p> <p>(Report attached)</p> <p>(No Specific Ward Relevance)</p>
<p>5. Call-in and Scrutiny of the Forward Plan</p>	<p>To consider whether any Key Decisions of the Executive Committee's most recent meeting(s) should be subject to call-in and also to consider whether any items on the Forward Plan are suitable for scrutiny.</p> <p>(No separate report).</p> <p>(No Specific Ward Relevance)</p>

Overview and Scrutiny

Committee

Wednesday, 2nd March, 2011

<p>6. Task & Finish Reviews - Draft Scoping Documents</p>	<p>To consider any scoping documents provided for possible Overview and Scrutiny review.</p> <p>(No reports attached)</p> <p>(No Specific Ward Relevance)</p>
<p>7. Task and Finish Groups - Progress Reports</p>	<p>To consider progress to date on the current reviews against the terms set by the Overview and Scrutiny Committee.</p> <p>The current reviews in progress are:</p> <ol style="list-style-type: none">1. Gritting – Chair, Councillor Graham Vickery;2. Promoting Redditch - Chair, Councillor Graham Vickery; and3. Work Experience – Chair, Councillor Peter Anderson. <p>(Oral reports)</p> <p>All Wards</p>
<p>8. Portfolio Holder Annual Report - Planning, Regeneration, Economic Development and Local Transport</p> <p>(Pages 15 - 18)</p> <p>Councillor Jinny Pearce</p>	<p>To receive a presentation from the Portfolio Holder for Planning, Regeneration, Economic Development and Local Transport, Councillor Jinny Pearce, based on the questions proposed by the Overview and Scrutiny Committee.</p> <p>(Report attached)</p> <p>All Wards</p>
<p>9. Redditch Sustainable Community Strategy – Pre-Scrutiny</p> <p>(Pages 19 - 66)</p> <p>H Broughton - Redditch Partnership Manager</p>	<p>To consider the Redditch Sustainable Community Strategy 2011 - 2014 for Pre-Scrutiny.</p> <p>(Report attached)</p> <p>All Wards</p>
<p>10. Promoting Redditch Task and Finish Review - Final Report</p> <p>(Pages 67 - 168)</p> <p>Councillor Graham Vickery</p>	<p>To consider the Promoting Redditch Task and Finish Review - Final Report.</p> <p>(Report attached and Executive Summary to follow))</p> <p>All Wards</p>

Overview and Scrutiny

Committee

Wednesday, 2nd March, 2011

<p>11. Performance Report for the services within the Leisure and Tourism Portfolio</p> <p>J Godwin, Head of Leisure and Cultural Services</p>	<p>To receive the Performance Report for the services within the Leisure and Tourism Portfolio.</p> <p>(Report to follow)</p> <p>All Wards</p>
<p>12. Overview and Scrutiny Annual Report - Draft</p>	<p>To consider the draft contents of the Overview and Scrutiny Committee's Annual Report, due to be presented for the consideration of Council Monday 28th March.</p> <p>(Report to follow).</p> <p>(No Specific Ward Relevance)</p>
<p>13. Joint Worcestershire Scrutiny Framework</p> <p>(Pages 169 - 172)</p>	<p>To consider and approve the Joint Worcestershire Scrutiny Framework</p> <p>(Report attached)</p> <p>(No Specific Ward Relevance)</p>
<p>14. Referrals</p>	<p>To consider any referrals to the Overview & Scrutiny Committee direct, or arising from:</p> <ul style="list-style-type: none">• The Executive Committee or full Council• Other sources. <p>(No separate report).</p> <p>All Wards</p>
<p>15. Work Programme</p> <p>(Pages 173 - 176)</p>	<p>To consider the Committee's current Work Programme, and potential items for addition to the list arising from:</p> <ul style="list-style-type: none">• The Forward Plan / Committee agendas• External publications• Other sources. <p>(Report attached)</p> <p>(No Specific Ward Relevance)</p>

Overview and Scrutiny

Committee

Wednesday, 2nd March, 2011

16. Exclusion of the Press and Public

Should it be necessary, in the opinion of the Borough Director, during the course of the meeting to consider excluding the public from the meeting on the grounds that exempt information is likely to be divulged, it may be necessary to move the following resolution:

“That, under S.100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting for the following matter(s) on the grounds that it/they involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs (to be specified) of Part 1 of Schedule 12 (A) of the said Act”.



Overview and Scrutiny Committee

Wednesday, 9th February, 2011

MINUTES

Present:

Councillor Diane Thomas (Chair), Councillor Anita Clayton (Vice-Chair) and Councillors Peter Anderson, Bill Hartnett, Robin King, Brenda Quinney, Mark Shurmer and Graham Vickery

Also Present:

Councillors Carole Gandy and Andrew Brazier

Officers:

Hugh Bennett, Matthew Bough, Elise Hopkins, Jayne Pickering, and Deborah Poole

Committee Services Officers:

Jess Bayley and Michael Craggs

176. APOLOGIES AND NAMED SUBSTITUTES

There were no apologies or named substitutes.

177. DECLARATIONS OF INTEREST AND OF PARTY WHIP

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

178. MINUTES

RESOLVED that

the minutes of the meeting of the Committee on 19th January 2011 be confirmed as a correct record and signed by the Chair.

179. ACTIONS LIST

Members considered the latest version of the Committee's Actions List. Officers advised Members that all the actions had either already been completed or were due to be completed during the course of the meeting.

.....
Chair

Overview and Scrutiny Committee

Wednesday, 9th February, 2011

Members heard that the Chair had received a written response from Ms Trish Haines, Chief Executive, Worcestershire County Council, in reply to the Chair's letter of 13th January 2011, outlining the Committee's concerns with the Joint Worcestershire Hub Scrutiny Review. The letter acknowledged the Committee's concerns regarding the number of recommendations within the report, although it was argued that the number of recommendations was relative to the size and scope of the review.

RESOLVED that

- 1) Officers circulate a copy of the letter from Ms Trish Haines amongst members of the Committee; and**
- 2) the Committee's Actions List be noted.**

180. CALL-IN AND SCRUTINY OF THE FORWARD PLAN

There were no call-ins and no items were identified on the Council's Forward Plan as suitable for further scrutiny.

181. TASK & FINISH REVIEWS - DRAFT SCOPING DOCUMENTS

Members were informed that a draft scoping document would be received for consideration under the Referrals item.

182. TASK AND FINISH GROUPS - PROGRESS REPORTS

The Committee received the following reports in relation to current reviews:

- a) Promoting Redditch – Chair, Councillor Graham Vickery

The Chair informed the Committee that the review was nearing completion. No further evidence was being collected and the final report was in the process of being drafted. It was fully expected that the Group would meet its deadline and submit its final report for consideration at the Committee meeting on 2nd March 2011.

The Committee heard the report would be wide ranging and comprehensive following a thorough evidence collection process. The Group had met with a range of expert witnesses and had considered written evidence.

- b) Work Experience Opportunities – Chair, Councillor Peter Anderson

Overview and Scrutiny Committee

Wednesday, 9th February, 2011

The Chair informed the Committee that the Group had recently met with Forward Consortium, a consortium of secondary schools and colleges in North East Worcestershire that provides students with the opportunity to achieve a Diploma Certificate, involving a mixed element of academic and vocational learning. Work experience was an important component of the Diploma.

The Group had discovered that there was uncertainty regarding the ongoing role of Forward Consortium and other local organisations that facilitated work experience opportunities. The Chair suggested that the significance of this was increased by the fact that legislation would soon require children to remain in education beyond the current minimum age of 16. School children would continue to need to be provided with vocational learning opportunities, including work experience placements.

The Committee was further informed that the Group was due to consult with local schools and colleges regarding work experience opportunities and to discuss how these could be increased.

RESOLVED that

the update reports be noted.

183. CRIME AND DISORDER SCRUTINY PANEL - CHAIR'S UPDATE

The Chair of Crime and Disorder Scrutiny Panel provided a summary of his written report which detailed the Panel's most recent meeting held on 20th January 2011.

The Chair referred the Committee to a formatting error within the report that misrepresented a comment regarding the effect of changes to the licensing law to mistakenly state that the new licensing laws *had* produced the expected outcomes expected that were hoped for, that of reduced alcohol consumption, sensible drinking and the café culture. Officers agreed to amend the report as necessary.

The Committee queried whether the Alexandra Hospital's policy of admitting intoxicated under age alcohol users was consistent with the policies of other hospitals. Concerns had been raised that this policy might have created a misconception of the town's drinking culture when compared to that of other areas. The Chair of the Panel undertook to contact relevant authorities to ascertain whether the hospital's policy was rare or common practice. The Chair did

Overview and Scrutiny Committee

Wednesday, 9th February, 2011

suggest, however, that it was useful to have a clear picture of the town's drinking patterns in order to provide appropriate support for those in need.

RESOLVED that:

- 1) **the Chair of the Crime and Disorder Scrutiny Panel write to both Worcestershire County Council and the relevant Government Minister to clarify the alcohol related admissions practices at hospitals outside Redditch; and**
- 2) **the report be noted**

184. PORTFOLIO HOLDER ANNUAL REPORT - COMMUNITY LEADERSHIP AND PARTNERSHIPS

Councillor Carole Gandy, Portfolio Holder for Community Leadership and Partnership, provided Members with responses to the Committee's list of questions that had been agreed at the previous meeting of the Committee, as detailed below:

- 1) What did the educational attainment conference achieve? What further action is planned on this by the Council?

The prevailing message from the conference was that a school's success was largely dependent upon the effectiveness of its governors. For example, the improved performance of a local school was attributed to the excellent performance of its governors to ensure that the school's decision makers were robustly challenged. However, there was a shared sense at the conference that the general standard of the governors at some local schools required improvement.

Members were advised that a number of Council staff and members of the local police had recently become school governors. All local schools were said to have become more aware of mentoring opportunities following a move to bring together mentoring organisations.

Councillor Gandy had met with the Head of Children's Services at Warrington Borough Council to discuss adopting measures in Redditch that had been introduced in Warrington to improve pupil's performance. Instilling a sense of pride amongst pupils in where they lived, predominantly through incorporating references to the heritage of the town into all facets of education, had worked very successfully in Warrington.

Overview and Scrutiny Committee

Wednesday, 9th February, 2011

The conference had also addressed the merits of a two-tier education system against that of a three-tier system. Members were informed that a piece of research had subsequently been commissioned to investigate why approximately twenty per cent of school age children in Redditch were educated outside the town.

An Education Action Plan for Redditch had been compiled and was due to be considered for pre-scrutiny by the Committee as part of the Sustainable Community Strategy on 2nd March 2011.

- 2) Please clarify what further information will be coming through about tackling health inequalities in Redditch.

Members were advised that the Local Strategic Partnership had been tasked with assessing local health inequalities following the publication of the Comprehensive Area Assessment in December 2009. This had allocated a red flag to Redditch for quality of life issues, and had identified problems with health inequalities in the Borough.

Having undertaken a survey at the Morton Stanley Park Festival, obesity and smoking had been identified as the main public health barriers to overcome. A Health Action Plan had been developed which was specifically aimed at promoting healthy lifestyles and actions such as smoking cessation. The action plan was due to be considered for pre-scrutiny by the Committee as part of the Sustainable Community Strategy on 2nd March 2011.

The Committee was informed that the Local Strategic Partnership had held an away day to consider measures to improve people's health. It was agreed during the course of the discussions that the Council should have a clearer focus on planning applications to establish a fairer balance between fast food and healthy food outlets in order to assist the long term health prospects of many residents.

- 3) What changes to the lives of Redditch people has been achieved by identifying red flag issues?

Members were advised that a long term strategy was required in order to address the issues identified in the red flag in a way that would have a positive impact on people's lives. Work was being undertaken by the Local Strategic Partnership to address both health education and local employment opportunities.

Overview and Scrutiny Committee

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It was suggested that by concentrating on specific local areas the work of the LSP could make a significant impact.

- 4) What problems do you foresee for the future in relation to the areas for which you have Portfolio Holder responsibility?

Councillor Gandy advised the Committee that funding constraints represented an obvious challenge for the partnership to overcome. However, the partnership would retain focus on its priorities and would take difficult decisions in order to keep jobs in Redditch and improve the lifestyles of its residents.

Members heard that residents and staff members would continue to be fully informed about the difficult decisions that were being taken by the Council to meet its priorities in light of funding constraints.

- 5) How have partnerships:

- (a) Improved the delivery of services to Redditch?

The Committee was informed that the Council's work with a range of different partners was generally helping to improve the delivery of services to Redditch. However, it was acknowledged that the Council's relations with some partners could be strengthened.

Members expressed concern that the Council appeared to be unfairly burdened in terms of its partnership work. However, it was stressed to the Committee that it was necessary in many cases for the Council to take a lead in partnership work as part of the local authority's responsibility for Community Leadership.

- (b) Enhanced the accountability of Officers and Councillors?

The Committee was advised of the current arrangements for holding both the Local Strategic Partnership and Community Safety Partnership to account. This included an active role for the Overview and Scrutiny Committee and Crime and Disorder Scrutiny Panel.

Members expressed concern that LSP minutes had not been subject to sufficient scrutiny when received by Council. It was subsequently suggested that the Constitutional Review Working Party could address whether the LSP minutes could

Overview and Scrutiny Committee

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be made to feature more prominently on the future Council agendas.

Councillor Gandy also informed Members that progress was being made in delivering the objectives set in the Town Centre Strategy. This would help to deliver significant improvements in the town centre in the long-term.

6) Do you feel that Shopping Investment and Giving (SIG) has been effectively implemented?

The Committee was informed that the Council had received a huge number of applications from local organisations for funding through the Council's grant allocation process. Members would soon be provided with the full list which contained many innovative proposals. Each bid would be objectively assessed to see if it was in the interests of local residents.

Members were advised that the shopping element of the scheme had yet to be fully realised. Shopping would require significant investment in a third sector organisation through a contractual arrangement. Due to the financial and accountability implications, careful consideration would need to be given as to how this could be applied in the long-term.

Significant concern was raised that the Council's interpretation of 'Investing' within the scheme was not consistent with that of the County Council's. It was suggested that the Council should be looking to place greater emphasis on upskilling local organisations through the scheme. However, Members were informed that the Council possessed the freedom to establish its own definition and had developed its own guidance in relation to investing which was outlined in the Council's Grants Policy.

Members were further informed that Officers were attempting to identify alternative funding streams for local Voluntary Sector organisations to ensure that these organisations did not become dependent on local authority funding.

7) Are we gathering any evidence from the roadshows? What added value has been achieved by holding the roadshows?

The Council had met with more than 500 residents at roadshows held during the previous six months. Nearly half of these residents consulted expressed satisfaction with the performance of the Council. A number of suggestions for improvement had been received, including providing further

Overview and Scrutiny Committee

Wednesday, 9th February, 2011

details about both the Tourist Information Centre and the Reddicard.

The vast majority of residents contacted stated that they enjoyed living in Redditch. Those who were critical tended to have lived in the town for their whole life and therefore could not compare living in Redditch with the experience of living within another town.

Significantly, the four priorities that had been identified for the new version of the Sustainable Community Strategy were consistent with the priorities of local residents who were consulted.

The roadshows were described as an extremely useful opportunity for Officers to meet directly with local residents and to hear not only their suggestions for improvement, but to also learn about how they were their views of Council services.

RESOLVED that

the report be noted.

185. FURTHER INFORMATION ON DRAFT BUDGET PROPOSALS WITHIN MEDIUM TERM FINANCIAL PLAN 2011/12 - 2013/14

Members were updated on alterations to the draft budget proposals within the Medium Term Financial Plan since the previous meeting.

A number of budget bids had been re-classified from a medium to high priority by the Executive Committee and were therefore to be included within the Medium Term Financial Plan. Under the revenue bids, this included: town centre regeneration; aftercare service; business start up grant; and the careers fair for Year 8 students. This amounted to approximately £37,000 additionally per annum.

Under the capital bids, the installation of a new telephone system had been reclassified from a medium to a high priority bid. Members were advised that significant potential repair costs for the current system were behind the rationale of the reclassification.

It was re-iterated that although there was a significant initial outlay for the Solar Panels capital bid, it was expected that this would eventually be off-set in the long-term through the Government's commitment to rewarding green measures introduced by local authorities. The proposals to install solar panels on listed buildings had been legally approved.

Overview and Scrutiny Committee

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It had been proposed that the budget gap for 2011/12 would be recovered from balances, while the budget gap for 2012/13 would be met through shared services and other savings.

RECOMMENDED that:

the draft revenue bids 2011/12 – 2013/14 and draft capital bids 2011/12 – 2013/14, be approved; and

RESOLVED that:

the additional information requested by the Committee regarding the budget bids be noted.

186. PERFORMANCE REPORT FOR THE SERVICES WITHIN THE PLANNING, REGENERATION, ECONOMIC DEVELOPMENT AND LOCAL TRANSPORT PORTFOLIO

The Committee received a written report which detailed the performance of services within the remit of the Portfolio Holder for Planning, Regeneration, Economic Development and Local Transport Portfolio, Councillor Jinny Pearce. On the basis of the information contained within the report Members requested that the following questions be addressed by the Portfolio Holder in her Annual Report to the Committee, which was scheduled to be delivered on 2nd March 2011.

- a) What proposals for investment in economic development do you have?
- b) What measurements will the Council use to gauge that effectiveness of the Economic Development Strategy?
- c) What steps does the Council plan to take to address:
 - (i) Changes in bus pass provision?
 - (ii) Changes in bus pass subsidies and the impact on routes in Redditch?
- d) How many actual jobs have been created by the Economic Development Unit? Do we have mechanisms for counting these jobs?
- e) What problems do you foresee in the future for your service areas?
- f) Why is it taking so long for town centre landscaping improvements to be implemented?

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- g) Is the Town Centre Strategy overly ambitious?
- h) How are we placing Redditch on the map in terms of business tourism?
- i) What success has the Learn Direct service that replaced the REDI Centre had so far to date?

RESOLVED that

- 1) **the Portfolio Holder for Planning, Regeneration, Economic Development and Local Transport be invited to answer the questions detailed in the preamble above when delivering her Annual Report before the Committee; and**
- 2) **the report be noted.**

187. JOINT WORCESTERSHIRE SCRUTINY FRAMEWORK

The Committee was informed that Councillor Anderson had developed a response to the Framework. This was unfortunately not available at the meeting. It was therefore suggested that the item should be re-considered at the next meeting.

RESOLVED that:

the Joint Worcestershire Scrutiny Framework be reconsidered at the following meeting.

188. REFERRALS

The Committee considered a draft scoping document for a proposed short, sharp review into road gritting following a referral from Council.

Members heard that the proposed review had emanated from residents complaints about a lack of gritting on local highways. The complaints appeared to indicate that measures identified within the County Council scrutiny review, *Gritting: Winter Service Review*, published in 2010, to preserve the road system during inclement weather had so far been ineffective. The referral therefore proposed closer examination of the report's agreed actions.

The Committee was informed that Worcestershire County Council was due to monitor the implementation of the actions that had been recommended in their report during 2011. The Group's findings could be inputted into County's monitoring process.

Overview and Scrutiny Committee

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The Committee felt that it would not be appropriate to undertake the proposed review as an exercise in joint scrutiny due to the distinct road systems between Redditch and neighbouring local authorities.

RESOLVED that

- 1) **the Overview and Scrutiny Committee undertake a short, sharp review into road gritting in Redditch, to be completed no later than 13th April 2011;**
- 2) **Councillor Graham Vickery be appointed as Chair of the Review;**
- 3) **Political Party Group Leaders be contacted to nominate representatives onto the review;**
- 4) **Councillors be consulted for their thoughts on the issue and for any reports of gritting problems during the inclement weather during the winter of 2010/11; and**
- 5) **the Committee's Work Programme be amended accordingly.**

189. WORK PROGRAMME

Members were advised of recent amendments to the Work Programme as agreed at the previous meeting.

The Chair suggested that as the agenda for the meeting on 23rd March was currently very full, the following items be deferred to the meeting on 13th April:

- (a) Private Sector Home Support Service – Post Scrutiny;
- (b) Youth Employment at Redditch Borough Council – Update Report; and
- (c) Disabled Facilities Grants and the Lifetime Grant - scrutiny of the Countrywide Scheme.

RESOLVED that

- 1) **the Committee's Work Programme be amended accordingly; and**
- 2) **the remainder of the Work Programme be noted.**

190. PETITION - URGENT BUSINESS

Overview and Scrutiny Committee

Wednesday, 9th February, 2011

Under the Council's new procedures for the consideration of Petitions, the Committee received a Petition in relation to anti-social behaviour in Winslow Close.

Members were advised that their remit was limited to considering whether the Council's Housing Team was following appropriate housing allocations procedures. The Committee could not propose any final decision in relation to the outcome of the petition.

The Committee was advised that proper policies and procedures were being followed by the Council when allocated housing. However, Members expressed concern that providing alternative accommodation to evicted tenants was failing to adequately address anti-social behaviour problems within Council accommodation. Officers acknowledged the concern and responded that the Council tried to allocate accommodation accordingly if problems around mental health were detected. However, it was often difficult for the Council to prevent anti-social behaviour when these instances occurred. The Council was committed to balancing support for tenants with behavioural problems with support for neighbouring tenants who had been affected by anti-social behaviour.

Officers explained that set procedures were adhered to in the event of a possible eviction. This followed a legal course of action if it had been agreed that an eviction notice would be enforced.

RESOLVED that

the Petition be noted.

The Meeting commenced at 6.30 pm
and closed at 9.10 pm

Actions requested by the Overview and Scrutiny Committee

Date Action Requested	Action to be Taken	Response
8th December 2011 1	Members requested that the Joint Worcestershire Hub review be raised for discussion at the following Joint Chairs and Vice Chairs' Scrutiny Network Meeting in February /March 2011.	This matter will be raised during the next network meeting when it takes place in February / March 2011. TO BE DONE, Lead Officers, Overview and Scrutiny Support Officers, estimated completion date, March 2011.
9th February 2011 2	The Chair informed Members that she had received a written response from Trish Haines, Chief Executive, Worcestershire County Council, following her letter on behalf of the Overview and Scrutiny Committee outlining its concerns with the final report of the Joint Worcestershire Hub Task and Finish Group.	Officers to circulate the received letter to all Committee Members. DONE
9th February 2011 3	Members were informed that the Crime and Disorder Scrutiny Panel had received a presentation at its previous meeting concerning alcohol related hospital admissions. The Panel was interested to discover how the alcohol related admissions policies at other hospitals compared with the local policy.	The Chair of the Panel to send a letter to relevant authorities requesting the necessary information. TO BE DONE FOR THIS MEETING
9th February 2011 4	Officers agreed to check the potential legal implications involved with installing Solar Panels on specific parts of Council buildings.	Officers to circulate the requested information to all Committee members. DONE

<p>9th February 2011</p> <p>5</p>	<p>Members proposed a number of questions for Councillor Pearce to address during the delivery of her Portfolio Holder Annual Report before the Committee on 02/03/11</p>	<p>Questions to be forwarded onto Cllr Pearce and relevant officers.</p> <p>DONE</p>
<p>9th February 2011</p> <p>6</p>	<p>Members suggested that, for the purposes of the Gritting review, it would be useful to receive from all non Committee Members any reports about gritting problems/difficulties with the road conditions during the inclement weather in December/winter 2010/11.</p>	<p>Officers to contact all non-Committee Members to invite them to submit information.</p> <p>DONE</p>



Overview & Scrutiny Committee

No Direct Ward Relevance

2nd March 2011

PORTFOLIO HOLDER ANNUAL REPORTS: QUESTIONS AND SUBJECTS FOR DISCUSSION WITH COUNCILLOR JINNY PEARCE, PORTFOLIO HOLDER FOR PLANNING, REGENERATION, ECONOMIC DEVELOPMENT AND LOCAL TRANSPORT

The following themes have been suggested by Members of the Overview and Scrutiny Committee. Questions relating to these themes will be posed to Councillor Jinny Pearce, Portfolio Holder for Planning, Regeneration, Economic Development and Local Transport at the Overview and Scrutiny Committee meeting on Wednesday 2nd March 2011.

- 1) What proposals for investment in economic development do you have?
- 2) What measurements will the Council use to gauge that effectiveness of the Economic Development Strategy?
- 3) What steps does the Council plan to take to address:
 - (a) Changes in bus pass provision?
 - (b) Changes in bus pass subsidies and the impact on routes in Redditch?
- 4) How many actual jobs have been created by the Economic Development Unit? Do we have mechanisms for counting these jobs?
- 5) What problems do you foresee in the future for your service areas?
- 6) Why is it taking so long for town centre landscaping improvements to be implemented?
- 7) Is the Town Centre Strategy overly ambitious?
- 8) How are we placing Redditch on the map in terms of business tourism?
- 9) What success has the Learn Direct service that replaced the REDI Centre had so far to date?

Overview & Scrutiny

Committee

2nd March 2011

NB Note draft revision /Update – Page 2. S

REDDITCH BOROUGH COUNCIL GUIDE TO / FOR PORTFOLIO HOLDERS

Portfolio Holders are appointed annually by the Council (separate sheet refers) 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.

"Portfolio Holder" indicates a member of the Council's Executive Committee who, within the allotted area of responsibility,

CAN	1.	Monitor Council performance informed by documents such as: <ul style="list-style-type: none"> • Community Strategy • Corporate Plan • Service Plans • Budgets • E.Government statements • BVPI's / Local PI's (separate document available) • Forward Plan 	*
	2.	Monitor the implementation of Council policy and decisions informed, in addition to the above, by <ul style="list-style-type: none"> • Council reports and Minutes • Personal contact with Officers 	*
	3.	Act as consultee for Members and Officers <ul style="list-style-type: none"> • Formally, in accordance with approved delegations of authority to Officers • Informally for general reference. 	*
	4.	Act as "Spokesperson" for the Council in relation to Press / Media / outside the	

Overview & Scrutiny

Committee

2nd March 2011

		Council, but <u>not exclusively (other Members may also have this shared role)</u> (Council decision – 11th October ??)	
	5.	Act as “Rapporteur” a) to report annually to Overview & Scrutiny on the Services for which the Portfolio Holder has responsibility; and b) to act as a channel for feedback from representatives of outside bodies which fall within the remit of the Portfolio Holder. (Council Annual Meeting 22 nd May 2006)	
	6.	<i>the role of Portfolio Holders be expanded to include a higher level of involvement with the Local Strategic Partnership, and, more specifically, with relevant Sub-Groups of the Redditch Partnership, as and when formed.</i> (Exec January 2007 / Council ...)	
CANNOT		Act with delegated authority in any personal capacity (PFHs cannot therefore commit resources – financial / staffing, without further authority – Exec., Council, or Officer authority)	
			*
MAY	1.	Represent and “sponsor” their allotted Portfolio(s) at meetings of the Executive and the Council, and, <i>where appropriate</i> , at other Council meetings, e.g. O&S.	
	2.	Develop closer working relationship with relevant lead Directors and, via Directors, other relevant Officers.	
	3.	Attend relevant meetings, e.g. relevant O&S meetings, beyond those to which formally appointed by the Council <ul style="list-style-type: none"> • As an approved duty where invited to the meeting • Also as an approved duty when present on own initiative. <p style="text-align: right;">in accordance with current approved constitutional requirements.</p>	
	4.	Seek to trigger reports to <ul style="list-style-type: none"> • the Executive or Council, via normal report / 	

Overview & Scrutiny

Committee

2nd March 2011

		<p>agenda preparation processes</p> <ul style="list-style-type: none"> • Regulatory Committees, via normal report / agenda preparation processes • Overview and Scrutiny Committee <p>in accordance with current approved constitutional requirements.</p>	

G:M&C/Members/Portfolio Holder Guide
& Constitution / Const.documents/revised sms/8.7.6/16.7.7

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY
COMMITTEE**

2nd March 2011

SUSTAINABLE COMMUNITY STRATEGY AND ACTION PLANS

Relevant Portfolio Holder	Cllr Carole Gandy, Community Leadership & Partnership
Relevant Head of Service	Hugh Bennett, Director of Policy, Performance and Partnerships
Key Decision	

1. SUMMARY OF PROPOSALS

The Overview and Scrutiny Committee is requested to consider the Redditch Partnership Sustainable Community Strategy and its four associated Action Plans.

2. RECOMMENDATIONS

The Committee is asked to RECOMMEND that the Sustainable Community Strategy be endorsed, subject to comments.

3. BACKGROUND

- 3.1 The Redditch Partnership is a non-statutory, multi-agency partnership, which operates within the Redditch Borough boundary. The Redditch Partnership brings together representatives of the public, private, community and voluntary sectors to deliver initiatives and services in a co-ordinated and effective manner.
- 3.2 The Redditch Sustainable Community Strategy is the key working document of Redditch Partnership. The Strategy was agreed by the Redditch Partnership Management Board on 17th January 2011 and now requires adoption by all partners.

4. KEY ISSUES

- 4.1 The role of Redditch Borough Council and its LSP partners is to provide a leadership and governing role through identifying and conveying the needs and aspirations of local communities.
- 4.2 The Sustainable Community Strategy is intended to influence the Strategy and budget plans of all members of Redditch Partnership, in order to embed partnership working within the Borough.

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY
COMMITTEE**2nd March 2011

4.3 The previous Sustainable Community Strategy focussed on the key themes of the Worcestershire Local Area Agreement. With the abolishment of the Local Area Agreement and the recognition by Redditch Partnership Board that the Strategy needed to be more focussed, the refreshed Sustainable Community Strategy has been structured around four new key priorities. These are:

- a) health inequalities;
- b) education attainment;
- c) the economy; and
- d) areas of deprivation.

4.4 These priorities were identified through the 2009 Comprehensive Area Assessment where Worcestershire was given a 'red flag' for differences in the quality of life for people in Redditch compared to the rest of Worcestershire. The priorities were further developed through consultation with residents, which took place at various events in Redditch during 2010.

5. FINANCIAL IMPLICATIONS

Ongoing funding is required to enable the Partnership to become an active delivery mechanism for the Council's community leadership responsibilities and the delivery of the Sustainable Community Strategy.

6. LEGAL IMPLICATIONS

The legislative framework is set out primarily in the Local Government Act 2000 updated by the Local Government and Public Involvement in Health Act 2007. The Local Government Act 2000 introduced a statutory requirement that all local authorities prepare a Sustainable Community Strategy. This should set out local strategic priorities for an area, the basis by which progress towards those priorities can be assessed and engage key local stakeholders in planning and delivery.

7. POLICY IMPLICATIONS

7.1 The Sustainable Community Strategy is the overarching plan for the Borough and should influence Redditch Borough Council's and other partner's strategies and plans. The Strategy therefore has an important role in shaping both the Core Strategy and the Council Plan.

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- 7.2 If the Sustainable Community Strategy is endorsed, Redditch Borough Council will commit to working within the framework of Redditch Partnership to deliver shared objectives. Although endorsing the Sustainable Community Strategy does not commit to any specific delivery target or future policy development, endorsement of the Strategy may be cited in future reports recommending policy changes.

8. COUNCIL OBJECTIVES

Enterprising Communities - the Sustainable Community Strategy and the Economic Action Plan provides a structure and a series of interventions to ensure effective action is taken to contribute to this Council priority.

9. RISK MANAGEMENT, INCLUDING HEALTH & SAFETY CONSIDERATIONS

If the Redditch Sustainable Community Strategy is not endorsed, Redditch Partnership will not be able to meet the requirements placed on all Local Strategic Partnerships to produce a Sustainable Community Strategy for their local area.

10. CUSTOMER IMPLICATIONS

None identified

11. EQUALITIES AND DIVERSITY IMPLICATIONS

The Sustainable Community Strategy and its Action Plans provide a structure and series of interventions to help address issues of inequalities across the Borough.

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

The Sustainable Community Strategy and its Action Plans encourages partners to work together effectively, drawing on resources and expertise of a wide range of partners, avoiding duplication and therefore providing better value for money for the people of Redditch.

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

None identified.

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY
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14. HUMAN RESOURCES IMPLICATIONS

None identified.

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

The Redditch Partnership Board will oversee the implementation of the Sustainable Community Strategy and will monitor progress of projects contained within the four actions plans at each meeting. Redditch Overview and Scrutiny Committee has also requested to monitor the progress of the Strategy and actions plans at regular intervals.

16. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF CRIME AND DISORDER ACT 1998

None identified.

17. HEALTH INEQUALITIES IMPLICATIONS

Health Inequalities is a key priority for this Sustainable Community Strategy. The Health Inequalities Action Plan in particular sets out key interventions designed to address levels of smoking, healthy lifestyles and levels of alcohol consumption in the Borough.

18. LESSONS LEARNT

- 18.1 The previous Sustainable Community Strategy contained approximately 41 priorities. Redditch Partnership Board has acknowledged that there were too many priorities to effectively deliver on. Therefore, with the refreshed version of the Strategy the Partnership has been careful to focus on the most pressing four priority areas with a view to concentrating resources on these four areas for more effective service delivery and stronger outcomes for the Borough.
- 18.2 The previous Sustainable Community Strategy also did not include any actions plans. The Partnership Board has produced four action plans for each priority to be read in conjunction with the SCS, which specifies what additional activity (above and beyond what individual partners are delivering in their own work plans) are being undertaken to address the four priority areas. These Action Plans not only make it clear to all partners what activity is taking place but also provides a mechanism for performance management and to increase the accountability of the Partnership.

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY
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- 18.3 A dedicated Officer has now been in post to service the Partnership for over 12 months. This has enabled the Partnership to develop the SCS and the four actions plans and will enable projects that form part of the four Action Plans to be successfully progressed, developed and monitored.

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

Consultation has taken place with the community to inform this refreshed version of the Strategy. A Partnership event was held in January 2010 in the Kingfisher Shopping Centre where residents were asked what their priorities for Redditch were. Additional consultation was undertaken at the Morton Stanley Festival in August 2010 which asked residents questions more specifically about the emerging themes of health, education and the economy.

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder(s)	Yes – Redditch Partnership Board
Chief Executive	Yes – Redditch Partnership Board
Executive Director (S151 Officer)	Yes - CMT
Executive Director – Leisure, Environment and Community Services	Yes – Redditch Partnership Board
Executive Director – Planning & Regeneration, Regulatory and Housing Services	Yes - CMT
Director of Policy, Performance and Partnerships	Yes – Redditch Partnership Board
Head of Service	N/A
Head of Resources	Yes - CMT
Head of Legal, Equalities & Democratic Services	Yes - CMT
Corporate Procurement Team	No

REDDITCH BOROUGH COUNCIL

**OVERVIEW AND SCRUTINY
COMMITTEE**

2nd March 2011

21. WARDS AFFECTED

All

22. APPENDICES

Appendix 1 – Redditch Sustainable Community Strategy

Appendix 2 – (Appendix A) Health Action Plan

Appendix 3 – (Appendix B) Education Action Plan

Appendix 4 – (Appendix C) Economic action Plan

Appendix 5 – (Appendix D) Areas of Highest Need Action Plan

23. BACKGROUND PAPERS

None identified.

AUTHOR OF REPORT

Name: Helen Broughton (Redditch Partnership Manager)

E Mail: helen.broughton@redditchbc.gov.uk

Tel: 01527 64252 ext: 3237

**REDDITCH
SUSTAINABLE
COMMUNITY
STRATEGY
2011-2014**

January 2011

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1. Foreword by the Chair of Redditch Partnership

Redditch Borough is a great place to live. Our residents value the greenery of the town, the trees, our Green Flag awarded parks, the excellent retail facilities, good transport links, a strong manufacturing base (21% of our economy, compared to 12% nationally) and the range of recreational facilities on offer such as the Palace Theatre, Arrow Valley Country Park, Forge Mill Museum and soon the new Abbey Stadium.

Although Redditch is generally a good place to live there are significant health inequalities in the Borough and between different wards and lower levels of educational attainment than the rest of Worcestershire. We have five small areas in the top 20% most deprived in England; two of which are in the top 10%. Since becoming Leader of the Council and Chair of the Redditch Partnership, I have also become aware of a trend reflected in education, with a significant proportion of parents choosing to send their children across the border to other authorities for their education. I am also conscious that the number of VAT registrations i.e. new business start ups, is comparatively low. Such trends are worrying for all of us.

Fundamentally, the Sustainable Community Strategy set out on the following pages is concerned with catching these trends and reversing them by creating the right conditions for business growth, developing schools in the Borough that parents want their children educated in, regenerating areas like Winyates and Church Hill and improving the health of our residents. Redditch Partnership's four priorities are:-

- economic development;
- improving health;
- educational attainment; and
- regeneration of the areas of highest need.

These are the four issues we want to focus on. This is not to say that other important work on, for example, community safety and climate change will not continue, just that the Redditch Partnership will focus on these four priorities.

Tackling these four priorities is not going to be easy. These issues are generational and are not subject to quick fixes or the latest initiative. Also, the Council cannot tackle these issues on its own. We must work in partnership with a sustained long term focus. I believe this Sustainable Community Strategy will give us this. I hope you find it useful and I look forward to reporting progress to you each year.

Carole Gandy

Chair of the Redditch Partnership and Leader of the Council

2. Introduction

The Redditch Sustainable Community Strategy establishes the overall strategic direction and long-term vision for the Borough of Redditch. It contributes to meeting the social, economic and environmental needs of the area, helping to improve the lives of local people, both now and in the future.

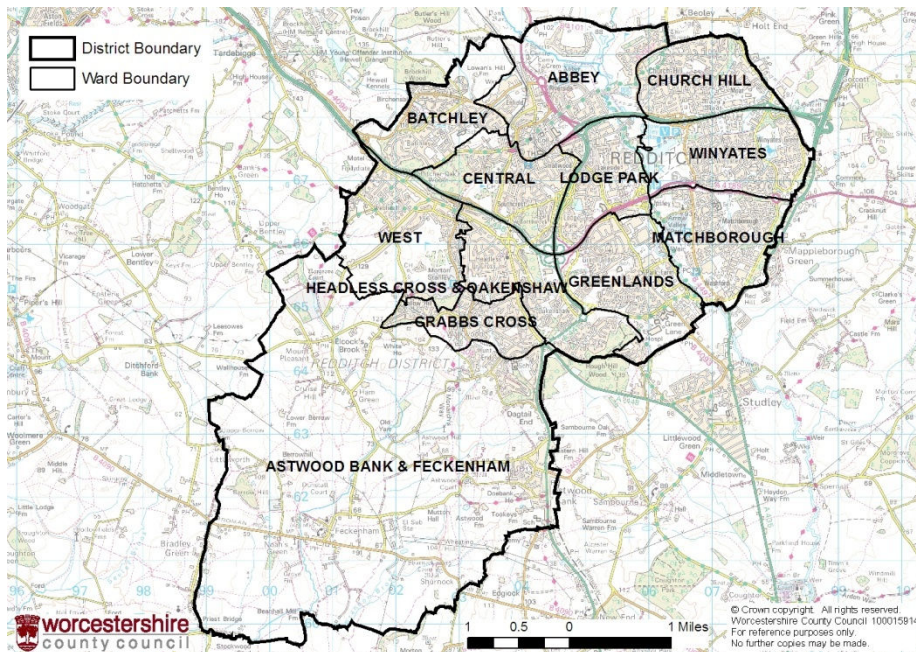
The Redditch Sustainable Community Strategy sets out the priorities of the Redditch Partnership for the next three years. It provides the evidence to explain why these priorities have been chosen, and the measures by which success will be judged. Finally, it outlines some of the specific actions already planned to deliver these priorities. These actions are just a start. Redditch Partnership will develop and build on these over the next three years, responding to new ideas and developing innovative solutions to meet our overall vision.

3. About Redditch

Redditch is situated in the north east of Worcestershire and lies 15 miles south of the West Midlands conurbation. The Borough covers a total of 54 square kilometres, and is comprised of several communities focused around district centres. The Borough is made up of two distinct areas; the urban area in the north of the Borough, which is inhabited by more than 90% of the total population, and a rural area in the south consisting of the villages Astwood Bank and Feckenham.

There are good transport links within the Borough, including a strong network of dual carriageways and A-roads that connect Redditch to areas such as Birmingham, Bromsgrove and Evesham and the town is also only a short distance from the M42.

Map of Redditch, showing Borough council wards.



Source: Worcestershire County Council

Redditch New Town

Redditch was designated a New Town in 1964 and since then the population has increased dramatically from 32,000 to around 78,813 (2001 census). Housing developments such as Church Hill, Matchborough, Winyates, Lodge Park and Woodrow were created to accommodate the large numbers of people in need of housing from an industrially expanding Birmingham.

Population Structure

The current population of the Borough is approximately 78,813. There is a fairly even split between male and female inhabitants, with 49.4% males and 50.6% females.

As a result of its designation as a New Town in 1964, Redditch attracted a large number of young families. Compared to other areas of Worcestershire, the Borough has a higher proportion of young people aged 0-17 (22.4% compared to 20.8% in the county), and a smaller proportion of individuals aged 65 or over (14.1% compared to 18.7% in the County).

Redditch District has the largest proportion of ethnic minority groups of Worcestershire's six districts. Of Redditch residents, approximately 92% are of White British or White Irish origin. Of the remaining 8% of the population, the ethnic groups with the largest population sizes are Asian or Asian British Pakistani (2.3%) and White Other (1.3%) which includes those of Eastern European origin. Across the County, the proportion of residents of Asian or Asian British Pakistani origin is highest in Redditch District and is more than double the County average proportions (0.9%).

The population of Redditch is projected to increase by about 1,500 for the period 2007-11, and by about 7,000 for 2007-26. In the future, the over-65's are projected to rise by about 7,500, with a smaller projected increase of around 1,000 for the 17 and under age group. There is a predicted drop in the working age population, with the highest expected reduction being the 9.9% anticipated reduction in the 20-29 year group. Redditch is experiencing a negative net migration unlike Worcestershire as a whole. The numbers are relatively small, with a net migration of approximately 250 people a year; nevertheless it is concerning that people appear to be leaving the Borough.

Amenities and Facilities

Redditch benefits from a wide range of amenities and facilities for all ages. Health care facilities are good and include a hospital (the Alexandra Hospital) with its own Accident and Emergency Unit. There is a large indoor covered shopping Centre (The Kingfisher Centre) that also incorporates a seven-screen cinema.

Redditch is considered to be a very green town which boasts three large parks with green flag status and many other additional open spaces. There is the well-utilised

(and recently refurbished) Edwardian “Palace Theatre” and also a museum (Forge Mill Needle Museum) dedicated to showcasing the town’s history of needle making.

Redditch Borough Council owns, operates and maintains a number of community centres in various communities in the town. Redditch Borough Council’s Sports and Leisure Services also offer a wide range sports facilities which include 4 sports centres, 2 swimming pools, a golf course, athletics track and various football pitches.

Redditch has a good road system that is mainly free from congestion. There is easy access to the M42 and other major towns and cities in the region. There is a train line, which runs half-hourly service to Birmingham and then onto Lichfield. Industry in Redditch is mainly dominated by light manufacturing and service industries. Housing provision in Redditch is good with a vast amount of choice of size, type and style of accommodation. Redditch also offers a high proportion of affordable housing.

There is a three-tier education system with first, middle and high schools. Schools operate in a pyramid system with four pyramids – 3 in specific geographical locations and 1 that takes pupils of the Roman Catholic faith. There is also a very well regarded further education college (North East Worcestershire NEW College), which caters for a wide range of vocational and academic courses and has recently opened a new facility to enable residents to take university level courses in the town.

4. Current Issues in the Borough and Evidence for Priorities

In 2009, the then Government’s performance assessment regime, the Comprehensive Area Assessment (CAA) gave Worcestershire a ‘red flag’. This red flag was given specifically for the differences in the quality of life for people living in Redditch compared to people living in the rest of Worcestershire. The CAA report highlighted a number of issues where inequalities existed for people living in Redditch. These included:

- lower life expectancy;
- high levels of smoking;
- poorer GCSE exam results;
- more people reliant on benefits; and
- more families on a low income.

It was recognised that a number of existing interventions were in place to deal with these issues, but that work was not being adequately co-ordinated to efficiently deal with these problems in the long term. Redditch Partnership recognises that it needs to take a lead role in co-ordinating work and plans to address these issues if they are going to get better. From the report, Redditch Partnership was able to identify the three key areas of health inequalities, education and the economy that it needed to prioritise in order to start to improve the quality of life for people in Redditch. This

formed the basis of the evidence base for the priorities, along with community consultation.

Health Inequalities

In broad terms the health of people in Redditch is similar to the England average; there are significant differences in health and well being between Redditch and Worcestershire across a broad range of measures. The reasons for this are complex, but can be broadly summarised as: inequalities in opportunity – for example poverty, employment, education and family; inequalities in lifestyle choices including smoking, physical activity, alcohol and sexual activity; and inequalities in accessing services.

The CAA illustrated several health related areas where Redditch was falling behind the rest of the county. Life expectancy has been identified as an issue with people in Redditch living shorter lives than the rest of the county. The most recent life expectancy figures are 77.6 years for males and for females 81.5 both of which are below the England and county average.

Nationally, alcohol abuse has been flagged as an issue and Redditch is no different. The CAA illustrated the fact that alcohol had been found to be a problem in the town. Alcohol abuse has an effect on levels of crime and anti-social behaviour especially focussed on the town centre at night. Furthermore, alcohol abuse has become more prevalent in children and younger people in the town. Approximately 19.3% of people in Redditch are considered to be “binge drinkers” and there are approximately 1629 hospital stays per year for alcohol related harm. Both of these figures have risen since the publication of the 2009 Health Profile.

Levels of smoking have also been identified as an issue of concern for Redditch. The prevalence of adults who smoke is estimated at 22% which is just below the England average of 22.2% and the worst in the county. This figure has improved in 2010, but there is still work to be done to reduce this further. Each year approximately 102 people in Redditch die from smoking related illnesses.

It was noted by the CAA report that generally, across the County, the number of people who were classed as obese had been rising. According to the 2010 Health Profile, 29.9% of adults in Redditch are classed as obese. This is significantly worse than the England average and has also worsened since 2009 where the figure was 28.5%. Furthermore, the percentage of adults classed as healthy eaters has decreased since 2009 from 24.3% to 21.7% and is now significantly worse than the England average.

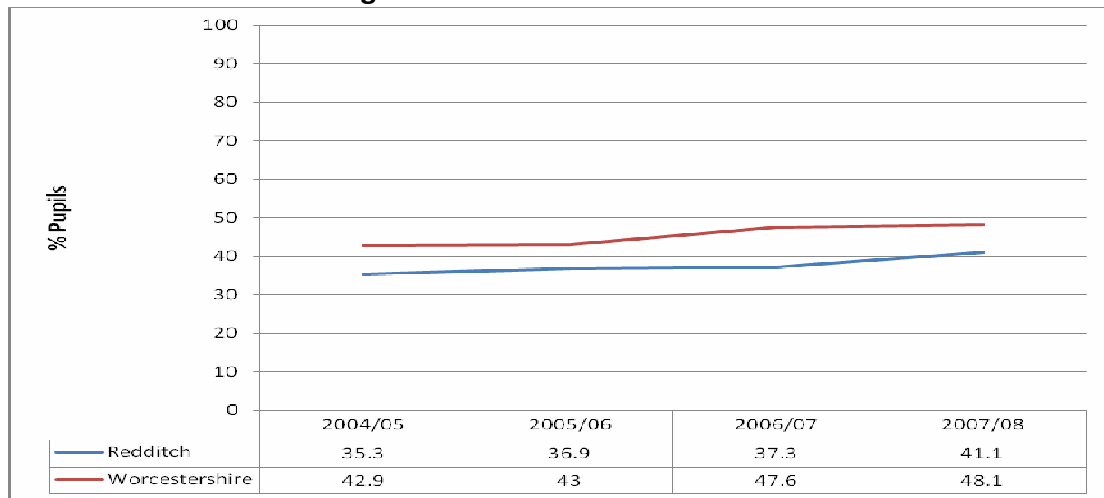
In addition to these areas of concern, of the 14 areas of Worcestershire identified as being health “hotspots”, with the worst overall health outcomes in the County, 4 are in Redditch. These hotspots are Abbey, Batchley and Central Wards, Churchill, Greenlands and Winyates.

Educational Attainment

The CAA report highlighted the specific issue of inequality relating to educational attainment. It was noted that Redditch has a high number of schools where children are achieving less than the national average, and below average in the County.

Educational performance of pupils in Redditch has been recognised as an issue over many years. The table below demonstrates that Redditch has consistently fallen behind Worcestershire in the percentage of pupils achieving 5 or more GCSEs at grades A* to C. Data from 2009 and 2010 shows that while average results are getting better in Redditch, they are still behind those of the county as a whole.

% of 16 Year Olds Achieving 5 or More GCSEs at Grade A* to C



Source: FTI Area Profiles

It has been suggested through the CAA process that “to improve attainment throughout the County it has to help children and young people in Redditch increase their potential and improve results”. Redditch Partnership recognises that its role in addressing this issue is twofold. Firstly, it can help to support schools in driving up educational performance and attainment of pupils. Secondly, it can take a more direct approach in tackling the wider issues that contribute to children not reaching their potential and help to raise children and young people’s aspirations.

Economy

The CAA process highlighted a number of areas of concern relating specifically to the economy of Redditch and how Redditch compares to the rest of Worcestershire. In particular it was highlighted that Redditch had low income levels and more people out of work and taking up benefits.

Job losses for people living in Redditch have increased the most and recent statistics from Office for National Statistics show that more people are out of work with the overall unemployment level in Redditch at 8.7%. This is 0.6% lower than the regional average, but 0.8% higher than the national average. The gap between the unemployment level for Redditch and Worcestershire is 4.2% with Worcestershire’s unemployment level at 4.5% (as at March 2010).

There has been an increase in the number of people claiming benefits in Redditch. The number of people claiming key out of work benefits in May 2010 was 12.7% which is 0.3% below the national average. This is 2.7% higher than the number of people claiming across Worcestershire.

The proportion of individuals employed in manufacturing industry is considerably higher at 25.1% than the rest of the county. Redditch has fewer individuals employed in distribution, hotels and restaurants compared to other areas in Worcestershire. The number of VAT registrations has fluctuated over time but generally has been consistently lower than the county and national average since 2000.

All of these issues have previously been recognised by partners and work has been on-going to address them. Redditch Borough Council's Economic Development Unit has worked with partners to produce an Economic Strategy for the Borough. The Sustainable Community Strategy and the Economic Action Plan further emphasises the need to tackle issues such as unemployment especially in the current economic climate, with the aim of building on existing projects and partnership working.

Areas of Highest Need

The Indices of Deprivation were produced in 2007 by the Department for Communities and Local Government (DCLG). The Indices are a measure of deprivation for every Super Output Area and local authority area in England. It combines a number of indicators across seven domains (Income, Employment, Health deprivation and disability, Education, skills and training deprivation, Barriers to Housing and Services, Living Environment deprivation and Crime) into a single deprivation score and rank for each area.

From the district level summary (where 1 is the most deprived) of the average deprivation score, Redditch is ranked 131st out of 354 areas nationally. This is the most deprived area in Worcestershire and compares to Wyre Forest with a ranking of 154. Therefore Redditch is in the top 40% most deprived districts. This is a slight deterioration from 2004 when it was ranked 146th.

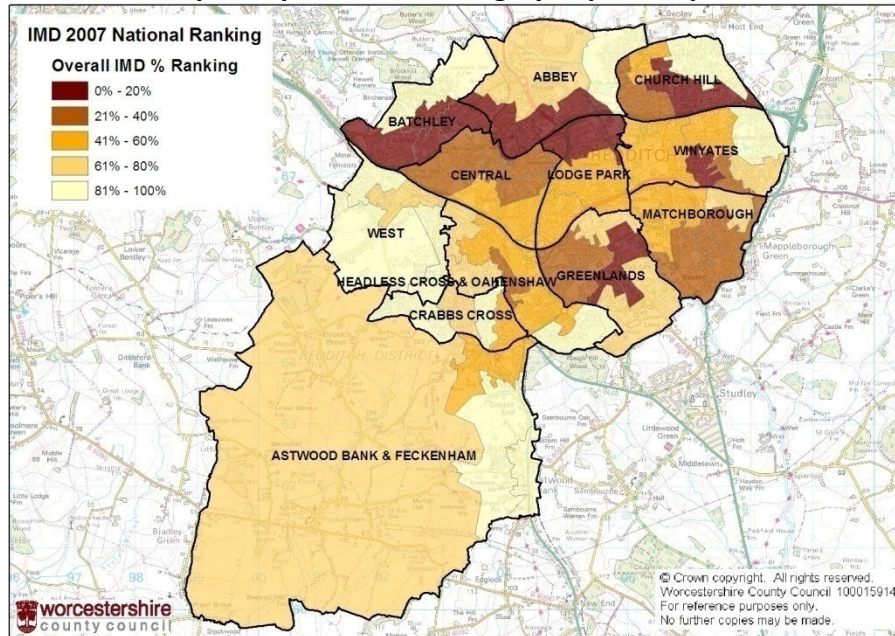
The most deprived areas in Redditch are listed in the table below.

Top Five Deprived Super Output Areas in Redditch

Area Description	Deprivation in England	Ward
Winyates Housing Estate (Ipsley C.E. Middle School)	Top 10%	Winyates
Church Hill YMCA Area	Top 10%	Church Hill
St Thomas More First School	Top 20%	Greenlands
Batchley	Top 20%	Batchley
Between Woodrow North and Woodrow South Roads	Top 20%	Greenlands

The area of Winyates housing estate around Ipsley Middle School is the most deprived area in Redditch, being the sixth most deprived area in the County. Being in the top 40% masks more serious deprivation in a small number of Super Output Areas.

Index of Multiple Deprivation ranking by Super Output Area, Redditch, 2007



Source: Department for Communities and Local Government

Based on this evidence, Redditch Partnership decided to focus its Areas of Highest Need project (funded through Local Area Agreement monies) on Winyates Centre and the immediate surrounding area. This project combines a security project on social housing in the Winyates Centre to improve the quality of the physical environment for residents living in that area, in addition to community engagement and building social capital.

Additionally, the Partnership wishes to facilitate and co-ordinate social regeneration and community engagement in another deprived area of Redditch – Church Hill Centre and the surrounding Church Hill housing estate. Redditch Borough Council is project managing physical regeneration of the Church Hill Centre to improve the physical fabric of the area; rejuvenate existing amenities and to bring in further services to the area. Redditch Partnership believes that this presents an excellent opportunity to holistically regenerate the area both physically and socially and will be looking for opportunities to work in partnership to deliver social and community focused projects in the area as the physical regeneration progresses.

5. What you Told Us...Public Consultation

During the course of 2010, Redditch Partnership has undertaken several consultation exercises with the residents of Redditch. The aim of consulting with local people was to:

- ensure that the Sustainable Community Strategy captures the priorities of local people;
- to find out what factors impact on local people the most; and
- to raise awareness of the Sustainable Community Strategy and Redditch Partnership.

In January, Redditch Partnership hosted the “We Are Redditch” event. This was a week long event held in a vacant unit in the Kingfisher Shopping Centre where partners were able to showcase the work they were undertaking in partnership and to provide an opportunity to talk to the public about Redditch. The aim of the consultation exercise was to try to capture information from Redditch residents about what they liked and disliked about Redditch, what could be improved, and what they perceived to be the priorities for the town.

The top two priority areas identified were:

1. education; and
2. the economy and jobs;

With regards to education people commented that:

- the standard of education in Redditch schools needed to be raised;
- the number of schools needed to be increased; and
- increased numbers of further education and vocational opportunities should be made available.

With regards to the economy of Redditch, people felt that:

- more jobs needed to be made available, in particular, for young people;
- increased investment was needed to bring more businesses to the town; and
- Greater diversity of jobs, especially for those with higher qualifications.

Residents did acknowledge good aspects of Redditch including Redditch’s good parks and green spaces; the Kingfisher Shopping Centre and general shopping amenities in the town; and the efficient road system; however other issues perceived as problems included:

- the lack of a diverse retail offer in the town centre;
- the level of anti-social behaviour in the town centre at night;
- the lack of community spirit in the town;
- public transport both within the town and to other areas; and
- the need for more activities for children / teenagers including “good youth clubs, free bowling, cheap activities” and also “more summer clubs for kids during the summer holidays” and “children’s play areas”.

During the summer of 2010 further consultation work was undertaken which focussed on the emerging priority areas for Redditch Partnership of health, education and the economy. Specific questions were asked of these issues to people attending the Morton Stanley Festival.

Health

A fair number of people spoken to were satisfied with the healthcare they were receiving in Redditch and did not think there were any major health issues in the town. Remaining respondents felt that there were the following problems:

- obesity in all age groups;
- alcohol misuse;
- smoking;
- access to healthcare especially with regards to accessing appointments either with their GP or at the hospital;
- lack of exercise and physical activity;
- promotion of healthy eating with very few healthy eating options in the town; and
- lack of health education.

Education

Generally people interviewed were satisfied with education in Redditch. However a number of comments were made regarding:

- inconsistency with standards of schools across the town;
- disruptive pupil behaviour;
- poor Discipline;
- poor teaching;
- lack of funding; and
- class sizes being too large.

Some suggestions were made as to how education could be improved in Redditch including:

- Increased parental involvement in the school system;
- Communication between parents and schools;
- Better access to schools and teachers; and
- Supportive parents – it was noted that parents needed to take more responsibility for supporting their children through school and with their education.

Economy

The majority of people interviewed felt that more work needed to be undertaken to improve the economy in Redditch. Some of the issues highlighted included:

- Shortage of jobs;
- Diversity of jobs;

- The need to increase the number of apprenticeships;
- Increase number of work experience and volunteering opportunities;
- Incentives and promote Redditch to businesses;
- Better facilities and services in the town; and
- Jobs with better pay structures.

6. Vision

The Redditch Sustainable Community Strategy is built around a shared vision for the Borough. It is envisaged that by 2026:

‘Redditch will be successful and vibrant with communities that have access to good job opportunities, good education, good health and are communities that people will be proud to live and work in’.

What Redditch Will Look Like in the Future...

The town already has a reputation for being a very green place to live including three parks with green flag awards. We want the Borough to continue to be renowned for its green spaces and quality environment and look for further opportunities to enhance these assets of the town. We want the Borough to always be clean and tidy with civic spaces that residents can be proud of. We will strive to do our bit to help tackle climate change by continuing to look at ways of cutting energy consumption, increasing recycling and looking at ways of reducing CO2 emissions from buildings and different modes of travel.

Redditch will be a great place to do business. It will be an area where companies will want to invest and new businesses start up. The employment rate will be high with a diverse range of jobs available across a range of industries and commercial sectors. We will look to support the development of the town centre economy and to maintain and improve on the public and private transport linkages into and out of the town that the Borough depends on for economic prosperity.

We want our residents to be fit and healthy so that they live longer with good health and to ensure that there is less health inequality between the different communities in the Borough. The Borough will have high quality sports facilities, more focused sports development work, particularly, in the communities that have health inequalities. We will more actively promote healthy lifestyles to individuals and employers in Redditch, in particular, eating the right food, stopping smoking and drinking less alcohol. We will also use our licensing powers to support this and our planning powers, so that the physical layout of the Borough encourages residents to walk, cycle, use the stairs, rather than the lift and to generally be more active.

Redditch will be a place where young people are valued and respected. The schools in Redditch will be considered a good standard where people will want to send their children to be educated. Redditch will provide excellent activities, facilities and

amenities for young people that will help to inspire and enthuse Redditch’s youth to raise their aspirations and ambitions.

Redditch will continue to provide a diverse offer of housing options both in the rented, private and social housing sectors. There will a sustained effort to provide good quality social and affordable housing for people who in the current climate are unable to get onto the property ladder. Housing in Redditch has long been recognised as one of the attractions for people to move to the town and provides families with a good choice of property to live in.

Redditch will continue to be a safe place to live. Work will be undertaken by partners to make sure crime and anti-social behaviour remains low and that the perception of the town centre is improved, in particular, the night time economy will make it a safe and enjoyable place to visit for all.

Finally, the five Super Output Areas in the top 20% of most deprived areas in England will have been physically and socially rejuvenated.

7. Priorities of Redditch Partnership

From the evidence and information detailed on the previous pages, Redditch Partnership has deemed that the priorities for Redditch are:

Priority One	Health Inequalities	Focus is on three issues: smoking, alcohol; and obesity / health lifestyles.
Priority Two	Education attainment and raising aspirations of young people.	Focus is on three issues: improving literacy and numeracy; raising aspirations; and improve statistical levels of attainment.
Priority Three	The economy of Redditch with a focus on providing a larger and more diverse job offer.	Focus is on three broad issues: promotion of Redditch as a business location; jobs and worklessness; and fostering economic ambition in young people.
Priority Four	Areas of deprivation with an initial focus on Winyates and Church Hill.	Winyates project focuses on: enhanced security measures for residential areas in Centre; and community engagement in the area.

8. How Redditch Partnership Will Deliver this Vision and Priorities

Redditch Partnership brings together representatives from public, private, community and voluntary agencies to work together to deliver the long-term vision for Redditch. The work of Redditch Partnership is overseen by the Partnership Board of senior representatives of member organisations. Membership of the Board is

reviewed annually by Redditch Partnership to ensure representation from across public, private, voluntary and community sectors is fit for purpose. Membership of the Board is as follows:

- Redditch Borough Council – Councillors and Officers
- Worcestershire County Council – Councillor and Officers
- West Mercia Constabulary
- Worcestershire Primary Care Trust
- Bromsgrove and Redditch Network (BARN)
- North East Worcestershire (NEW) College
- Hereford & Worcester Fire and Rescue
- Business Community Representative (Federation of Small Businesses)
- Hereford & Worcestershire Chamber of Commerce
- Redditch Community Safety Partnership Chair
- Redditch Community Forum
- Kingfisher Shopping Centre

Sitting underneath the Management Board are a number of Theme Groups which reflect the priorities:

- Health and Well Being Group
- Local Children’s Partnership
- North Worcestershire Economic Development Unit (under development) and the Town Centre Forum
- Areas of Highest Need (Winyates) Multi Agency Partnership (under development)

Other groups which form part of the Partnership structure include the Community Safety Partnership and the Community Forum. (Include diagram of Partnership structure here). The Partnership Board provides the strategic direction and oversees the Sustainable Community Strategy while the theme groups are the delivery arm of the Partnership.

Redditch Partnership is committed to expanding the role of voluntary and community organisations, as well as the business community, in delivering services and improving the quality of life for everyone who lives or works in Redditch. This will be achieved by:

- VCS and Business representation on the Partnership Board; and
- Contributions to and representation on existing theme groups or networks.

9. Monitoring and Managing Performance

Appendices A-D contain action plans for the four priorities. The Redditch Partnership Management Board will monitor the progress to achieving the priorities of the Redditch Sustainable Community Strategy at its bi-monthly meetings. Theme

and Task Groups established to deliver on these Action Plans will provide reports at these meetings.

The Action Plans are to be considered 'live' documents and the Partnership Board will be able to assess them to identify where further work is needed and take action to adapt them to any changes in need and circumstances which may arise in the future.

Members of Redditch Partnership may submit items for consideration by the Partnership Board in order to shape the work required to deliver the Redditch Sustainable Community Strategy. The actions listed here are just the start and Redditch Partnership must develop and build on these over the next three years, responding to new ideas and developing innovative solutions to meet the Vision it has set out for Redditch. The yearly meeting of Redditch Partnership will formally review overall progress towards achieving the vision and also hold the Partnership Board to account.

Appendix A - Health Action Plan

Redditch Partnership Issue 1:	Obesity												
Key Deliverable:	Reduce obesity levels in Redditch												
Top Three Key Issues:	<ul style="list-style-type: none"> Over abundance of takeaways in the town. Volume of food being consumed and overweight being seen 'as the norm'. Lack of positive activities. 												
Key Actions to Tackle Key Issues:	<p>Project</p> <p>1. Winyates Healthy Eating Project (A two phase project. Phase one – production of a cookbook. Phase Two – involves using the cookbook as a tool for community led healthy eating initiatives)</p>	Key Actions	<ul style="list-style-type: none"> Phase One: Secure funding for the project Establishing a Steering Group Establish links with local schools, community groups and traders Production of cookbook Event to launch cookbook. 	Completion Date	All by March 2011	Lead Partner (s)	RBC - Liz Williams / Helen Broughton Worcestershire PCT - Debbie Baker-Price	Resources	To be confirmed	Measures of Success	The effective engagement of schools and community groups including intergeneration work between Arrow Vale High School and Ipsley Middle school.	Progress to date	Project outline has been agreed. Potential partners have been identified.

		Phase Two: <ul style="list-style-type: none"> Phase one will inform the key actions for Phase Two 	March 2012			Establishment of infrastructure to facilitate community engagement leading to community cohesion whilst addressing the public health agenda for disadvantaged communities.	
	2. Where possible, undertake Health Impact Assessments on all partners' policies and strategies.	<ul style="list-style-type: none"> To produce a matrix to assess the Redditch Core Strategy. To undertake a Health Impact Assessment of the Core Strategy. 	December 2011	RBC - Ruth Bamford. Worcestershire PCT – Peter Fryers	Officer time	Number of Health Impact Assessments undertaken.	A matrix has been produced.
	3. To devise and implement an awards scheme for partner organisations including the voluntary sector to encourage healthy eating / healthy lifestyles.	<ul style="list-style-type: none"> Liaise with Vicki Moulston (Worcestershire PCT) regarding the implementation and terms of reference of the new Worcestershire Works Well Scheme with a view to rolling out a tailored version of this scheme in Redditch. 	January 2011	RBC - Helen Broughton Worcestershire PCT - Debbie Baker-Price FSB - Des Sutton	To be confirmed		None reported
			April 2011	RBC - Helen Broughton		Number of companies that sign up for the	

					award. Number of referrals to Health Trainers Services.	
			November 2011	<ul style="list-style-type: none"> Establish a Steering Group Identify a "healthy business award" pilot scheme Promotion and recruitment of businesses for the scheme. Hold an Awards Ceremony. 	Worcestershire PCT - Debbie Baker-Price FSB - Des Sutton	
	4. Active Winyates – Urban Tracks project		December 2011	<ul style="list-style-type: none"> Establish a series of routes (of varying levels of difficulty) for walking and cycling around the Winyates area. Design educational /recreational activities and community projects around the routes for local schools and the community to participate in. 	RBC- Liz Williams / Richard Potter WCC	Health Improvement Fund / additional WCC monies. Increased numbers of adults taking part in sport / physical exercise Increased number of young people taking part in positive activities
	5. To target Winyates, an area of deprivation,			<ul style="list-style-type: none"> Undertake a needs assessment (mapping 	RBC -Sue Hanley / Leisure	To be identified N/A

	<p>with a diverse range of sports and leisure opportunities.</p>	<p>and consultation processes to include the voluntary sector).</p> <ul style="list-style-type: none"> • Produce a project proposal based on the Needs Assessment for discussion at strategic level. 	<p>December 2011</p>	<p>Services / Liz Williams</p>			
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			On-going	Baker-Price			
	<ul style="list-style-type: none"> Information to be circulated to the LSP Board on national health campaigns. Target GPs in Health Hotspots to promote the re-launch of the Activity Referral Scheme. 			RBC – Shireen Budieri Worcestershire PCT - Debbie Baker-Price /	Use existing Worcestershire PCT resources	Increased number of referrals from GPs in deprived areas	
	3. GPs Activity Referral						

Redditch Partnership Issue 3:	Alcohol Misuse						
Key Deliverable:	Reduce levels of alcohol misuse in Redditch						
Top Three Key Issues:	<ul style="list-style-type: none"> It's not "don't drink" – it's the message and the support that is the key. Alcohol is used to mask the real underlying issues. Alcohol is viewed as less of a priority to other health issues. 						

Key Actions to Tackle Key Issues:	Project	Key Actions	Completion Date	Lead Partner (s)	Resources	Measures of Success	Progress to date
	1. Increase awareness of sensible drinking	<ul style="list-style-type: none"> To make sure Department of Health information about sensible drinking is accessible to partners. Provide brief intervention training to members of the public – pilot this project in Winyates. Raise awareness of existing services of alcohol misuse. Work with local employers to raise awareness of sensible drinking and existing services for tackling alcohol related issues. 	<p>April 2011</p> <p>September 2011</p> <p>On-going</p> <p>On-going</p>	<p>RBC - Angie Heighway / Helen Broughton</p> <p>DAAT - Kate Ray</p>	<p>Department of Health existing resources.</p>	<p>Number of leaflets handed out</p> <p>Number of people trained</p> <p>Number of leaflets handed out.</p>	

Appendix B - Raising Educational Achievement and Aspirations Action Plan

To improve literacy and numeracy in Redditch schools							
Redditch Partnership Issue 1:							
Aim:	To improve levels of attainment at KS2 and progress from KS1 to KS2 in literacy and numeracy to at least in line with Worcestershire average. To improve the proportion of students attaining grade C or above in English and maths, and who make the expected progress in English and maths from KS2 to KS4, to at least in line with Worcestershire average.						
Key Issues:	<ul style="list-style-type: none"> • Low levels of literacy and numeracy on entry to some Redditch schools, and some rates of progress below expectations. • This has a negative impact upon the overall levels of attainment and progress of some pupils. • Levels of attainment and rates of progress in literacy and numeracy are influenced by pre-school provision and by parents. 						
Actions to Tackle Key Issues:	Project	Key Actions	Completion Date	Lead Partner(s)	Resources	Measures of Success	Progress to date
	<p>1a. To consider issues of early years care and the role of Children's Centres and their impact on literacy and numeracy levels.</p> <p>1b. To raise greater awareness of Children's Centres.</p>	<ul style="list-style-type: none"> • Redditch Local Children's Partnership to consider recent Ofsted reports for Children's Centres in Redditch. To determine further action from this. • Request that all schools promote Children's Centres for relevant families 	March 2011	WCC / LCP	None identified	Increased number of children from appropriate backgrounds accessing Children's Centres	In process of being arranged.

	<p>2. To increase parental engagement in their children's education and the impact this has on educational development.</p>	<ul style="list-style-type: none"> Identify examples of best practice in Redditch schools and those who have achieved the Leading Parent Partnership (LLP) award designed to encourage parents to engage in their children's education. Schools to actively promote these examples of best practice to other schools to encourage them to take up parental engagement award schemes / initiatives. 	<p>July 2011</p>	<p>LCP</p> <p>LCP Schools reps</p>	<p>None identified</p>	<p>Increased number of schools gaining the LPP award and initiatives in Redditch schools designed to engage parents with their children's education.</p>	<p>None reported.</p>
	<p>3. To review access to educational support services for families in Redditch.</p>	<ul style="list-style-type: none"> Compile a list of support services available to families and circulate to all schools in Redditch for circulation to relevant families. 		<p>WCC</p>		<p>Greater uptake of support services by parents, and parents better informed about the support services they can access.</p>	<p>None reported.</p>

To raise the aspirations of children and young people in Redditch							
Redditch Partnership Issue 2:							
Aim:	To raise awareness of the opportunities on offer to children and young people in Redditch.						
Key Issues:	<ul style="list-style-type: none"> Partners and schools feel that aspirations of young people in the town are generally very low. Young people are not always taking full advantage of the opportunities that already exist in the town for them. More work needs to be done to help provide more opportunities for young people in the town and to promote these opportunities more effectively. 						
Actions to Tackle Key Issues:	Project	Key Actions	Completion Date	Lead Partner	Resources	Measures of Success	Progress to date
	1. To establish a large careers fair in Redditch for all students in Redditch.	<ul style="list-style-type: none"> Steering Group to undertake the organising of liaising with schools, possible employers and to arrange venue and transport hire. 	5 th April 2011	RBC / WCC	Funding has been identified.	<p>Numbers of people attending (min of 1600 children will be attending)</p> <p>To have raised greater awareness with young people about different career options.</p>	<p>Schools have been contacted. Companies /voluntary sector invited Venue agreed at NEW College</p>
	2. To organise a 'roadshow' that can visit schools in the town to promote job roles in Redditch's public, private and voluntary sectors.	<ul style="list-style-type: none"> Recruit volunteers for the roadshow using the Redditch Partnership Board. Discuss with schools a format and timetable for the road shows. 	High schools – end of 2011 Middle schools - 2012	RBC in conjunction with Redditch Partnership Board	None identified.	To have raised greater awareness with young people about different career options.	None reported.

	<p>3. To establish mentoring schemes in more schools in the Borough.</p>	<ul style="list-style-type: none"> Contact schools already using mentoring schemes and ask them to attend an LCP meeting to discuss their experiences. Contact schools not using a mentoring scheme to discuss their mentoring requirements. Further discussions to be held with voluntary sector providers about their capacity to deliver a mentoring programme. 	<p>March 2011</p>	<p>RBC, West Mercia Police</p>	<p>None identified.</p>	<p>To raise the number of pupils most in need to access support through a mentoring scheme.</p>	<p>Scoping meeting has taken place with voluntary sector providers about delivering mentoring in schools.</p>
<p>3. To review the development of education and employment networks.</p>	<ul style="list-style-type: none"> Actions have been developed in the Redditch Partnerships Economy Action Plan. Discussion at a future LCP meeting to decide on further actions for this 	<p>May 2011</p>	<p>RBC Economic Development Unit LCP</p>	<p>None identified.</p>			

To improve annual statistical levels of attainment and progress for pupils in Redditch schools at the end of KS2 and KS4 at least in line with rates of progress for Worcestershire							
Redditch Partnership Issue 3:							
Aim: To increase the number of academic pupils retained in Redditch schools.							
Key Issues: <ul style="list-style-type: none"> Educational attainment at KS2 and at GCSE in Redditch schools is below the average for Worcestershire. Parents' perception of Redditch schools, particularly of the High Schools, is poor. A number of parents choose to send their children to schools across the boundary where schools are perceived to be 'better'. This has a detrimental impact upon the prior attainment profile of High Schools in Redditch. 							
Actions to Tackle Key Issues:	Project	Key Actions	Completion Date	Lead Partner	Resources	Measures of Success	Progress to date
	1. To identify the movement of children to schools out of the Redditch area.	<ul style="list-style-type: none"> Establish the number of Redditch families that have transferred pupils to schools out of the area, to include age of transfer, location and reason(s). This should focus initially on September 2010 start, then add data for previous years if / when possible 	May 2011	Widening Participation team, WCC. Led by Jan Greenhalgh		The collection of evidence which provides a clearer idea of the patterns of movement to other schools and reasons for this.	None reported.
	1. To better market, publicise and promote Redditch schools to Redditch residents.	<ul style="list-style-type: none"> Partners to work with schools to identify communication contacts/champions to feed good news stories to the local press of activities and pupil success (with a focus on academic) in Redditch schools. 	On-going	WCC / RBC / Cllr Barry Gandy	None identified	Achievements of pupils / schools are more widely publicised, helping to change perceptions of schools in Redditch.	Schools are generally working harder to get good news stories in

Appendix C - Economic Action Plan

Redditch Partnership Issue 1:	Business retention, support and promotion of Redditch as a business location.									
Aim:	To retain current businesses and try to attract new ones into the town.									
Key Issues:	<ul style="list-style-type: none"> • There is a need to attract new businesses and grow existing businesses to enhance the economy in Redditch. • It has been recognised that more needs to be done to market Redditch as a suitable location for business. 									
Key Actions to Tackle Key Issues:	Project	Key Actions	Completion Date	Lead Partner (s)	Resources	Measures of Success	Progress to date			
	1. Develop the Business Centres offer to be more attractive to new businesses.	<ul style="list-style-type: none"> • Provide financial incentives to businesses to encourage them to use the Business Centres. • Link tenancy to available support services. 	On-going	Redditch Borough Council / Business Link		Rise in the occupancy levels of the Business Centres. Increase in the number of new businesses to the town using these facilities.				

Redditch Partnership Issue 2:	Jobs and worklessness											
Aim:	To increase the number and range of jobs available to people in the town.											
Key Issues:	<ul style="list-style-type: none"> • Redditch has one of the highest unemployment levels within the county. • The numbers of people claiming benefits has been increasing. • People feel that there are not enough opportunities to undertake apprenticeships and other learning on the job opportunities. • Residents feel that there is not an adequate variety and quality of jobs in Redditch. 											
Key Actions to Tackle Key Issues:	Project	Key Actions	Completion Date	Lead Partner (s)	Resources	Measures of Success	Progress to date					
	1. Work with Partners to develop projects in response to new schemes designed to help the workless e.g. Connection to Opportunities etc.	<ul style="list-style-type: none"> • Identify gaps in provision. • Identify funding. • Develop programme. 	On-going	Worcestershire Economic Partnership, JobCentre Plus, Voluntary sector		Increase in projects designed to help people back into work.						
	2. Try to attract new businesses into the town.	<ul style="list-style-type: none"> • Run an advertising campaign promoting Redditch as a business location to companies outside of Redditch. 	Spring campaign, Autumn campaign	RBC / EDU	CF5,000	Increase in interest from companies looking to locate in Redditch.						

			On-going						
			<ul style="list-style-type: none"> • Offer a property service helping businesses locate premises in the town. • Develop Work Clubs for the unemployed. 		RBC, JobCentre Plus		Increase in the number of support mechanisms for unemployed residents.		
	3. Work with partners to deliver aspects of the new Work Programme.		<ul style="list-style-type: none"> • Develop an apprenticeship for the springs industry. 		RBC, National Apprenticeship Service, Industry		Increase in numbers of apprenticeships.		
	4. Work with the National Apprenticeship Service to improve availability of and access to apprenticeships.								

Redditch Partnership Issue 3:	Entrepreneurialism and economic ambition in young people									
Aim:	To raise the aspirations of young people in the town.									
Top Three Key Issues:	<ul style="list-style-type: none"> It is recognised that there is low education attainment and that the aspirations of young people need to be raised. Young people in Redditch with a high educational attainment often move away from the town taking skills and expertise to other locations. 									
Key Actions to Tackle Key Issues:	<p>Project</p> <p>1. Create incentives to encourage young people interested in enterprise.</p> <p>Key Actions</p> <ul style="list-style-type: none"> Provide annual sponsorship of a prize for Young Enterprise Create a Redditch Young Entrepreneur of the Year Award (for young people under the age of 30) to be undertaken yearly. <p>Completion Date</p> <p>Annual event</p> <p>Annual event</p> <p>Lead Partner (s)</p> <p>Redditch Borough Council / Young Enterprise</p> <p>Redditch Borough Council / Young Enterprise</p> <p>Resources</p> <p></p> <p>Measures of Success</p> <p>Number of schools / pupils taking part.</p> <p>Aim to increase the numbers participating each year.</p> <p>Number of young people taking part.</p> <p>To increase the numbers participating each year.</p> <p>Progress to date</p> <p>None reported</p>									

	<p>2. Facilitate greater work experience opportunities for young people.</p>	<ul style="list-style-type: none"> • Create “Best Work Experience Student of the Year” yearly Award • Partners to offer work experience placements to local students • Arrange a careers fair (see Raising Educational Attainment and Aspirations Action Plan). 		<p>Redditch Borough Council / Education Business Partnership / FSB</p> <p>All partners</p> <p>Redditch Borough Council / All Partners</p>	<p>Officer time</p>		
	<p>3. Make links between schools and local business stronger</p>	<ul style="list-style-type: none"> • Establish a RARE partnership (Raising Aspirations in Redditch) in order to establish a programme enabling young people to visit businesses and 		<p>Redditch Borough Council / Trinity High School / Local businesses</p>			<p>None reported.</p>

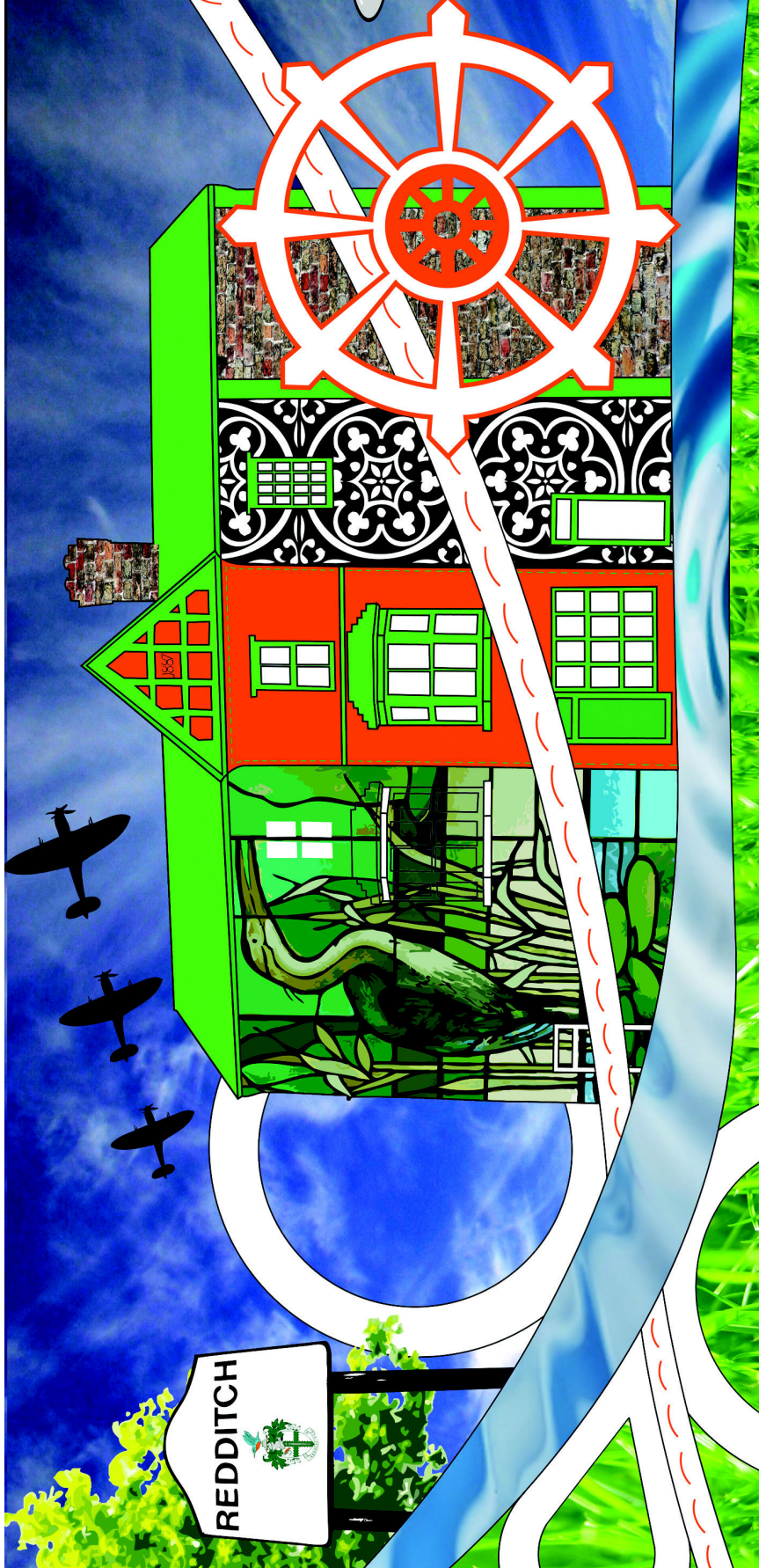
Appendix D – Winyates AoHN Action Plan

Redditch Partnership Issue:	Winyates Area of Highest Need Project								
Key Deliverable:	To secure the Winyates Centre residential areas, improve the physical appearance of the area and to enhance community activity.								
Key Issues:	<ul style="list-style-type: none"> According to the 2007 Indices of Deprivation, the area around Winyates Centre is within the most 10% deprived areas in the country. This area is the most deprived area in Redditch, and the sixth most deprived in Worcestershire. Within Winyates Centre, the stairways leading from the commercial public spaces of the centre to the residential flats above are unsecured. As such, there is a high level of anti-social behaviour in and around the residential flats and the Centre in general. Currently, there is very little community activity which takes place in the Winyates area. 								
Key Actions to Tackle Key Issues:	Project	Key Actions	Completion Date	Lead Partner (s)	Resources	Measures of Success	Progress to date		
	1. Winyates Healthy Eating Project (A two phase project. Phase one – production of a cookbook. Phase Two – involves using	Phase One: <ul style="list-style-type: none"> Secure funding for the project. Establishing a Steering Group. 	All by March 2011	RBC - Liz Williams / Helen Broughton Worcestershire PCT - Debbie Baker-Price	To be confirmed	The effective engagement of schools and community groups including intergenerational work between Arrow Vale High School and Ipsley Middle school.	Project outline has been agreed. Potential partners have been identified.		

	<p>the cookbook as a tool for community led healthy eating initiatives)</p>	<ul style="list-style-type: none"> Establish links with local schools, community groups and traders. Production of cookbook. Event to launch cookbook. <p>Phase Two:</p> <ul style="list-style-type: none"> Phase one will inform the key actions for Phase Two. 	<p>March 2012</p>			<p>Establishment of infrastructure to facilitate community engagement leading to community cohesion whilst addressing the public health agenda for disadvantaged communities.</p>	
<p>2. Active Winyates – Urban Tracks project</p>	<ul style="list-style-type: none"> Establish a series of routes (of varying levels of difficulty) for walking and cycling around the Winyates area. Design local maps to show routes and encourage take up. Deliver 	<p>All by 30th April 2011</p>	<p>RBC- Liz Williams / Richard Potter WCC</p>	<p>Health Improvement Fund / additional WCC monies.</p>	<p>Increased numbers of adults taking part in sport / physical exercise</p> <p>Increased number of young people taking part in positive activities</p>	<p>Routes Established.</p> <p>Maps being designed.</p> <p>Work with schools ongoing</p>	

								received for railings work. Community Engagement ongoing.
	4. Winyates Centre Traders Project	<ul style="list-style-type: none"> Establish Group stabilise membership. Devise list of improvements based on consensus. 	31 st March 2012	Liz Williams	AoHN Project Fund	Establishment of Traders Group which established what improvements are needed. Long term sustainability of the group.	Group established. Identification of projects ongoing	
	5. Investigate the possibility of establishing a work club within the AoHN	<ul style="list-style-type: none"> Establish viability of the scheme. Identify partners. 	30 th September 2011	Liz Williams/Job Centre Plus	To be identified			
	6. Local Environmental Enhancement Project	<ul style="list-style-type: none"> Establish schemes for inclusion through community engagement. 	31 st May 2011	RBC – Mark white/Liz Williams	AoHN Project Fund/Capital Landscape			
	7. Establish Local savings Scheme	<ul style="list-style-type: none"> To provide good savings and loans facilities in the 	30 th September 2011	Liz Williams/Credit Union/YMCA	To be identified	Establishment of a variety of accessible schemes.	Money Point being established in	

		target area.						Good take up by local residents.	RBC One Stop Shop.
	8. Development of local community development support activities within the local community centre.	<ul style="list-style-type: none"> To establish support activities provided at local venue on a regular and sustainable basis. 	31 st March 2012	Liz Williams/RBC/YMCA	To be identified				
	9. To target Winyates, an area of deprivation, with a diverse range of sports and leisure opportunities.	<ul style="list-style-type: none"> Undertake a needs assessment (mapping and consultation processes to include the voluntary sector). Produce a project proposal based on the Needs Assessment for discussion at strategic level. 	December 2011	RBC -Sue Hanley / Leisure Services / Liz Williams	To be identified		N/A		



Overview & Scrutiny Committee

**Promoting Redditch
Task and Finish Group**
March 2017

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Promoting Redditch

Duration of the Review

November 2010 – March 2011

Task and Finish Group Membership

Councillor Graham Vickery (Chair)
Councillor Andy Fry
Councillor Brenda Quinney
Councillor Derek Taylor

Overview and Scrutiny Support Officer

Jess Bayley

Date for submission of report

March 2011

Front cover picture

Celebrating Redditch, original piece of art work created by artist Ms Erin Libetta, working with Students of NEW College, unveiled in November 2010. This artwork features on a bus shelter on Windmill Drive, Redditch and was designed to celebrate the heritage of Redditch. (© Redditch Borough Council).

Promoting Redditch

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Chair's Foreword

Councillor Graham Vickery



The Overview and Scrutiny Committee determines annually its programme by holding a consultation and discussion forum involving all Councillors and relevant senior Officers. This year's meeting concluded that in view of the current and anticipated challenges to the town's economy it would be timely to conduct a review of the way the town and Council promoted Redditch. This has involved looking at the way we seek to motivate our own residents to use the facilities of the town and attract both business and leisure visitors here, as well as the strategies employed to interest prospective new business and employers to settle here.

We have consequently set out to review our own current practice and seek advice from comparable local authorities, as well as consult with a range of experts, both in house and outside, in the field of promotion and marketing. We have been impressed by the attitude of our consultees which in almost all cases has been very interested and helpful.

However the greatest tribute for this report has to be paid to our principal Officer support, Jess Bayley. Without her single minded commitment to the project we would never have covered so much ground in such a short time, let alone produced such a thorough and professional report.

I hope that Council will agree with us that there are concrete and useful measures which can be adopted without difficulty, in order to increase the prospect of boosting the Redditch economy by cohesive and consistent strategies which will result in our profile being understood as positive, attractive and forward-looking, fit for advancing in the 21st century.

Councillor Graham Vickery
Chair of the Review

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Promoting Redditch

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Introduction

The Promoting Redditch Task and Finish Group was established in October 2010 to assess appropriate ways to market the town both to leisure tourists and to businesses.

The review was launched at the request of local Councillors, who were concerned that many people living outside Worcestershire were unfamiliar with the town or had negative perceptions of the Borough. It was felt that these perceptions did not represent a true reflection of the town and could have a detrimental impact on community morale and the local economy.

This Task and Finish review has been short but focussed. Evidence has been gathered from numerous written sources as well as through consultation with a variety of witnesses including: business representatives; tourism and marketing experts; relevant partnership representatives; representatives of other local authorities; local students, community representatives, Borough Councillors; and Council Officers.

The recommendations detailed within this report are designed to enhance the approach that the Council and relevant partner organisations adopt to marketing Redditch to the benefit of the community and the local economy. The Group has attempted to be realistic but ambitious to ensure that any actions resulting from this review have a positive impact on both the community and the local economy. The Group therefore commends this report for urgent approval by the Executive Committee.

Recommendations

We RECOMMEND that

- 1a) Leisure Tourism marketing should be targeted at families of all cultures within Redditch and a radius of 20 miles, highlighting the attractions of the Arrow Valley Lake and Countryside Centre and the shopping opportunities;**
- 1b) business marketing should promote Redditch’s strategic and rural location, being vibrant and modern using a strap line such as “an urban lifestyle in a rural setting”;**
- 2) a significant festival and events programme should be developed and marketed cohesively to raise the profile of the town in the region;**
- 3) promotional material should be developed in partnerships and through Redditch Matters;**
- 4) the Palace Theatre, Forge Mill Needle Museum, Bordesley Abbey Visitor Centre and a public arts programme should be developed with increased management resource to provide increased audiences, more events and significant installations;**

Recommendations

We RECOMMEND that (cont)

- 5) the Redditch Town Centre Partnership should work to create a more rounded shopping experience in the Kingfisher Shopping Centre and Church Green, with event based programmes to refresh the offer and a cohesive marketing strategy incorporating recognisable branding, key qualities and identifiers;
- 6) Redditch market should be developed to provide again a substantial marketing strategy for the town centre and develop opportunities for new entrepreneurs;
- 7) the Council should ensure that business promotion receives appropriate investment and provide an information resource fit for purpose;
- 8) the new North Worcestershire Economic Development Service and Strategy should recognise the importance of tourism to the local economy and ensure that adequate resources are allocated to the promotion of tourism in the area;
- 9) the need for the promotion of Redditch hotels as a business resource should be recognised;

Recommendations

We RECOMMEND that (cont)

- 10) consideration should be given to devising a Visitor Ambassador Scheme;
- 11) the Council should endorse the Redditch Advertiser's proposal to introduce a Redditch Community Awards programme and should work with the newspaper and other partners to deliver the scheme;
- 12) the Council ensure that deficiencies in road signage are addressed: location naming, systemic effectiveness and physical cleanliness;
- 13) the Council should actively seek to establish promotion partnerships and ensure that commercial interests have a full and effective voice; and
- 14) the Council should ensure that electronic promotion tools are constantly developed and exploited to the full. This should include introducing a virtual business centre and consistent provision of website payment facilities for all Council services.

Background

Review objectives

The Promoting Redditch Task and Finish Group was commissioned to address a number of core objectives during the review. These objectives were as follows:

- a) to review the outcomes of the Redditch 'It's My Place' Pride Campaign that was delivered by the Council's Communications team in 2010;
- b) to identify lessons that could be learned from this campaign and previous promotional campaigns undertaken by the local authority;
- c) to scrutinise current approaches to adopting Redditch;
- d) to identify local strengths which created a positive impression of the town;
- e) to identify weaknesses which encouraged negative perceptions of the town;
- f) to assess the appearance of the Borough and the impact of this on perceptions of the town;
- g) to identify at least three key themes to promote in relation to Redditch; and
- h) to identify an appropriate associative image for the town.

To address these objectives the Group needed to develop an understanding of basic marketing principles and how these could be applied to promoting Redditch effectively.

Marketing Considerations

Marketing a Location: Background

At present towns and cities can be marketed at the local, regional, national and international level through a variety of approaches. The focus of the promotional activity may vary according to the strategic objectives of the promoters and the target audience.

Successful place marketing requires detailed consideration of a number of factors including target audience, features that will appeal to the audience, the Unique Selling Points (USPs) of the area and appropriate branding. The brand needs to be carefully selected and utilised to promote the location effectively. “Trying to appeal to everyone or to claim to offer something for everyone almost always results in poor returns on investment. That is why so much attention is paid by companies to distinguishing their brand and their unique selling position (USP) from all others in the market place” (Sunderland City Council, 2010, p 15).

Unique Selling Points (USPs)

The USPs of a location can help to ensure that an area is recognised by a target audience for promotion. The significant aspect of a USP is that it should be original to ensure that the feature is uniquely associated with a particular product. In some instances it can be easy to identify the unique selling point of a location. For example, both Stratford-Upon-Avon and Warwickshire as a county are strongly associated with William Shakespeare. In other locations, it can be difficult to identify any single USP. In these circumstances prior identification of an appropriate target audience can be useful as local selling points can then be identified which will appeal to that target audience.

Target Audience

Choice of target audience for a promotional campaign varies according to context, however, two significant audiences tend to be targeted when promoting a location: Leisure tourists and businesses. Professional marketers further divide these audiences, in a form of market segmentation, when organising a marketing campaign to ensure that the specific campaign appeals to the intended audience. However, both market segments have particular features.

Marketing Considerations

Marketing to the local population

A long-term, strategic approach is required in order to successfully market a location to leisure tourist and business tourist audiences. To begin with it is essential to secure community pride in the location. Local residents live in their town and are more likely to attend events or to participate in activities than external visitors, particularly when these initiatives are first launched. Over time local residents advise friends and family about their experiences and a positive impression of a location can begin to develop.

Leisure Tourism

Leisure tourism involves individuals visiting a location in their leisure time or to participate in a leisure activity. This could involve visiting shops in a particular location, participating in sporting events or local activities and visiting particular attractions based in a location such as a local park or museum.

The group have been advised that the definition of tourism is “any irregular visit away from your regular home for 2 ½ hours or more (Rosemary Sidaway, November 2010). Consequently, leisure tourists comprise both individuals who have travelled from outside the region or country to visit the location and people living in close proximity to the area. Indeed, in Redditch visitors from Bromsgrove or Kidderminster in North Worcestershire, or Studley in Warwickshire, might be regarded as leisure tourists alongside visitors who have travelled further distances to visit the town.

Business Tourism

Business tourism involves individuals visiting a location for business purposes. Often, business tourists will be visiting a location to participate in a conference or meeting, though may also be participating in outdoor events and corporate events or staying at a location when travelling on business.

Business tourists can make an important contribution to a local economy. Business tourism expenditure exceeded leisure tourism expenditure for the first time in 2001. By 2005 Telford and Wrekin Council estimated that business tourists spent 2-3 times more than leisure tourists and

Marketing Considerations

Business Tourism (cont)

would continue to make significant contributions to the local economy outside peak times for tourism. (Telford and Wrekin Council, 2005, p 6).

Business tourists will have a number of considerations when determining whether to visit a location. As part of this process the facilities available at a location will be assessed including parking, public transport, IT accessibility, access to the motorway network and accommodation. It is useful to undertake a gap analysis to identify potential weaknesses when promoting a location to businesses to ensure that areas that might deter business tourism can be addressed.

Marketing to Businesses

The potential to market destinations on behalf of businesses that are located within the area or to companies considering relocating to the area should not be confused with business tourism. The local economy benefits when businesses are established in a local area both with regards to the financial contributions that those companies make to the local economy and in relation to the employment opportunities that are made available to residents. Furthermore, promoting businesses that are already based within a town can help to raise the profile of those companies and the products and services that they provide, thereby enhancing to the market competitiveness of those businesses.

Current Context

Redditch Borough Council - Communications Team

Redditch Borough Council currently has a single Communications Team with 4.5 full time equivalent officers, though this structure is likely to change following implementation of the Communications shared service with Bromsgrove District Council in April 2011. This team communicates the local authority's work and markets Council activities, though also has managed campaigns and publications which are designed to promote Redditch and the town's facilities to local residents with a view to enhancing civic pride. The Council's approach to communications was the subject of a scrutiny review in 2007/08. following this review a full-time manager, an additional media Officer and a part-time administrative support Officer were introduced to the team. It is the view of the Group that the team has managed to achieve considerably more and proactive marketing as a result.

a) Redditch Matters

Redditch Matters is a magazine which is published by the Council three times per year and is one communications tool which is utilised to promote both Council and wider community activities to local residents. The magazine contains information about Council services and Councillors, though details about community events and local attractions are also provided in the publication. The magazine is delivered to every household in Redditch ensuring that all residents are informed about local activities.

b) Social Media

Like many local authorities the Council has a website www.redditchbc.gov.uk which is utilised to provide local residents, businesses and other interested stakeholders with further information about the Council and Council services. The number of visitors to the Council's website is difficult to ascertain, though the website is regarded a useful tool for communicating Council business to residents and local businesses who might not have the time to visit the Town Hall.

The Council also utilises other forms of social media to inform residents about Council services, including a Facebook profile and a Twitter account, *Redditch Matters*. By February 2011 there were 119 members of the Facebook account and 250 followers of the Twitter account, though it was anticipated that the number of members would increase as the potential uses of social media as communications tools develops.

Current Context

b) Social Media (cont)

Redditch Borough Council has developed specific Facebook groups for particular events, such as the Morton Stanley Festival, which takes place in Morton Stanley Park each year. The large number of members who were attracted to this Facebook group, which was targeted at local young people, indicates that there is the potential to utilise social networking media effectively to promote particular events and activities as and when they occur. The team also manages content for an app, The Big Local App, for the iPhone.

c) Redditch It's My Place Pride Campaign

"I like the fact that I am 5 minutes from the shopping centre and five minutes from the open countryside and five minutes from the M42 and M5!" (Member of the public who responded to the It's My Place campaign).

The Council's Communications Team has also helped to organise and deliver campaigns that are designed to enhance civic pride. One such example was the Redditch It's My Place pride campaign which was delivered in 2010 in response to the Comprehensive Area Assessment that was published in 2009 and which awarded a red flag to the town for low educational attainment and health inequalities. To address the concerns raised in relation to the red flag it was considered important to ensure that Redditch residents retained pride in their town.

The aim of the campaign was to improve perceptions of Redditch, to promote the many excellent facilities based within the town, and to raise aspirations amongst local residents.

The campaign was promoted using a mixture of traditional advertising techniques, such as posters and magazine articles, and social networking techniques. It was estimated that 90 per cent of local residents were exposed to campaign materials. The response received from local residents was largely positive, indicating that there was pride in the town amongst the local community and a wish to express that enthusiasm for the place where they live.

The campaign was also noticed by a number of local and regional media sources and discussions of the campaign helped to promote the positive aspects of the town outside the Borough. The value of the press coverage generated by this campaign was assessed to be the equivalent of editorial coverage that would have cost approximately £8,200 in advertising. As a consequence of this wider coverage it is estimated that the campaign reached approximately 538,000 people.

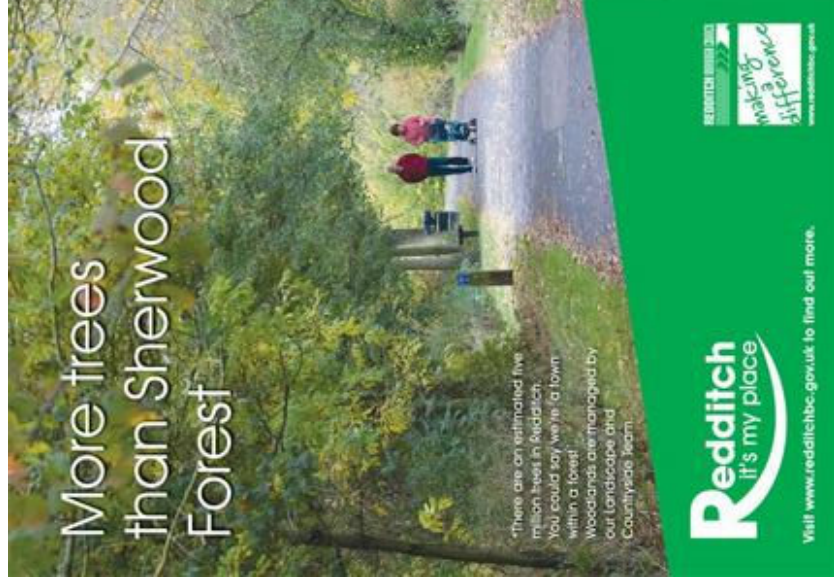
Current Context

c) Redditch It's My Place Pride Campaign (cont)

Promotional goods, including T-shirts, were produced to help advertise the It's My Place pride campaign (left).



The It's My Place Pride Campaign was widely advertised using a variety of media, including posters (right).



Current Context

Redditch Borough Council - Economic Development Unit

The Council currently has a single Economic Development Unit and 2.68 full time equivalent staff. However, it is intended that this unit will combine with the Economic Development teams at Bromsgrove District Council and Wyre Forest District Council in 2011. It is hoped that this will have a beneficial impact on the level of resources available to support economic development in the town.

One of the roles of the unit is to contribute to activities that will help to promote the town and the facilities available within the town to businesses as well as Redditch based businesses. This has been undertaken in a variety of ways.

a) Redditch Gifts

Redditch Gifts is a document which the Council's Economic Development Unit and partner organisations were in the process of developing as a promotional tool when the Group considered the issue in November 2010. The document was designed to address negative perceptions of Redditch and to promote the assets, or 'gifts', specific to Redditch. It is intended that both the Council and other local organisations, such as commercial property agents and tourism bodies will utilise *Redditch Gifts* to promote a more positive image of the town.

b) Redditch Guide for Business

The *Redditch Guide for Businesses* was published in 2010. The guide contains information which is designed to advise both established businesses and new businesses based in the town about the area, and to promote the business opportunities and facilities available within the town that could be used to help improve business performance. The feedback that has been received from businesses about the guide has been largely positive and the Council's Economic Development Unit intends to produce a further, updated version in approximately 18 months.

c) Youth Awards

The Unit is in the process of organising a Young Entrepreneurs Award. This scheme is designed to promote local young entrepreneurs and local enterprise and to provide assistance to a successful individual who will be awarded a £1,000 support grant.

Current Context

c) Youth Awards (cont)

The Economic Development Unit has also supported local groups participating in other youth awards programmes such as the Prince's Trust Awards and aims to help promote the activities of local youth organisations through this process. As such, in 2010 the Council provided financial assistance to local XL Clubs based in Redditch schools. The Kingsley High School XL Club delivered a 'Working Together' project in the Matchborough ward which was subsequently nominated for a Prince's Trust Award.

d) Osprey House

The Economic Development Unit has helped to promote Osprey House, a branch of NEW College which was officially opened in Redditch in December 2010. This branch of the college will enhance the higher education opportunities, including through the introduction of University level qualifications, available to students in the town.

e) Commercial Property Agents

In February 2011 a meeting of local Commercial Property agents took place in Redditch. The meeting provided these companies and property developers with an opportunity to discuss ways to promote Redditch and the facilities available in Redditch to businesses. As part of this process a company has been recruited to produce promotional materials such as folders, leaflets, banners and print adverts and have been asked to complete this work by 31st March 2011. The Group urges the Council to ensure that their report and recommendations are considered by these consultants during the course of their work.

Redditch Town Centre Partnership

In recent years the Council and relevant partner organisations have recognised that Redditch town centre is not sustaining a vibrant economy. The Redditch Town Centre Partnership was established in 2010 to address concerns about the town centre and to implement the short, medium and long-term plans to develop the town centre outlined in the *Redditch Town Centre Strategy*. There has been no budget allocated to the work of the partnership and whilst an Officer from Redditch Borough Council co-ordinates the work of the partnership, and many local business, marketing and retail representatives are members of the partnership, there is no specific Town Centre Manager. The efficient working of the Partnership and impact of partnership activities is therefore dependent on the skills and enthusiasm of Partnership members.

In the short duration of the Redditch Town Centre Partnership's existence members have focussed upon identifying the challenges facing the town centre and identifying ways to resolve these problems. The following areas have been identified as particular challenges that will need to be addressed in order to improve the appeal of Redditch town centre:

- a) there is limited footfall in the town centre outside the Kingfisher Shopping Centre;
- b) the small number of retail outlets in the town centre deters footfall;
- c) the lack of footfall deters other retailers from opening branches outside the shopping centre;
- d) there is a perception that the retail offer in the Kingfisher Shopping Centre is dated;
- e) the retail offer available in the town is not suitable for the modern shopping experience;
- f) the market is decreasing in size;
- g) the products available at the market are not particularly diverse or competitive;
- h) there are limited parking opportunities available for office workers;
- i) there is a limited amount of office space available for businesses;
- j) there is a visible lack of an evening economy in the town centre;
- k) despite positive safety statistics for the town, parts of the town centre, particularly around Church Green, are considered to be unsafe at night; and

Current Context

Redditch Town Centre Partnership

k) the town lacks the cafes, restaurants and bars that are conducive to the type of café culture which is particularly appealing to young professionals.

The Redditch Town Centre Partnership has recognised that many of the problems with Redditch town centre will take time and long-term commitment of resources to resolve. However, some actions have already started to be taken to resolve these problems. Indeed, during the Christmas period in 2010 a programme of events, organised by the Redditch Town Centre Partnership, was delivered in the town centre. This programme was designed to increase footfall in the town centre during the festive season and consisted of various activities including performances by the local Youth Theatre in the town centre and provision of a Hog Roast in the market area.

Redditch town centre, Church Green East (right)



Evidence Gathering

External Reports – Hartlepool Borough Council, Sunderland City Council and Telford and Wrekin Council

Local authorities in other parts of the country have recognised the importance of promoting the local area to enhance civic pride and generate income that will have a beneficial impact on the local economy and have consequently reviewed this subject as part of their own scrutiny processes. The reviews conducted by three local authorities, Hartlepool Borough Council, Sunderland City Council and Telford and Wrekin Council, were considered to be particularly important because these locations were aiming to tackle similar negative perceptions about their locations.

Hartlepool Borough Council's review *The Marketing of Hartlepool* had been launched to assess how the town could utilise the Tall Ships event that took place in the Hartlepool in 2010 to promote the town. The report had demonstrated that hosting events had the potential to attract leisure tourists to the town, though the appropriate infrastructure was required to support these events.

Sunderland City Council, *Tourism and Marketing in Sunderland Policy Review 2009/10*, had identified that one of the main obstacles to promoting the city were the negative perceptions of the location. To address these negative perceptions Sunderland City Council had concluded that it was important to ensure that local people were involved as leisure tourists, through being invited to participate in local events and activities. Over time, residents would inform friends and family about their positive experiences and new visitors would begin to be attracted to the town.

Sunderland City Council also had a number of smaller tourist attractions which the Council struggled to market separately because these attractions could not offer an experience for the day. However, Councillors in Sunderland had concluded that a tourist trail, which would involve promoting these attractions together, would potentially address this problem and create a more appealing offer for leisure tourists.

Evidence was sought from Telford and Wrekin Council because the local authority represented another new town, though the Council had also completed a review, Tourism, in 2005/06. This

Evidence Gathering

External Reports – Hartlepool Borough Council, Sunderland City Council and Telford and Wrekin Council

evidence demonstrated that Telford had utilised the opportunities provided to a new town, in terms of urban design and associations with modernity, and had focussed upon the contribution that business tourism can make to the local economy. As part of this process Telford had developed a marketing strategy which was directed towards promoting the town's conference facilities and in 2005/06 employed a dedicated Conference Team.

Telford and Wrekin Council also conceived a local tourism ambassadors scheme, designed to help promote the town's conference facilities outside the district. The programme was managed by the Council's Conference Team and funded by the European Regional Development Fund and Advantage West Midlands. Telford Councillors had proposed that the scheme should be extended to encompass three tiers of ambassador: front line service operatives who had regular contact with residents and visitors and who could convey information about local events to their customers; senior Council Officers who could distribute information about the area and business opportunities when attending external conferences; and a high-profile individual who would be invited to represent the town and raise the profile of the location. Unfortunately, the Group has been advised that this scheme was not eventually delivered, though tourism ambassadors continue to be recruited to represent different sectors of the local economy in Telford.

Chorley Smile Campaign

Many local authorities have already successfully organised marketing campaigns to promote the area they represent. The Chorley Borough Council-led Smile Campaign was one example of this successful approach to marketing which was considered by the Group.

Chorley had at one time had an anonymous image, largely shaped by the perceptions that many people held of the location as a new town. An effort had been made to alter this perception of the town through the launch of the Chorley Smile Campaign, which was launched in 2007 and designed to encourage residents to feel proud about their Borough. As such, the focus of the campaign was on promoting the strengths of the town to the local community.

Evidence Gathering

Chorley Smile Campaign

Local people were encouraged to contribute to improving the Borough and perceptions of the area through various different actions, such as cleaning litter and increasing recycling rates. A number of initiatives were launched as part of the scheme. For example, Chorley Smile Weeks of Action were organised to enable groups of residents to tackle fly tipping or safety issues, community picnics, open to all residents, were held in the local park and residents were invited to sign Pledge Cards declaring their support for the objectives of the campaign and for the Borough.

The Council also organised a system of Community Awards, which took place every two years and were designed to recognise the achievements of residents who had made a significant contribution to the local community. The process was organised so that the awards were presented during a community picnic in the park, and consisted of a variety of categories, such as outstanding sporting achievement.

The campaign demonstrated the importance of consistent branding, as the Smile campaign's logo appeared in all campaign literature and in the naming conventions utilised to describe events that were organised as part of the campaign including festive activities such as the Chorley Smile Christmas Lights Switch on event.

The impact of the campaign on civic pride within Chorley appears to have been overwhelmingly positive and the campaign objectives appear to have been met. A recent evaluation of the scheme identified that the number of residents who had signed pledge cards had increased year on year since the launch of the scheme and significant support had been received from local media, Councillors and Council Officers.

Evidence Gathering

Tourism Experts - consultation

A number of experts in the field of tourism and marketing were consulted during the course of the review to enable the Group to develop an understanding of both the opportunities available to further promote Redditch and the challenges that would need to be tackled.

Mrs Rosemary Sidaway, Rockford Consulting

Mrs Sidaway currently operated her own consultancy company, though she was also the chair of the Redditch Town Centre Partnership and had developed relevant expertise in her former role as a Tourism Officer at Bromsgrove District Council. She had also helped to establish North East Worcestershire Tourism (NEWT), a partnership comprising representatives of bodies based in north Worcestershire which worked to promote the north of the county. (This partnership has recently been re-launched as North Worcestershire Tourism, following a formal merger with the Wyre Forest Tourism Board). Much of the evidence provided by Mrs Sidaway informed the Group's understanding of basic marketing principles. (Please refer to pp– to view further information about these basic marketing principles).

The Group was advised that there were many features within Redditch that could be more effectively promoted, though there was no single unique selling point for the town. In particular, the many parks and green open spaces based in the town could be more widely promoted, and the arts, both performing arts at the Palace Theatre and visual arts displayed in the town, could be more effectively promoted to help develop a more positive image of the town. Mrs Sidaway suggested that the town's music heritage, in the form of musicians such as John Bonham, could be utilised when marketing the town.

However, the Group was advised that the town's industrial heritage, in the spring, fishing tackle and needle industries, was unlikely to appeal to leisure tourists, particularly visitors who live outside the Borough. Moreover, negative perceptions of drug and alcohol abuse in the town centre and perceptions that the Redditch road system was confusing were likely to deter visitors.

Evidence Gathering

Mrs Rosemary Sidaway, Rockford Consulting

Nonetheless, there were a number of opportunities that the Group were advised could be explored in Redditch, to the benefit of the local economy and civic pride. A defining event held in the town could help people, especially external visitors, to develop a more positive image of the Redditch. The town also had the potential to host smaller conferences and meetings in both local hotels and in the Room Upstairs at the Palace Theatre. The close proximity of Redditch to the NEC and Birmingham was similarly considered to be an asset and it was suggested that Redditch based hotels might be promoted to both business and leisure tourists visiting those locations, to the benefit of the local economy.

Councillor Sir William Lawrence Bt

Councillor Sir William Lawrence Bt is the current Chairman of Stratford-On-Avon District Council, the former Chair of the Heart of England Tourism Board and Chair of the Heart of England in Bloom competition. Furthermore, Councillor Lawrence was involved in undertaking a scrutiny review of tourism at Stratford-on-Avon District Council. Under these circumstances, the Group recognised that Councillor Lawrence's expertise in the field of tourism and in the implications of tourism for local government.

The Group were advised by Councillor Lawrence that in general Redditch was largely defined as a new town by individuals living outside the Borough. The town did have a unique selling point, the location of Redditch in the centre of the country close to local motorway networks and to the Birmingham conurbation. This was considered to be particularly appealing to businesses and business tourists.

The Group was advised that numerous events took place in the Stratford-on-Avon district, including the Bulldog Bash that was attended by motorbike enthusiasts, events such as a game fair in the grounds of Ragley Hall, street fairs, and a water festival on the River Avon. Events had the potential to attract visitors and could have a positive impact on the local economy as visitors would utilise other facilities whilst attending an event. However, local shops and hoteliers had not always

Evidence Gathering

Councillor Sir William Lawrence Bt

benefited from shorter events and activities, particularly when these took place outside the town centre and businesses could have concerns about the potential for anti-social behaviour to occur during the course of street fairs.

The Group was also advised that whilst the town benefited from associations with William Shakespeare, the appeal of Stratford-Upon-Avon as a leisure tourist destination had decreased in the past 50 years, from one of the top two destinations to one of the top 100 destinations to visit in the country. Under these circumstances, a location could not rely on an established heritage to sustain interest in the leisure tourism industry.

The potential appeal of visiting Redditch to Stratford district residents was discussed in some detail and it was agreed that both the shopping and the sporting facilities available within the town were likely to appeal to residents living on the borders of the borough, particularly in Studley and Mappleborough Green. However, the shopping and sporting facilities based in Stratford-Upon-Avon town centre and in Leamington Spa, both located within Warwickshire, were considered to be more desirable shopping locations for residents living further into Stratford district. Moreover, the location of a number of speed cameras on the access route between Redditch and Alcester was considered likely to deter Stratford residents from visiting the Borough.

Councillor Lawrence questioned the appeal of Redditch hotels to leisure tourists intending to visit Stratford-Upon-Avon, as he suggested that there were adequate hotel facilities available in Stratford-Upon-Avon which were more likely to appeal to visitors through convenience. However, whilst Councillor Lawrence recognised that the Redditch road system had a negative image outside the Borough, including amongst residents in Stratford-On-Avon district, he suggested that these impressions were based on experiences that had occurred 20 years previously prior to a significant number of improvements having been made to the Redditch road system. Under these circumstances, the challenge would be to raise awareness of the positive aspects of the road system amongst people living outside the Borough.

Evidence Gathering

Destination Worcestershire –Mr Simon Tipple

Mr Simon Tipple is the current manager of Destination Worcestershire, the official county tourism partnership in Worcestershire. The Partnership was established in 2006/07 with the objective to ensure that there could be a co-ordinated approach to destination marketing across Worcestershire, that would avoid duplication in the use of resources across the county.

The Group was advised that the work of Destination Worcestershire is designed to promote members of the partnership. In order to achieve this representatives of the partnership worked with member organisations, tourism officers and Town Partnerships to promote the interests of member organisations. A membership fee was required to join Destination Worcestershire, though the fee varied according to the size of the organisation. Whilst there were currently 141 members of the partnership and the membership was reviewed on an annual basis, few Redditch businesses had become members of Destination Worcestershire. Consequently, Redditch attractions did not tend to feature in the partnership's promotional literature.

The Group was advised that Destination Worcestershire tended to focus on promoting themes rather than specific sectors, as many people considering visiting a destination were more interested in finding out about a total package for a trip, rather than specific elements such as hotels or restaurants. The theme based approach to promotion also indirectly had a positive impact on the local economy as people would choose to visit local shops and tourist attractions that had not been promoted as part of the package whilst they were in the area.

Mr Tipple confirmed that Redditch had a number of assets which could be utilised more effectively to attract leisure tourists to visit the town. This included the central location of the town, the shopping facilities, the Palace Theatre, and the hotels located in the town. Furthermore, the town had the infrastructure to host a number of events and festivities which could attract leisure tourists to visit the town.

Evidence Gathering

Destination Worcestershire – Mr Simon Tipple

Redditch has a more natural appeal to the population of the conurbation rather than the shire counties. It is therefore appropriate to consider targeting leisure tourism marketing at south Birmingham and Coventry for example.

The use of events to develop a more positive image of a destination as a tourist destination required careful organisation and effective marketing. Increasingly, in order to attract both media and public interest an event needed to be distinctive to the locality and quirky. For example, the Pershore Plum festival attracted 17,000 visitors and generated extensive press interest in 2010. Whilst an event might focus on a particular subject, there was the potential to provide a wider offer during an event to ensure that there was an appeal to different interests.

Business Experts – Consultation

The Group recognised the contribution that companies make to the local economy and that the needs and experiences of businesses and business tourists would differ from leisure tourists. Consequently, three different representatives were consulted together during an interview in January 2011: Mr Dean Attwell, Managing Director of Oakland International (a logistics company specialising in the distribution of food and consumer goods); Mr Alistair Hayward-Wright, Director of Hayward Wright Accountants; and Mr Gary Woodman, Head of Policy and Education at the Herefordshire and Worcestershire Chamber of Commerce. The location of Hayward Wright Accountants in the town centre ensured that Mr Hayward-Wright could provide a business perspective on behalf of companies based in the town, whilst the location of Oakland International Ltd's British headquarters in Bromsgrove district enabled Mr Attwell to convey an external business perspective of the location.

The Group was advised that the town had a number of assets which meant that conducting business in Redditch was an attractive proposition. Redditch was considered to be ideally located within the centre of the country and the close proximity of Redditch to central motorway networks was an asset to the town from a business perspective. Similarly the lack of congestion on the Redditch road system was convenient for local businesses. Significantly, unlike Bromsgrove, it was

Evidence Gathering

Business Experts – Consultation

reported that external business contacts were aware of Redditch and where the town was located and this contributed to the efficient conduct of business.

However, there were a number of areas of concern to businesses which needed to be addressed. For example, it was suggested that, whilst the Redditch road system was convenient, the signage displayed on the Redditch road system could be confusing and was not always regularly cleaned. As a consequence of this there were often delays to business meetings and deliveries. There were no conferencing facilities based in the town that were considered large enough to host large conferences and meetings, so that frequently business meetings took place utilising facilities available outside the Borough. Disappointment was also expressed in the limited availability of quality restaurants, so business meals often had to take place at venues located outside the Borough.

A significant proportion of the local population are young people and skilled workers who have become unemployed in recent years. Unfortunately, whilst businesses were willing to employ Redditch residents, concerns were expressed about the public transport facilities available to enable residents to attend work, particular if the employee would be required to work in areas located outside the town centre or to commit to shifts outside normal working hours.

The role of the Herefordshire and Worcestershire Chamber of Commerce in supporting and promoting local businesses was considered to be important to successful business promotion. The focus of the Chamber of Commerce's activities had altered over the past four years to consider the needs of businesses outside the main cities and across the whole of the county, including Redditch. As a membership body the focus of the Chamber was on promoting the needs and achievements of member companies, which comprised 1,300 members by February 2011. 62 Redditch based businesses were recorded as members of the Chamber of Commerce in the *West Midlands Chamber Members Directory 2010/11*, though 39 companies were recorded as being

Evidence Gathering

Business Experts - Consultation

members of the Birmingham Chamber of Commerce. The experience of business representatives in relation to working with the Chamber of Commerce had largely been positive, and it was suggested that members were most likely to gain advantages from membership through actively participating in membership activities.

Mr Alan Ottey, Nuneaton and Bedworth Borough Council

To address the specific problems identified in Redditch town centre, and the potential contribution that the town centre could make both to the local economy and to developing a more positive view of the town, the Group considered that it was important to consult an expert in the field of town centre management. As such, due to his success in raising the profiles of Nuneaton and Bedworth Mr Alan Ottey, Town Centres Manager at Nuneaton and Bedworth Borough Council was invited to provide evidence.

The appeal of the town centres had been central to improving perceptions of Nuneaton and Bedworth over the past six years. In Nuneaton, the market was regarded as the unique selling point for the town, and it had been awarded Market of the Year status in a national market awards process in 2009 and 2010. A programme of street entertainment and public art took place in Nuneaton alongside the market between spring and the end of the year and was designed to appeal to families. It was important to ensure that this street entertainment was distinctive and eye catching, in order to attract public interest. Nuneaton and Bedworth Borough Council had also determined that street entertainment should take place on the same day of the week throughout the year. This ensured that the public would associate that day with street entertainment, and it was hoped that this would encourage people to visit the market at that time.

Local businesses, including the market, had benefited from the street entertainment which had encouraged an increase in trade on the day when the street entertainment was taking place. Indeed, the reputation of the market had expanded considerably, and regular coach trips and bus routes had been introduced that enabled visitors from Leicestershire and the West Midlands to visit

Evidence Gathering

Mr Alan Ottey, Nuneaton and Bedworth Borough Council

Nuneaton market on street entertainment days. Under these circumstances, whilst it was anticipated that the budget available for town centre activities, currently £12,000-13,000 for street entertainment, would be reduced in 2010/11 it was hoped that it would be possible to secure sponsorship from local businesses to continue street entertainment activities in the town centre.

During the course of his visit to Redditch Mr Ottey reviewed the strengths, weaknesses and opportunities for the town centre in the form of a 'First Impressions' assessment exercise. He concluded that the unique selling point for Redditch was that it provided an urban offer in a rural setting. Numerous positive features had been identified upon arrival in the town including: Redditch town centre was clean; the market area in the town centre was a useful space in which to host street entertainment; much of the town centre appeared to have been pedestrianised; a visitor felt safe; the Kingfisher Shopping Centre provided a reasonable shopping experience; the people of Redditch had been friendly and welcoming; and the location of NEW College in the centre of the town ensured that there was both an educational offer and a youth presence in the town centre.

However, unfortunately a number of negative features were identified, including: the pedestrian street signs, which were not prominently situated and difficult to use due to the black background provided; the signage provided at the bus station, which was considered to be confusing for visitors; and the lack of catering facilities in the town centre. These issues would need to be addressed in order to improve the visitor experience in the town centre.

Evidence Gathering - Community Engagement

Community Engagement

Community Engagement formed a significant part of the review. It was considered important to gain an understanding of public perceptions of Redditch.

Focus Group – NEW College Students

As part of this process a focus group, comprising 20 mature students from NEW College who lived in Redditch, Birmingham and Bromsgrove District, was consulted in January 2011. To ensure impartiality the Focus Group was organised and facilitated by NEW College on behalf of the Group.

In general, the Redditch residents who participated in the focus Group provided much more positive feedback about the town than the students who lived outside the Borough. In particular they reported satisfaction with: the safety of the Kingfisher Shopping Centre; the Redditch road system, which was considered easy to use and well maintained; the town's parks; NEW College; the availability of youth activities and the local young people who were considered to be friendly and intelligent. Unfortunately, non-Redditch residents were concerned that: the Redditch road system was confusing; the shopping centre was less appealing than shopping centres based in other parts of the country; the estates in Redditch were perceived to be dangerous; and Redditch residents were considered to be parochial. There was, however, consensus that Redditch should aspire to have an improved town centre and sporting facilities and should be promoted as a clean, safe, youthful and family friendly town.

Redditch Budget Jury

The Redditch Budget Jury, comprising a membership of local Redditch residents, was also consulted during the course of the exercise. Unfortunately, only two members of the Budget Jury, both young men aged in their early twenties, were able to attend the Budget Jury meeting and as such the evidence they provided could not be considered representative of the wider community perspective. However, the Budget Jury members confirmed that the town's parks, greenery, safety record and NEW College were all considerable assets for the town. They agreed that more attempts could be made to promote the Morton Stanley Festival and the town's musical heritage.

Evidence Gathering - Community Engagement

Local Democracy Day 2010

During the Course of the Local Democracy Day Event in October 2010 local students, aged 13-18, from Arrow Vale High School, Pitcheroak School and Trinity High School were asked to complete a questionnaire: what you like and dislike about living in Redditch. The feedback provided in the 47 questionnaire responses that were received were considered by the Group.

The majority of respondents were happy or satisfied with Redditch as a place to live. Many students commented that the following features were positive aspects of the town: the BMX Track and Skate Park; the local Apollo Cinema; the local parks; the public artwork displayed in the town; the friendly local community; the Palace Theatre; the Kingfisher Shopping Centre; the fact that Redditch was a quiet and peaceful location and the mixed communities living in the town. Unfortunately, students reported that they had some concerns about: the amount of activities available for young people; negative perceptions of young people; the levels of anti-social behaviour in the area; and the levels of the litter and graffiti in the area.

Borough Tenants Panel

The Chair of the former Redditch Borough Tenants' Panel, Mr Michael Chawner, also submitted evidence for the consideration of the Group on behalf of the Panel. In this evidence the Arrow Valley Lake, the greenery visible in the town and surrounding countryside, the local woods and water features, the Skate Park and BMX Track, the Palace Theatre and the local shops were all identified as positive features to the town.

Borough Councillors

Local Borough Councillors were also consulted as representatives of their local communities about the positive aspects of the Borough that appealed to different generations and businesses. Unfortunately, only five Councillors responded to a survey submitted on behalf of the Group. However, many of the comments submitted by Councillors corresponded with suggestions raised by members of the public consulted during the review. The Skate Park and BMX Track were considered to be particularly appealing to younger residents, whilst the good health services, the Dial-a-Ride and Shopmobility services were considered to be useful facilities for older residents. A

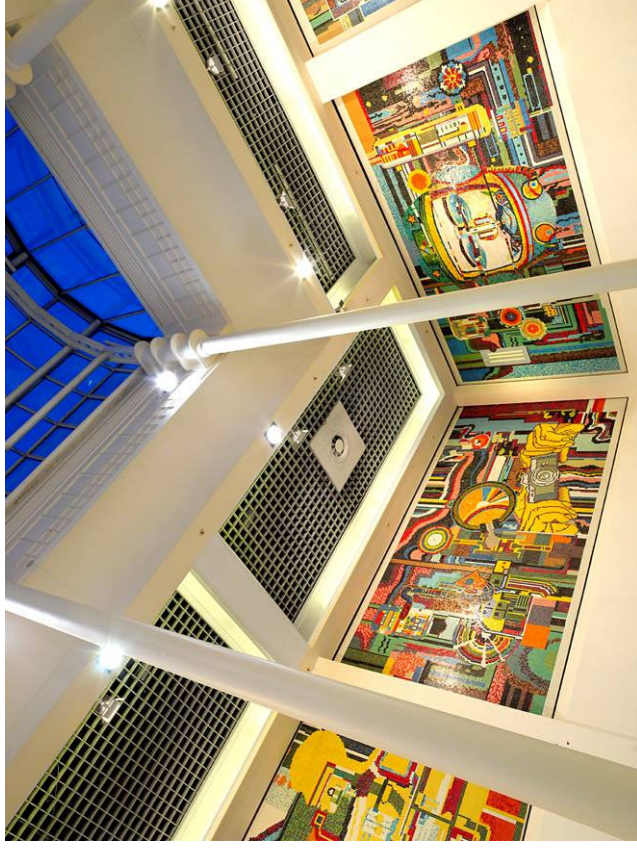
Evidence Gathering – Community Engagement

Borough Councillors

number of aspects were considered to have general appeal to all generations, including the local greenery, the parks, the Palace Theatre and the location of Redditch in the centre of the county close to local transport networks.

Summary

Significantly, the majority of residents consulted during this review reported that they were proud of Redditch and were keen to address negative perceptions of the town. As part of this process there was support for further actions being taken to promote the town, including by Redditch Borough Council.



The 12 panels of the Paolozzi mosaics are community assets which are on public display in the Kingfisher Shopping Centre (left)

Findings

Strengths

By the end of the review a number of Redditch features had consistently been identified, during consultation, as positive assets which were suitable for promotion. This included the following:

- the greenery visible in Redditch;
- the parks, woods and water features in the town, especially the Arrow Valley Lake and park and Morton Stanley Park;
- the Skate Park and BMX Track, which were considered to be attractions for young people;
- the location of NEW (North East Worcestershire) College in the town centre;
- the central location of Redditch and close proximity to the motorway network and Birmingham as well as to the countryside;
- the local community are often considered to be friendly and welcoming;
- the Palace Theatre;
- Forge Mill Needle Museum and Bordersley Abbey
- the town's industrial and medieval heritage, with links to the fishing tackle, spring and needle industries as well as to the Knights Templar in Feckenham, was considered to be a source of pride;
- the town's music heritage;
- Redditch was the leading exporter in the West Midlands in 2010.
- the Apollo Cinema;
- the Kingfisher Shopping Centre and district shopping centres;
- the Dial-a-Ride and Shopmobility services and the general accessibility of facilities to individuals with disabilities;
- the local health services, particularly the local Alexandra Hospital;
- public art, especially the Paolozzi mosaics displayed in the Kingfisher Shopping Centre;
- horse riding, golf, the Abbey Stadium and other sporting facilities;
- local clubs and organisations;
- pubs, clubs and restaurants located in the town; and
- the Redditch road system, which local residents and businesses praised particularly due to the limited amount of congestion on the roads.

Findings

Weaknesses

Unfortunately, expert witnesses and members of the public also identified a number of features which were believed to have a negative impact on perceptions of the town.

The following issues were consistently raised as weaknesses for Redditch:

- Redditch appeared to have a fairly anonymous image;
- many people's perceptions of Redditch had been influenced by the negative stereotype images often associated with new towns (there was limited recognition of the town's medieval and industrial heritage);
- parking restrictions for Office workers;
- visitors have expressed disappointment with the shopping facilities available within the town centre;
- the market in the town centre and the competitiveness of local market stalls;
- the limited footfall in the town centre outside the Kingfisher Shopping Centre
- perceptions that public transport was expensive in the town;
- the limited awareness of the level of facilities available in the town, particularly amongst young people;
- the limited appeal of the town's industrial heritage to external visitors;
- the lack of a major national attraction to encourage leisure tourists to visit the town for a day;
- the limited number of eating establishments, cafes and bars in the town centre conducive for the café culture that appeals to young people, particularly young professionals;
- the evening economy was considered to be disappointing;
- negative perceptions of community safety and anti-social behaviour, particularly in the town centre, despite positive statistics indicating that Redditch is a safe town;
- the Redditch road system was consistently regarded as confusing by external visitors; and
- the need for signage to be improved for both pedestrian footpaths, on the road system, for Industrial Estates and at the Bus Station.

Recommendation 1a We RECOMMEND that Leisure Tourism marketing should be targeted at families of all cultures within Redditch and a radius of 20 miles, highlighting the attractions of the Arrow Valley Lake and Countryside Centre and the shopping opportunities.

The Group has concluded that, whilst there is no single selling point for Redditch the town has numerous assets that appeal to a family audience. Correspondingly, both the Council and relevant partner organisations should target a family audience, both families who live in Redditch and those who live in surrounding areas, when marketing the town's attractions to leisure tourists.

Marketing attractions and locations to a family audience requires an understanding of the needs of the modern family. In particular, it should be recognised in the 21st Century that families are increasingly complex, often involving an enhanced role for grandparents as well as single parenting and step-parenting arrangements. Families generally require convenience when searching for attractions to visit and considerations about entrance fees, parking availability, toilet facilities and the quality of the food available to purchase on site will influence a family's decision as to whether to visit a location. (For more detailed information about marketing to families please refer to Appendix B).

Furthermore, Redditch has the largest proportion of minority ethnic groups in Worcestershire, representing 8 per cent of the local population by 2009. Asian and Asian British Pakistani groups comprise the greatest proportion of Redditch residents from minority ethnic groups, though there is also a significant Eastern European representation amongst residents. (Redditch Profile, 2009 p 22). The Group believes that the needs and cultural experiences of the minority ethnic groups living in Redditch should be reflected in the leisure tourism offer in the local area and the ways that this offer is promoted to the local community.

Increasingly the structure of a family visiting an attraction will differ from the traditional structure of

Recommendations

Recommendation 1a



“The Arrow Valley Visitor Centre is highlighted in the majority of our public consultation as being the jewel in the Council’s crown which enjoys unbridled public support”, Councillor Carole Gandy, Leader of Redditch Borough Council, Arrow Valley Visitor Centre Prospectus 2010.

Recommendations

Recommendation 1a (cont)

two adults and two children that has tended to be reflected in the standard family ticket. Many organisations, such as the National Trust, now offer family tickets that reflect these different family structures and this pay structure can act as an incentive for groups that do not conform to the traditional model to visit that attraction. To meet the needs of modern families the Group is contending that **different payment arrangements should consistently be made available** to families visiting all Redditch based attractions.

“The lake at the Arrow Valley Countryside Centre is the jewel in the Redditch Crown”.
(Chair of the Borough Tenant’s Panel, November 2010).

There are two particular selling points that the Group agree appeal to families and should be promoted as family friendly destinations in all campaigns designed to appeal to potential leisure tourists: the Arrow Valley Park, Lake and Countryside Centre and the shopping opportunities available within the town.

The Arrow Valley Park is classified as a regional park and attracts approximately 1 million visitors per year. An external company is contracted to manage the lake and the activities that take place on the lake. At the time of writing the Council is in the process of negotiating a contract for the Arrow Valley Countryside Centre. Visitors can participate in nature walks, observe or participate in sporting activities, children can play safely and families can have picnics in the park. The park is within walking distance of 80 per cent of residents and was identified as the most popular tourist destination in Redditch in a Pride of Place Poll, conducted in the Borough in 2007. Furthermore, expert witnesses and residents of all generations consulted during the course of the review identified the park as a key local attraction that appealed to the whole family.

There are numerous shopping opportunities available within the town which should appeal to a family audience. The Kingfisher Shopping Centre, which contains branches from a number of high profile retail outlets, is one of the top 20 largest shopping centres in the country. The Shopping Centre is conveniently located in the centre of the town and can be easily accessed by pedestrians at a variety of entry points, and there are adequate parking facilities available for visitors travelling

Recommendations

Recommendation 1a (cont) to the centre by car. As a central shopping venue the Kingfisher Shopping Centre offers convenience and a safe environment suitable for families when shopping.

There are a number of low cost retail outlets located both in the Kingfisher Shopping Centre and in the rest of the town centre. The Group recognises that often there are concerns about the potential impact that low cost retail outlets may have on the competitiveness of the local retail offer, particularly when compared to regional competitors such as the Touchwood Centre in Solihull. However, the Group believes that these low cost retail outlets can also be considered to be an asset to the town because they often appeal to a family audience.

There are also a number of smaller district shopping centres located in the town. The Group believes that these shops are particularly useful for families with young children. The convenient location of the district shopping centres close to local housing estates and easy accessibility ensures that young families can access essential goods without having to travel to the town centre. As such, the group believes that the district centre should be marketed as assets for local communities.



The Kingfisher Shopping Centre (left) is located in the centre of the town and offers a family, friendly shopping experience.

Recommendations

Recommendation 1b

We **RECOMMEND** that business marketing should promote Redditch's strategic and rural location, being vibrant and modern using a strap line such as "an urban lifestyle in a rural setting".

The Group believes that, to support the economic development of the town, businesses should be another key target audience when promoting Redditch. The needs and interests of businesses differ from the aspects of the Borough that appeal to families. As such, a separate approach to marketing Redditch to businesses should be adopted by the Council and relevant partner organisations.

Redditch in the 21st century has a number of features that appeal to modern businesses. High speed broadband and Wi-Fi access, important for businesses intending to operate effectively in this modern era of information technology, is available in many parts of the town. There are also numerous industrial estates based within the Borough offering office and warehouse space in which to conduct business.

The Group has concluded, though, that there is a unique selling point of Redditch which particularly appeals to companies and should consistently feature in any campaign targeted at businesses: the central location of the Borough. Redditch is located advantageously in the centre of the country close to the M42 and M5, the Birmingham conurbation and Birmingham International Airport, and also to the countryside which represents a significant portion of the south of the Borough. Indeed, business representatives have confirmed that the central location of the town is an incentive for conducting business in Redditch. As such, Redditch can be described as a gateway to Birmingham.

There is often an assumption that the association of Redditch with the location's status as a new town creates negative impressions of the area which need to be addressed through emphasising the town's heritage. However, the feedback that was received from expert witnesses during

Recommendations

Recommendation 1b (cont) the course of the review indicated that there was little interest amongst external visitors in the town's fishing tackle and needle industry heritage. Moreover, Telford, another new town, has demonstrated that by emphasising modern elements of a new town that facilitate effective business it is possible to attract companies to an area to the benefit of the local economy. In these circumstances the Group is contending that the Council should be proud of these modern links and should actively attempt to market a brand for Redditch to businesses which associates the town with economic vibrancy and modernity.

A strap line can often help an organisation to define a brand for a product. The Group feels that the strap line they have identified, "an urban lifestyle in a rural setting", encapsulates the Redditch brand that they are proposing should be promoted to businesses.



Numerous modern office units, such as Oak Tree Park (left) have been developed in the Borough which are suitable for the use of businesses.

Recommendation 2

We RECOMMEND that a significant festival and events programme should be developed and marketed cohesively to raise the profile of the town in the region.

During the course of the review the Group has consistently discussed the potential for events and festivals to raise the profile of a location and to enhance civic pride in a town. Evidence gathered from expert witnesses and from the Hartlepool Borough Council review indicate that this represents a legitimate way to raise the profile of a town locally, regionally and, in exceptional circumstances when delivering a high profile event, nationally.

A number of events and festivals already take place in the Borough, some of which are organised by Redditch Borough Council, such as the Morton Stanley Park Festival, and other activities which are organised independently, such as the Astwood Bank Carnival. The Group agrees that there is further potential to develop a much enhanced events programme in the town which would appeal to a family friendly audience. A variety of new opportunities have been identified which could be delivered in Redditch:

- a) a crafts fair displaying both traditional and modern produce manufactured in Redditch ;
- b) a horse fair, which is likely to attract horse enthusiasts from outside the Borough, which could take place in one of the local parks;
- c) a scarecrow festival could be organised to take place in the more rural areas of the Borough;
- d) a dog show, which is likely to attract dog enthusiasts from outside the Borough;
- e) a week-long music festival celebrating the town's music heritage;
- f) subject to working in partnership with an appropriate third sector organisation, a water fiesta on the Arrow Valley Lake;
- g) an event celebrating the historic role of the Knights Templar in Astwood Bank;
- h) a Chinese Dragon boat display or event, which could take place on the Arrow Valley Lake; and
- i) a small-scale three counties show, which could be held in one of the town's parks.

The Group recognises that, as suggested by witnesses with expertise in the tourism industry, any

Recommendations

Recommendation 2 (cont)

event or festival would need to be distinctive in order to appeal to a wide audience. In this respect the activities would need to be original and appropriately marketed to ensure that media interest could be secured and consequently public awareness raised.

Existing events could be developed to appeal to a family friendly audience. For example, Feckenham Wake, a local village fair, takes place every year could be expanded. The fair is organised independently but takes place on Council land. Subject to the agreement of the local community and the WAKE Committee, which organises the fair, the event could be developed further to promote the history of the village.

Another prominent event that is already delivered in the Borough is the Morton Stanley Festival. The festival takes place in the Morton Stanley Park on an annual basis and costs £15,000-20,000 to deliver, largely appeals to an audience of residents aged 24 or younger. There is the potential to expand this festival to ensure that it appeals to all generations of a family audience. For example, a food festival and craft fair section could be introduced as part of the festival activities and it is likely that these sections would appeal to older adults. The enhanced offer at the Morton Stanley Festival could eventually help to raise the profile of the event, both in the Borough and externally, so that eventually the festival might need to move to a more high profile destination.

The Arrow Valley Countryside Centre is probably the most high profile location in Redditch and it would be suitable to hold a prominent regional festival at the park in the long-term. However, there are a number of infrastructure problems at the park. At present, there are no toilets, water, or electricity available outside the countryside centre and these facilities therefore need to be brought on site when delivering events such as the annual fireworks night event in November. Similarly, the town centre, particularly the road system, lacks the infrastructure required to host events and activities. These problems would need to be resolved before a significant festival or event could take place at the park, in the town centre or on the Redditch road system.

Recommendations

Recommendation 2 (cont)



Local musicians and bands currently perform during the course of the Morton Stanley Festival (left).

A greater variety of events could, however, be held in the town if these infrastructure problems were to be resolved. For example, at present the town is not in the position to host a Redditch Carnival, which according to a traditional model would consist of a procession followed by family friendly activities. The town lacks the infrastructure and the resources to organise and deliver a complete carnival, particularly the procession, though there is the potential to hold family friendly activities in the town centre (please also refer to pp 48-50). The Group believes that a Redditch carnival would enhance civic pride and represent a useful opportunity to promote the various districts located in the Borough as well as the businesses and community organisations located in the town.

Investment would be required from the Council and the local authority's partner organisations to help fund many of the events that have been identified by the Group for delivery in Redditch. In the current economic climate it would be difficult for the Council to commit this level of investment. However, in the long-term it will be important for the Council to address any infrastructure problems at local attractions if the appeal of the attractions based in the town are to remain competitive in the leisure tourism market. The Group recommends that the principle of an enhanced festival and events programme in the Borough as an arrangement that the Council and Council's partner organisations should aspire to achieve in due course.

Recommendations

Recommendation 3

We RECOMMEND that promotional material should be developed in partnerships and through Redditch Matters.

Currently Redditch Borough Council utilises the Council's website and magazine, *Redditch Matters*, to inform residents about Council services and local developments (for further information about *Redditch Matters* please refer to pp 9). However, the Group believes that the publication could be further developed to promote Redditch, particularly the events taking place in the Borough.

"Morton Stanley Festival was not widely known of and residents and outsiders alike would have liked to have known about this festival". (Feedback received from the Focus Group, January 2011).

During the course of the review the Group has consistently discussed the possibility of introducing a calendar of Redditch events, which could be utilised to promote forthcoming local events and activities. Worcestershire County Council's Library Service currently produces a guide to community activities in Redditch and Bromsgrove, *Happening – Redditch and Bromsgrove*, which can be accessed on the Council's website. Whilst this publication is informative the focus of the document is on the activities of local social clubs rather than events. The Group is keen to promote the many larger community events that take place in locations across the Borough throughout the year and ideally would prefer for a separate calendar to be produced to promote the events taking place in Redditch. However, the Group recognises that significant expenditure would be required to produce and publish a calendar.

An alternative option, therefore, would be to display a calendar of events in an edition of *Redditch Matters*, either for the year or for the period of time for which that edition of the magazine applied. The potential impact of this calendar could be significant. The distribution of the publication to all households in Redditch would ensure that the majority of residents could be informed about the events that would be taking place in the area and this exposure could help to increase the number of residents participating in particular events and visiting the attractions where those activities take place during the year.

Recommendations

Recommendation 3 (cont)

The Group believes that further printed promotional materials should be produced by both the Council and relevant partner organisations to market Redditch. The Group recognises that increasingly local attractions rely on social media and websites for promotional purposes. Websites and social media are relatively cheap to utilise and are useful sources of communication, particularly for people who are unable to access the Town Hall and other town centre facilities during the week. However, these forms of communication are relatively passive and marketers are reliant on the target audience actively choosing to engage with the source of information. Feedback received from students during the Local Democracy Day event and the Budget Jury meeting indicates that young people in particular are unlikely to engage with social media or websites that have been branded as local authority sources of information.

The Group also recognises that the many tourist attractions based within the town would not separately attract leisure tourists to visit the town for the day. However, the Group agrees that Sunderland City Council's suggested model of a tourist trail, linking the many smaller attractions available within the area, could provide an attractive day visit offer to leisure tourists.

In these circumstances, the Group believes that the most effective way to promote a tourist trail of Redditch attractions would be through producing a promotional leaflet which focuses on marketing the places of interest based within the town. A promotional leaflet is not currently produced by the Council or any local partner organisations, though the Group believes that the Council's Communications Team does have the skills required to produce this type of leaflet. An A2 size leaflet, folding into 16 separate sections, could feature a map of the area which would be designed to highlight potential visitor attractions. Particular sections of the leaflet could also focus on specific areas of interest, such as restaurants and cafes based in the town, and a calendar of events could be incorporated into the publication.

It is estimated that it would cost approximately £5,000 to produce and distribute 50,000 copies of a promotional leaflet. (For further information about the costs involved in producing this leaflet please

Recommendations

Recommendation 3 (cont)

refer to Appendix A, p69). The Group recognises that this represents significant investment in the current economic climate. However, the Group believes that this investment would be justifiable because an effective leaflet could have a positive long-term impact on the local economy. Furthermore, in accordance with actions suggested in recommendation 8, the leaflet could be produced by the shared Economic Development Service as part of a process of prioritising investment in tourism. (See recommendation 8, p 54).



A number of events take place throughout the year in the grounds of Forge Mill Needle Museum.

Recommendation 4

We RECOMMEND that the Palace Theatre, Forge Mill Needle Museum, Bordesley Abbey Visitor Centre and a public arts programme should be developed with increased management resource to provide increased audiences, more events and significant installations.

Museums, Theatres and the visual arts are all community attractions which appeal to families. In Redditch, the Palace Theatre, Forge Mill Needle Museum and Bordesley Abbey Visitor Centre are three prominent local attractions which have the potential to attract leisure tourists. The Group believes, however, that the appeal of these attractions as tourist destinations could be enhanced.

The Palace Theatre is a nineteenth century establishment, which retained a traditional theatre interior following a significant refurbishment in 2006. The theatre has a programme of events which attracts a number of plays, stand-up comedians and amateur productions. There is also a space in addition to the main stage, The Room Upstairs, where events and meetings can take place. However, many of the acts secured for the programme could be considered to be mainstream and unfortunately do not currently attract large audiences. The theatre does not, at present, secure a significant level of secondary spend, in the form of bar sales, which would enhance the financial position of the venue.

There is currently no manager of the Palace Theatre and the Group believes that **a manager is required to improve the appeal of the venue**. The Palace Theatre has a larger seating capacity, consisting of 425 seats, than the ARTRIX theatre in Bromsgrove and the traditional interior is conducive to enhancing the atmosphere for theatre performances. As such, the venue has a number of strengths which could be more effectively marketed to secure more popular acts and performances. A manager could ensure that a more commercial approach was adopted to: organising the Palace Theatre's programme, marketing the acts scheduled to perform at the theatre, and managing the bar.

Recommendations

Recommendation 4 (cont)

Forge Mill Needle Museum has an established collection of needles, fishing tackle and other artefacts relating to the town's industrial heritage. The museum has a timetable of exhibitions each year, and some of the exhibitions attract significant numbers of leisure tourists, including a Dinosaur exhibition in 2010 which attracted approximately 4,500 visitors. Bordesley Abbey Visitor Centre is located in a 16th century barn on the same site as the museum and displays many of the archaeological exhibits that have been identified at the Abbey in previous years. There is a shop situated in the Visitor Centre, which can be hired for functions by external parties.

During the course of the review the Group discovered that the appeal of the museum was constrained by negative preconceptions about the town's industrial heritage and few of the expert witnesses had or intended to visit the museum. Like the Palace Theatre there is currently no manager of Forge Mill Needle Museum or Bordesley Abbey Visitor Centre. The Group are contending that a commercial approach to managing both the museum and Visitor Centre would ensure that both venues' collections could be more effectively marketed as an attraction to potential leisure tourist visitors. Due to the close proximity of these two attractions the Group believes that a manager could be appointed to assume responsibility for both the museum and the Visitor Centre.

There are numerous examples of the visual arts in Redditch and public artwork was cited as a source of civic pride by many of the community representatives consulted during the review. The Paolozzi mosaics in the Kingfisher Shopping Centre are regularly identified as a prominent feature in the town centre, whilst the visual arts are also prominently displayed in the Needles Gateway Feature, a depiction of needles that is displayed on Alcester Street in the town centre. Community artwork is similarly on display in the town, such as the Redditch Roadway Arts' projects featured on a number of subways and bus shelters in the town.

Recommendation 4 (cont)

The Group believes that more visual art work could be displayed in the Borough. In particular, sculptures produced by local artists could be installed on many of the town's roundabouts, though there is also the potential to display the artwork in other prominent venues such as the Abbey Stadium. Sculptures have successfully been installed on roundabouts located in other parts of the country, such as Telford, indicating that it is possible to meet this objective. The installation of artwork on the roundabouts in Redditch would improve the visual appearance of the roads but would also provide distinctive features that would help visitors to navigate the Redditch road system. Indeed, the Group anticipates that in the long-term a positive outcome of this initiative would be to improve external perceptions of the Redditch road system.

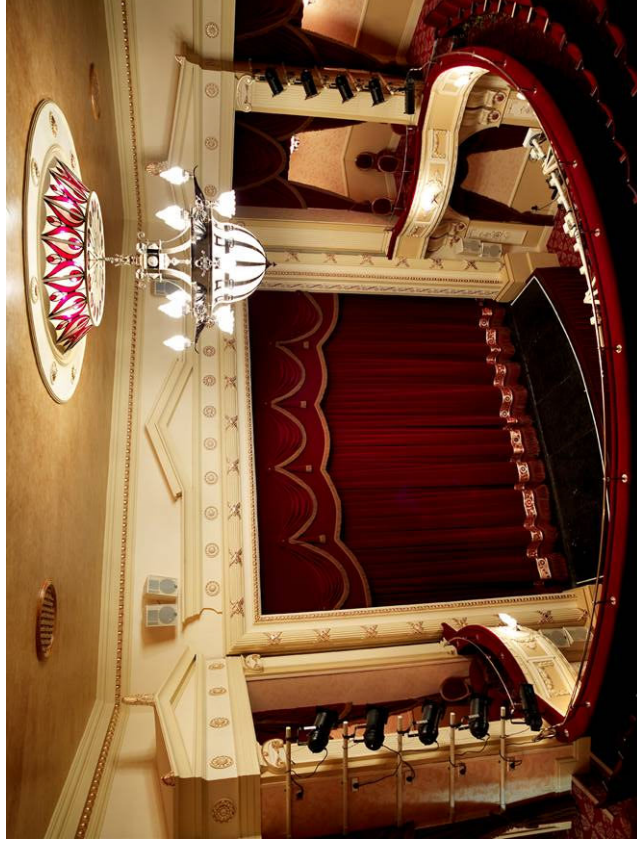
The Group accepts that an established artist or sculptor is likely to require a substantial fee to produce quality artwork that could be installed on the town's roundabouts. Under these circumstances the Group is suggesting that this should be regarded as an opportunity to promote the work of young artists and art students who are studying at local colleges and universities. Young artists will be keen to secure public exposure for their artwork. By working with young artists the Council will potentially help them to launch their careers, though without accruing significant financial costs.

The Group contends that public artwork could also be utilised to convey key messages about the strengths of Redditch. In particular, the areas identified as strengths for the town by both residents and visitors could be depicted in public artwork with a view to reflecting civic pride in features based within the town. Public artwork can also celebrate the heritage of the town. This has already been recognised by groups such as Redditch Roadway Arts, which has produced the artwork utilised for *Celebrating Redditch*, an image which features on a bus shelter located on Windmill Drive in Redditch and on the front cover of this report. However, there remain elements of the town's heritage which could be celebrated further in public artwork, such as the spring industry and the significant music heritage of the town.

Recommendations

Recommendation 4 (cont)

During the course of the review the Group were advised that the local authority's Leisure services were in the process of being reviewed as part of the ongoing shared services programme between Redditch Borough Council and Bromsgrove District Council. As part of this process it has been recognised that enhanced management arrangements would be in the commercial interests of the Palace Theatre and Forge Mill Needle Museum. It has also been acknowledged that the delivery of a continuously improving visual and performing arts programme requires the Council to invest in additional resources. The Group recognises the value of these services and the important contribution that these Officers could make to the performance of arts and cultural services in Redditch.



The Palace Theatre (right) was built in the 19th century and has retained a traditional interior.

Recommendation 5

We RECOMMEND that the Redditch Town Centre Partnership should work to create a more rounded shopping experience in the Kingfisher Shopping Centre and Church Green, with event based programmes to refresh the offer and a cohesive marketing strategy incorporating recognisable branding, key qualities and identifiers.

The Group recognises that the Redditch Town Centre Partnership has already started to attempt to address some of the problems with the town centre identified as weaknesses during the course of the review. In particular, the Group welcomed the Christmas events programme that took place in the town centre in 2010. Furthermore, the Group recognises that it will take time to alter both conditions in the town centre and perceptions of the area and for this reason the long-term plans to improve the location, as detailed in the Redditch Town Centre Strategy, are welcomed.

However the Group believes that there are a number of opportunities that could be delivered relatively quickly. In particular, street entertainment, which could be organised relatively easily to appeal to family audiences, could take place more regularly in the town centre, including the following initiatives:

- a) original fairs, focussing on local crafts or food products, could take place in the town centre;
- b) a brass band could perform in the town centre and at the bandstand located on Church Green;
- c) whilst it would be difficult, with the existing town centre infrastructure, to organise a carnival procession, it would be possible to deliver the type of activities that take place at the end of a town carnival, including the crowning of a carnival queen;
- d) there could be an annual Christmas Lights Switch On event in the town centre; and
- e) activities that involve displaying public art in the town centre.

The example set by Nuneaton and Bedworth Borough Council, particularly in Nuneaton town centre, has demonstrated that street entertainment has the potential to attract leisure tourists to the

Recommendations

Recommendation 5 (cont)

area. Indeed, the space available in Redditch town centre, on Alcester Street and in the Church Green area, is much larger than the space available in Nuneaton. Pedestrianisation of Alcester street and Church Green West would increase the potential for street entertainment and activities to take place safely in the town centre. Therefore, in the long-term more ambitious street entertainment projects could be delivered in Redditch town centre.

This programme of street entertainment would require the investment of a certain amount of resources by the partnership, particularly at the launch of the programme. However, the Group believes that the street entertainment would help to encourage an increase in footfall in the town centre, which should lead to a positive impact on custom both in the market and in shopping units located along Alcester Street as well as having a positive impact on custom in the Kingfisher Shopping Centre. In the long-term, as momentum with the street entertainment developed, it might be possible to attract sponsorship to help fund the continuing delivery of the street entertainment.

Additional work would be required to address the negative perceptions that residents have developed about the town centre. In particular, the Group believes that the **Redditch Town Centre Partnership should develop a positive, identifiable brand for the town centre. This brand should emphasise the fact that Redditch town centre is clean, safe, vibrant and friendly.** Perceptions amongst local people that the town centre is dirty or unsafe, especially at night, do not correspond with real circumstances. The Council's waste collection team regularly cleans the town and the statistics for community safety indicate that Redditch is a relatively low crime area and a safe location in which to live. Indeed, expert witnesses visiting Redditch for the first time reported that the town appeared to be clean, safe and friendly. These are all therefore constructive, family friendly images which, if used to promote the town, would address community concerns.

There are particular features in the town centre which could also be promoted to encourage more

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Recommendation 5 (cont)

positive perceptions of the town centre. In particular, the Kingfisher Shopping Centre and the Redditch branch of NEW College are both symbols which can be utilised as identifiers of a vibrant town centre. In the long-term the market, based in a prominent central position, could also be used to promote the town centre (see recommendation 6 pp 51-52). In addition, the close proximity of the town centre to the countryside and to local greenery could be promoted as this would help to identify the town with some of the messages aspiring to promote Redditch as an urban offer in a rural setting. (See recommendation 2, pp 38-40).

The Group believes that, as demonstrated by the successful approach of the Chorley Smile Campaign, the town centre brand and the identifiers detailed in this report should be consistently promoted as part of a co-ordinated marketing strategy. To ensure consistency in the way that the town centre was marketed, this brand would need to be adopted whenever the town centre was the subject of a promotional campaign co-ordinated by either the Redditch Town Centre Partnership, Redditch Borough Council or any other local partner organisations. Through this unity in approach it is anticipated that perceptions of the town centre would gradually become much more positive to the benefit of the local economy.

The band stand in the town centre (right) can be utilised during brass band performances.



Recommendation 6 We RECOMMEND that Redditch market should be developed to provide again a substantial marketing strategy for the town centre and develop opportunities for new entrepreneurs.

Unfortunately, the market in the town centre was consistently identified as a weakness due to the decreasing size and limited range of products available at the market. The decrease in size accords with national trends for the size of markets, though the Group was encouraged to learn towards the end of the review that footfall at the market had increased in January and February 2011. Furthermore, it is anticipated that the Redditch Town Centre Partnership's plans to assess the appropriate location of the market could help to improve custom at the market. However, negative perceptions of the market are concerning because this may deter custom not just from the market but from shopping units situated in the town centre.

The Group believes that there is potential to develop further the town centre's market. The space available in the centre of the town is significant, and certainly larger than the space available in Nuneaton where the market is a considerable local attraction. This space could be utilised more creatively to attract custom to the market, for example through the delivery of street entertainment. (See recommendation 5 pp 48-50). The Group is contending that in order to exploit the market space and to enhance the commercial viability of the market a specific strategy focussing on developing and promoting the market should be devised by both Redditch Borough Council and the Redditch Town Centre Partnership. This would ensure that all potential opportunities to improve the market could be assessed and a co-ordinated approach could be adopted to managing the market in the long-term.

There is also an opportunity in the short-term to work with the market to develop opportunities for young entrepreneurs. As demonstrated in Nuneaton, managing a market stall might be a young entrepreneur's first opportunity to operate a business and learn how to manage their finances. It may be appropriate for the Economic Development Unit to work with the Council's market team to

Recommendation 6 (cont)

develop a programme that would provide this assistance to young entrepreneurs, although established local business representatives may also be willing to mentor young people in this position.

The Group believes that by developing opportunities for young entrepreneurs working at the market a number of important long-term benefits could be secured. Firstly, it is likely that the range of produce available at the market would diversify as young people might have a fresh perspective about the appeal of particular products and the needs of their target customers. Secondly, these young entrepreneurs could develop the skills necessary to operate a variety of businesses, potentially in the local area. As a consequence, if implemented this scheme could have a positive impact on the local economy.

There is also the option to work with the National Market Traders Federation to address current problems with the market. The Group has been advised that the Federation has provided support to markets in other parts of the country to help address similar problems. The Town Centre Partnership and the Council's market team, in consultation with market traders, could utilise this opportunity to identify reasonable actions that could be taken to improve the market in Redditch.

Recommendation 7

We RECOMMEND that the Council should ensure that business promotion receives appropriate investment and provide an information resource fit for purpose.

The Group recognises that the Economic Development Unit is currently working effectively to promote Redditch businesses and the facilities available in Redditch to businesses. The structure of the Unit is due to change in 2011, because a new Economic Development Team representing Redditch Borough Council, Bromsgrove District Council and Wyre Forest District Council will be introduced. As the current capacity within the Council's Economic Development Team is equivalent to 2.68 full-time members of staff, this joint team could have greater capacity to promote and address the business interests of Redditch.

However, there is the risk that the constructive proposals to promote business tourism and Redditch based businesses that are contained within this report could be overlooked following the introduction of this new team due to the complexities involved in supporting three separate local authority areas. The Group, therefore, believes that these proposals must be effectively communicated to this new team and implemented accordingly.

In addition to relevant proposals detailed in relation to recommendations 1b, 6, 8, 0 and 13 the Group contends that there is one opportunity to enhance business competitiveness and the local economy which could be further explored by the Council directly: developing twinning links with an emerging economy. In particular, The Group believes that the town should aspire to develop twinning links with towns located in both India and China. The economies of both countries are rapidly developing and are likely to assume greater prominence in the world economy as the 21st century progresses. As a prominent manufacturer and exporting town in the West Midlands Redditch businesses have already developed a basis for working effectively with business contacts based outside the town. By establishing links with India and China Redditch could further develop this exporting base to the benefit of the local economy.

Recommendation 8

We RECOMMEND that the new North Worcestershire Economic Development Service and Strategy should recognise the importance of tourism to the local economy and ensure that adequate resources are allocated to the promotion of tourism in the area.

At present there are no Officers directly employed by Redditch Borough Council to support tourism within the Borough, though the Council's Communications and Economic Development Teams help to organise and deliver promotional activities on behalf of the local authority.

The Group believes that the introduction of a shared Economic Development Team, representing Redditch Borough Council, Bromsgrove District Council and Wyre Forest District Council, will create opportunities to enhance the contribution of local government to promoting leisure and business tourism in the area. In particular, Officers currently employed by Wyre Forest District Council have already developed expertise in relation to tourism and destination marketing. To ensure that all Councils make best use of the shared service the Group believes that this expertise should be shared and applied to promote leisure and business tourism opportunities across the whole of north Worcestershire to the benefit of the local economy.

As part of the new shared services arrangements the Group recognises that it is likely that a joint Economic Development Strategy will need to be developed at an early stage in order to shape the activities of the team. The Group feels that a commitment should be made to incorporating specific tourism related objectives into this strategy. This will ensure that adequate resources are then allocated to promoting both leisure and business tourism in the north of the county.

Recommendation 9 We **RECOMMEND** that the need for the promotion of Redditch hotels as a business resource should be recognised.

There are numerous hotels in Redditch, which currently provide approximately 850 hotel beds, though the opening of a new hotel in Redditch in 2011 is due to increase the number to approximately 1,000 beds. There are a variety of hotels in Redditch, including some more upmarket establishments, such as the Abbey Hotel, the Old rectory Hotel and the Southcrest Manor Hotel as well as lower cost hotels which offer the conference facilities and Wi-Fi access suitable for short-stay visits and business tourists.

The Group believes that the location of Redditch in the centre of the country ensures that use of the hotel facilities based in the town should be an attractive offer particularly for business tourists. There is the potential for business tourists to stay in hotel accommodation based in Redditch before travelling to Birmingham, the NEC or Birmingham international Airport on business. The rail links between Redditch and Birmingham ensure that business tourists can travel relatively easily to the city without having to enter the busy road traffic.

The conference facilities and Wi-Fi access available at many of the hotels is similarly an asset which suggests that Redditch hotels should be attractive venues for business tourists. There are no Redditch hotels which could host large conferences of a similar scale to the NEC. However, smaller conferences have been held successfully in Redditch hotels in recent years, including conferences hosted by the Herefordshire and Worcestershire Chamber of Commerce. The potential for business tourists to make a positive contribution to the local economy whilst attending these conferences should not be underestimated.

To an extent Redditch hotels are already promoted on company websites and the benefits of being located in Redditch are often recognised by these companies. However, the Group believes that

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the Council and relevant partner organisations should help to promote the hotels to potential business tourists because, if successful, this could have a positive impact on the local economy. The Group were therefore pleased to learn immediately prior to completing their report that North Worcestershire Tourism are due to publish a guide to accommodation in due course, as this should help to raise the profile of Redditch hotels and Bed and Breakfast establishments.

Recommendation 10

We RECOMMEND that Consideration should be given to devising a Visitor Ambassador Scheme.

Telford and Wrekin Council's concept of a Visitor Ambassador Scheme was admired by the Group who are contending that a similar Visitors' Ambassador Scheme could be delivered in Redditch (For further information about the Telford Ambassador scheme please refer to pp16-17). This scheme would be simpler than the scheme proposed by Telford and Wrekin Councillors but could help to promote Redditch attractions and businesses to local residents, leisure tourists and business contacts.

The Group is proposing that there should be a number of different Ambassadors for Redditch. In the first place local residents could be invited to act as Ambassadors for their local area and to communicate the attractions of the town to friends and family. Whilst the work of the resident Ambassadors would help to promote the town, it is also envisaged that the role would help to encourage civic pride within the local community.

Secondly, local taxi drivers could be invited to act as Ambassadors and to provide information about forthcoming events and activities to both residents and visitors. There are numerous taxi drivers based in Redditch who deliver an efficient service to residents and visitors. The taxi drivers in Redditch would benefit from working in this role as successful promotion of Redditch attractions should help to enhance business for local taxi companies.

In the third place local Borough Councillors and Council Officers could be invited to act as Redditch Ambassadors when performing official duties or attending meetings and conferences. Frequently individuals become Councillors because they want to help the local community. Participation in the Ambassadorial scheme and the potentially positive impact this might have on local businesses and civic pride would represent one way to meet this objective. Training, relating to marketing a location and public relations, could be provided as part of the Council's training programme to help Councillors to assume this role effectively.

Recommendation 10 (cont)

Finally, the Mayor of Redditch and / or the Chief Executive of the Council could be invited to act as lead Ambassadors for the Borough on specific high profile occasions, such as town centre parades. We recognise that both the Mayor and the Chief Executive already have significant roles and busy schedules. The Mayor is a leading dignitary and representative of the town, represents the town and Council at various civic and charitable events and regularly assumes the lead of processions. The Chief Executive similarly regularly attends meetings and events at external locations as a senior representative of the local authority. The Group feel that wherever possible and appropriate the Mayor and Chief Executive should seek to promote the town during these events, through references to local activities, businesses and attractions in speeches and submissions.

The recruitment of residents and taxi drivers as Ambassadors could be a relatively simple process, though would require some form of central co-ordination. As the publication is delivered to every household in the Borough the scheme could be launched in *Redditch Matters* and residents could be invited to express interest in becoming local Ambassadors. The scheme could also be promoted during the delivery of road show events and PACT meetings, when Council representatives have direct contact with residents. Recruitment of taxi drivers would require the Council to directly approach local taxi companies to explain the scheme, discuss recruitment arrangements and address training requirements.

The Group is suggesting that the Ambassadorial programme, if approved, could be delivered at relatively little cost to the Council. The Ambassadorial Scheme which has been proposed is simpler than Telford and Wrekin Council's programme and should, therefore, be easier to deliver and require limited expenditure. The Council might potentially accrue some costs when launching the review, particularly during the initial recruitment phase as there would need to be investment of Officer time and resources. However, the Group believes that these costs would be offset in the long-term as the number of visitors to attractions promoted by the Ambassadors increased.

Recommendation 11

We RECOMMEND the Council should endorse the Redditch Advertiser's proposal to introduce a Redditch Community Awards programme and should work with the newspaper and other partners to deliver the scheme.

There is not currently an awards scheme recognising the diverse achievements of the local community in the Borough. However, successful delivery of the Chorley Smile Campaign Awards demonstrated that a Community Awards programme can form an integral part of a community pride campaign. Moreover, a Community Awards programme would be a family friendly event that could appeal to all generations in a family.

The Group does not intend to be prescriptive about the frequency of an awards scheme or the exact categories that could be introduced in a Redditch Community Awards Scheme. These would need to be identified by the event organisers. However, this would represent an opportunity to recognise the many diverse achievements of Redditch citizens and consideration should be given to recognising achievements in sports, education, the arts, business, and the voluntary sector.

To celebrate the achievements of Redditch citizens a Redditch Community Awards presentation could take place during the course of a prominent community event, such as the Morton Stanley Festival. This would help to raise the profile of award recipients and contribute to civic pride. Furthermore, the example of the award recipients might also contribute to raising the aspirations of Redditch residents.

The Group believes that there would be significant support for a Redditch Community Awards Scheme. Indeed, the Redditch Advertiser, one of the local papers in Redditch, recently suggested that an awards event could take place in the Borough. The Group believes that this enthusiasm for the idea of a Redditch Community Awards event is likely to be shared by other local organisations. Under these circumstances, the Group is suggesting that the Council should work with local partner

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Recommendation 11 (cont)

organisations to organise and deliver a Redditch Community Awards event. An event organised in partnership with the Council's partners would contribute to positive working relations with these organisations and ensure that the different skills, knowledge and expertise of staff working in different sectors could contribute to the organisation of the event.

The Group is anticipating that a Redditch Community Awards event could be delivered at relatively little financial cost to the Council. Through working in partnership to deliver the event costs could be shared between partners and support provided in kind. Community champions would need to be identified to propose award categories and to assess submissions. However, this would not be an onerous task and it is a role that some people might be prepared to assume in a voluntary capacity. Consideration could also be given to securing sponsorship from a local business which would help to fund delivery of the event and enable the council to recoup any initial start-up costs.

Recommendations

Recommendation 12

We RECOMMEND that the Council ensure that deficiencies in road signage are addressed: location naming, systemic effectiveness and physical cleanliness.

During the course of interviews with expert witnesses negative perceptions of the town's road system amongst individuals and businesses was consistently raised as a problem for the town. The majority of witnesses suggested that many of the negative perceptions and experiences of negotiating the town resulted from deficiencies with the signage displayed in the town.

In particular, it was suggested that the signs directing visitors to the industrial estates were not clear. Furthermore, businesses reported that many of the signs were regularly dirty, making it difficult to distinguish directions. Under these circumstances companies were experiencing disruptions to business as both deliveries and meetings could be delayed. To minimise the potential impact on business and the local economy the Group are therefore suggesting that improvements should be made to the signs directing people to the industrial estates.

The Redditch Town Centre Partnership has already discussed the possibility of allocating titles to the roundabouts and car parks in Redditch. Currently the car parks have practical names, such as Car Park One and Car Park Two whilst a number, though not all of the roundabouts in Redditch have already been allocated titles. Whilst the titles of the car parks in particular distinguish the location for the benefit of residents the terminology is not particularly inspiring and does not provide any original description that would help external visitors to identify their location. The Group believes that the allocation of titles to the car parks and roundabouts would enhance the ability of external visitors to navigate the town's road system.

The Group contends that improvements should also be made to the signage indicating the location of the Palace Theatre. Unfortunately, the signs advertising the location of the theatre on the main arterial roads and highways were not considered to be prominent or particularly appealing by a

Recommendation 12 (Cont)

number of the expert witnesses consulted during the review. Whilst the Group recognises that it would be difficult to secure a brown tourism sign for the venue they believe that more prominent signage would help to: enhance recognition of the attraction; enable external visitors to locate the Theatre; and encourage local residents to consider visiting the venue more frequently. The Group therefore believes that Worcestershire County Council's Highways department should be urged to improve the signage directing visitors to the Palace Theatre.

Similarly, the Group have specific concerns about the signage displayed at the town's bus station. Unfortunately, the signage that is currently displayed in the Bus Station was considered to be confusing by external witnesses visiting the town for the first time, as there were a lack of clear directions available to enable customers to determine where their bus stand was located. Currently bus routes enable passengers to travel to Redditch from Birmingham, Stratford-Upon-Avon and parts of Worcestershire. To encourage external visitors from these locations to arrange a return visit to Redditch the Group is urging the Council to work with relevant partner organisations to improve the clarity of the signage in the Bus Station.

Concerns were also expressed during the course of the review about the information shelters that are located on the main arterial roads in Redditch, which provide information about the town to visitors. The Group believes that these information shelters should be retained, as they are a useful reference point for leisure tourists visiting the town. However, the value of the information shelters is dependent upon ensuring that the information provided is up to date and easy to read. The Group therefore urges the Council to ensure that the details displayed on the information signs is updated and regularly cleaned.

Recommendation 13

We RECOMMEND that the Council should actively seek to establish promotion partnerships and ensure that commercial interests have a full and effective voice.

It is likely that the promotional partnerships that the Council chooses to work with or to operate in order to promote the town and local attractions will change in the long-term as the needs of the local community changes. In the first place the Group considers that it would be useful to establish a partnership that represents the whole Borough. Significantly, each of the three scrutiny reports considered during the review concluded that it was important for a local authority to work in partnership with other local stakeholders as well as with professional partnerships that were designed to promote a particular location. This demonstrates that across local government, but particularly in areas which have struggled to challenge negative perceptions of the town, it is accepted that a local authority should work in partnership if it is to promote the local area effectively.

There are a number of existing partnerships which already work in support of the town's interests, particularly the Redditch Partnership, the town's Local Strategic Partnership, the AIR Partnership (Arts in Redditch) and the Redditch Town Centre Partnership. However, the Group recognises that whilst marketing certain aspects of Redditch may be important to these bodies they have been established to address specific issues i.e. respectively the local strategic outlook of the area; the arts in Redditch; and the problems identified within the town centre. Under these circumstances the Group agrees that allocating responsibility for promoting Redditch to these partnerships would be inappropriate and distract partners from their primary focus.

As recognised during the course of the review there are also a number of existing organisations that already work to promote the local area, in particular Destination Worcestershire and North Worcestershire Tourism. The enthusiasm and professional ability of Destination Worcestershire to promote the county cannot be questioned. However, the body's focus upon promoting member

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organisations creates some challenges. As a community leader Redditch Borough Council should be seeking not only to promote Council services, but also other services, local attractions, and businesses based in the town. As such, in the current economic climate the Group does not believe that investing in membership of Destination Worcestershire would represent the best way to promote Redditch at the current time.

Membership of North Worcestershire Tourism might represent a more appropriate option to consider. Membership fees are relatively low and the focus of members is on the north of the county. Moreover North Worcestershire Tourism has links to Destination Tourism as well as to other tourism and marketing experts based in the north of the county.

However, a bespoke Redditch marketing partnership could more actively focus on promoting Redditch attractions and businesses. The Group agrees that businesses based in the Borough, representatives of local attractions and community representatives could be recruited onto this body to ensure that both commercial interests and local aspirations were addressed by the partnership. In the long-term this partnership could consult with existing promotional bodies and the Chamber of Commerce to ensure that the full interests of Redditch stakeholders is recognised. Ultimately, to ensure that this partnership operated effectively it would need to be businesslike and involve no outlay.

A number of expert witnesses during the course of the review suggested that promotional partnerships worked most effectively when the level of Council involvement was restricted and the number of councillor representatives on the partnership was limited. Active participation by businesses in organising and delivering this type of partnership would ensure that companies would have an effective voice capable of promoting commercial interests.

A new partnership would inevitably require some investment of resources. However, the model of

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the Redditch Town Centre Partnership could be replicated when establishing a promotional partnership to ensure that these resource implications are limited. Significantly the Town Centre Partnership has not been awarded a budget by the Council but has managed to develop a programme of events and propose actions which should lead to improvements to the town centre. It is likely, however, that Officer support will be required in order for the Partnership to operate effectively. This support could, as with the Town Centre Partnership, be provided by an Officer in addition to their existing responsibilities. However, this arrangement will work only if an Officer with a similar level of enthusiasm is keen to lead the project and has the time available to do so.



Promotional Partnerships could help to market some of the many positive assets based in the town such as North East Worcestershire College

Recommendation 14 We RECOMMEND that the Council should ensure that electronic promotion tools are constantly developed and exploited to the full. This should include introducing a virtual business centre and consistent provision of website payment facilities for all Council services.

In the past decade information technology and the ability to communicate with other people using electronic promotional tools has constantly developed and is likely to continue to develop for the foreseeable future. Many of these tools are now utilised by organisations to promote a corporate brand. At a strategic level Redditch Borough Council needs to ensure that, like other organisations, the local authority's information technology continues to be updated, in order to utilise the opportunities presented by these new forms of technology to assist businesses and residents and to improve the efficiency of service delivery.

The Group has identified a number of opportunities that could be addressed by the Council more immediately. Firstly, the Group is suggesting that a virtual business centre should be introduced, to be hosted by Redditch Borough Council. This virtual business centre would reflect the valuable work of the Economic Development Unit. Many businesses may not have the time or resources to engage with Economic Development Officers in person, though might appreciate access to some of the guidance and sources of information that could be provided by the unit online. The Group believes that as a brand a virtual business centre is likely to appeal to businesses as it communicates the type of assistance that the source can provide to businesses. It is envisaged that by using this branding the Economic Development Unit could potentially engage with a wider audience than at present to the benefit of the local economy.

Secondly, the Group is suggesting that it should be possible for customers to book and pay for all Council services online. Expert witnesses have confirmed that online booking arrangements offer convenience for leisure tourists and increasingly considerations about the accessibility of a venue

Recommendation 14

and booking arrangements are helping to determine whether a leisure tourist chooses to visit a particular destination. Currently, however, it is only possible to make online booking and payment arrangements for some Council services. For example, whilst it is possible to book tickets and make advanced payments for attending a performance at the Palace Theatre it is not possible to book attendance at Forge Mill Needle Museum in advance of a visit. Furthermore, whilst it is possible to pay to attend a particular venue using a credit card at some venues this facility is not always available for every service or function.

The introduction of online booking for services where the arrangement is not currently available should be relatively easy to accomplish, particularly as the Council has the technology and expertise required. The Group is, therefore, proposing that a consistent approach should be applied to all Council services.

Finally, the Group recognises that increasingly people identify further information about a location and the facilities available at a location by undertaking a search on the internet. Indeed, during the meeting of the commercial property agents in February 2011 it was suggested that it was important to ensure that references to Redditch businesses and local attractions appeared in a prominent position in internet search results, particularly on the Google Search engine. The potential implication of these search results to leisure tourism, business tourism and ultimately to the local economy are such that the Group urges the Council and relevant partners to ensure that every effort be made to ensure that references to Redditch businesses and attractions feature prominently in internet search results.

Conclusion

The Promoting Redditch Task and Finish Review has been an intense but focussed exercise. The recommendations contained within this report are based on extensive research and are designed to improve perceptions of Redditch and raise the profile of the town, both as a destination that offers family friendly experiences and as an ideal location to conduct business.

Many of the recommendations contained within this report will require thorough consideration. Attempts have been made to minimise the financial impact on the Council of any recommended actions, as the Group has recognised throughout the review that the current economic climate limits the extent to which expenditure can be allocated to promoting Redditch.

However, a number of the recommendations could be delivered relatively quickly at a limited financial cost to the Council and relevant partner organisations. Over time the Group believes that the Council should aspire to market a more positive profile for the town. Whilst this might require initial financial investment, in the long-term improved perceptions of the town, its attractions and business offer will generate a positive impact on the local economy.

The Group, therefore, commends this report for the consideration of the Council's Executive Committee and relevant partner organisations and urges them to endorse these recommendations.

Appendix A

Promotional Leaflet - costs - An estimate of the financial costs involved in producing a promotional leaflet to advertise Redditch and the attractions based in the Borough are provided below. These costs relate to publishing 50,000 copies of a promotional leaflet.

Task	Cost
Printing	£3,000
Design	£500
Map	£400
Distribution	£750
Total for a Redditch Borough Council publication	£4,650

External witnesses and sources of help

The Group would like to thank the following people who provided evidence during the course of the review:

- Mr Dean Attwell, Managing Director, Oakland International Ltd.
- Mr Jeff Casey, Head of Marketing, NEW College.
- Mr Michael Chawner, former Chair of the Borough Tenants Panel.
- Ms Claire Critchell, Destination Manager, Telford and Wrekin Council.
- Mr Alistair Hayward-Wright, Director of Hayward-Wright Accountants.
- Councillor Sir William Lawrence Bt.
- Mr Alan Ottey, Town Centres Manager, Nuneaton and Bedworth Borough Council.
- Mrs Rosemary Sidaway, Rockford Consultants.
- Ms Louise Smith, Quality Assurance Manager, Oakland International Ltd.
- Mr Simon Tipple, Destination Worcestershire Manager.
- Mr Gary Woodman, Herefordshire and Worcestershire Chamber of Commerce

Group contributors

The Group would also like to thank the following groups for contributing evidence that was considered during the review:

- the 47 students who completed questionnaires during Local Democracy Day in October 2010;
- the 20 mature students who participated in the Focus Group exercise in January 2011;
- the two members of the Budget Jury who contributed evidence in February 2011; and
- the five Borough Councillors who contributed evidence during the review.

Contributors

Redditch Borough Council Officers

The following Redditch Borough Council Officers are thanked for providing evidence and support to the review:

- Ruth Bamford, Head of Planning and Regeneration.
- Tracy Beech, Policy Officer
- Liz Bellaby, Acting Policy Manager
- Hugh Bennett, Director of Policy, Performance and Partnerships.
- Helen Broughton, Redditch Partnership Manager.
- Jonathan Cochrane, Arts Development Manager.
- Ray Cooke, Leisure Services Manager.
- Emma Greenfield, Administrative Assistant
- Sharon Forest, Economic Development Assistant.
- John Godwin, Head of Leisure and Cultural Services.
- Lyndsey Hadley, Planning Officer and the Council's lead Officer for the Redditch Town Centre Partnership.
- Georgina Harris, Economic Development Support Officer
- Daniel Khan, Housing Options Officer
- Adrian Marklew, Communications and Marketing Manager.
- Angela Walsh, Media and Communications Officer.

Glossary

AiR Partnership

The AiR Partnership is a partnership of local organisations which work to promote the arts in Redditch. Further information about the work of the AiR Partnership and achievements in the arts in Redditch can be obtained from the AiR Partnership's website using the following link <http://artsinredditch.com/whats-air-all-about.html>

Arrow Valley Park

The Arrow Valley Park is located in Redditch. The Arrow Valley Lake and Countryside Centre are both situated within the park, which receives approximately 1 million visitors every year. The park is classified as a regional venue and has been awarded a green flag, which recognises the quality of the venue and the visitor experience. Further information about the Arrow Valley Park can be obtained from the Redditch Borough Council website using the following link <http://redditch.whub.org.uk/cms/leisure-and-culture/arrow-valley-park.aspx>

Astwood Bank Carnival

The Astwood Bank Carnival takes place in Astwood Bank, which is located in the Borough of Redditch. The carnival is organised independently and takes place every year. Further information about the carnival can be viewed on the Astwood Bank Carnival website using the following link <http://www.astwoodbankcarnival.co.uk/>

Bordesley Abbey Visitor Centre

The remains of the 12th Century Cistercian Monastery, Bordesley Abbey, are located within Redditch Borough. A Visitor Centre, displaying the many archaeological artefacts that have been found at the site are exhibited in Bordesley Abbey Visitor Centre which is located in the grounds of the Abbey and beside Forge Mill Needle Museum. The Visitor Centre, which is based in a reconstructed 16th century barn, houses a shop for the Abbey and Museum. A room in the Visitor Centre can be hired for functions. Further information about Bordesley Abbey can be obtained from the Forge Mill Needle Museum and Bordesley Abbey Website using the following link <http://www.forgemill.org.uk/index.htm>

Glossary

Destination Worcestershire

Destination Worcestershire is the official county tourism partnership in Worcestershire. The partnership aims to promote the county as a visitor destination, and helps to market member organisations. Further information about Destination Worcestershire can be obtained from the partnership's website using the following link <http://www.visitworcestershire.org/cms/group-travel/destination-worcestershire.aspx>

Feckenham Wake

Feckenham Wake is the local fair which takes place in village of Feckenham every year. The Wake is organised independently by a Wake Committee.

Forge Mill Needle Museum

Forge Mill Needle Museum is located in the Borough close to Bordesley Abbey Visitor Centre and celebrates the town's needle making heritage. The museum also has a varied exhibition programme throughout the year. Further information about Forge Mill Needle Museum and forthcoming exhibitions can be viewed on the Forge Mill Needle Museum and Bordesley Abbey Visitor Centre website using the following link <http://www.forgemill.org.uk/forgemill.htm>

Hayward Wright Accountants

Hayward Wright Accountants are based in Redditch Town Centre. The firm offers traditional accountancy services to clients, alongside audit and assurance, taxation, corporate finance and business development services. Further information about Hayward Wright Accountants and the services that the firm provides can be viewed on the company's website using the following link <http://www.haywardwright.co.uk/default.aspx>

Herefordshire and Worcestershire Chamber of Commerce

The Herefordshire and Worcestershire Chamber of Commerce represents the interests of businesses based in both counties. There are currently approximately 1,300 members of the Herefordshire and Worcestershire Chamber of Commerce, including 62 Redditch based businesses. For further information about the Herefordshire and Worcestershire Chamber of Commerce please visit the chamber's website using the following link <http://www.hwchamber.co.uk/>

Glossary

Kingfisher Shopping Centre

The Kingfisher Shopping Centre is based in Redditch Town Centre. Numerous retail outlets are located within the shopping centre, including both branches of high profile retailers and smaller, independent shops. Further information about the Kingfisher Shopping Centre can be viewed on the centre's website using the following link <http://www.kingfishershopping.com/>

Morton Stanley Festival

The Morton Stanley Festival takes place in the Morton Stanley Park on an annual basis. In 2010, this event occurred over a two-day period during the summer. During the course of the festival a variety of acts performed, including local musicians. A funfair was also installed in the park alongside a community zone showcasing the work of local voluntary groups. The festival was organised by the Council and advertised locally using both traditional media sources and new communications tools such as social media.

Needles Gateway Feature –

The Needles Gateway Feature is a visual artwork on display in Redditch town centre which was unveiled in 2003. The artwork consists of 8 stainless steel needles which trail threads on the pavement surface.

NEW College

North East Worcestershire (NEW) College has branches in Redditch and Bromsgrove. The College provides part-time, full-time and employment training course opportunities. The recent opening of Osprey House in Redditch has enabled the college to offer university level qualifications to potential students. Further information about NEW College can be viewed on the College's website using the following link <http://www.ne-worcs.ac.uk/>

North East Worcestershire Tourism (NEWT) / North Worcestershire Tourism

North East Worcestershire Tourism was a non-profit making partnership which aimed to raise the profile of member organisations based in North East Worcestershire. The recent merger of NEWT with Wyre Forest Tourism has altered the focus of the partnership to encompass the whole of north Worcestershire. The partnership has also assumed a new title, North Worcestershire Tourism, to reflect this change in focus.

Glossary

Oakland International Ltd

Oakland International Ltd is a logistics company which specialises in providing multi-temperature distribution services for food and consumer goods. The British headquarters of Oakland International Ltd are located close to the Borough in Bromsgrove district. Further information about Oakland International Ltd can be viewed on the company's website using the following link <http://www.oakland-international.com/>

The Paolozzi Mosaics

The Paolozzi mosaics were designed by the British artist Eduardo Paolozzi (1924-2005). The mosaics consist of 12 large panels which are displayed in Milward Square in the Kingfisher Shopping Centre.

Redditch Partnership

The Redditch Partnership is the Local Strategic Partnership (LSP) in Redditch. Further information about the partnership can be viewed on the Council's website using the following link <http://redditch.whub.org.uk/cms/community-and-living/redditch-partnership.aspx> The LSP was the subject of a previous scrutiny review at Redditch Borough Council. To view a copy of this report please visit the Council's website using the following link <http://redditch.whub.org.uk/cms/council-and-democracy/councillors-and-committees/overview-and-scrutiny/oands-review-library.aspx>

Redditch Road Way Arts

The Redditch Road Way Art programme has brought young people and professional artists together to improve the appearance of local assets and to help protect these public assets from vandalism and graffiti. In particular, the programme has involved the production of artwork in Redditch underpasses and bus shelters.

Social Media

Social media are internet based applications which can be utilised for social interaction and communication and are distinct from traditional forms of media such as newspapers and television. Social media can involve a variety of applications including blogs, emails and social networking sites.

Destination Worcestershire

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'Nuneaton Family Friendly', Video clip of Nuneaton Town Centre, (viewed at a meeting of the Group on 11th January 2011)

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Contact Details

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

Jess Bayley, Overview and Scrutiny Support Officer
jess.bayley@redditchbc.gov.uk 01527 64252 (3268)

or

Michael Craggs, Overview and Scrutiny Support Officer
Michael.craggs@redditchbc.gov.uk 01527 64252 (3267)

Overview and Scrutiny
Committee Services
Redditch Borough Council
Town Hall
Walter Stranz Square
Redditch
B98 8AH

Promoting Redditch Task and Finish Group: Appendix B

Marketing to families – how East Midlands Tourism has gone about it

1) Introduction

- 1.1 Families are a core market for many UK destinations and tourism businesses but many destinations and operators market themselves as ‘family-friendly’ without understanding the needs of this market or having the right product in place.
- 1.2 East Midlands Tourism – the tourism arm of the East Midlands Development Agency - has taken a longer-term approach to growing its penetration of the family market. Following consumer and industry research in 2006 and 2007, East Midlands Tourism developed a programme of business initiatives to help operators better understand the changing family market and deliver a quality family product.
- 1.3 The Think Family programme, devised by East Midlands Tourism, is a best practice case study of how a tourism organisation is supporting businesses to attract the family market.

2) Gathering information

2.1 First steps

- 2.1.1 East Midlands Tourism recognised at an early stage the potential value of the family market to the long-term success of tourism in the region. Initial desk research was commissioned in 2006 drawing on a range of sources including Mintel research and current best business practice.
- 2.1.2 The research confirmed that families were a significant market. At that point spend on UK family breaks was forecast to increase. However numbers of family visitors were set to reduce due to demographic changes and increasing competition from overseas destinations. To maintain market share and secure future growth it would be essential to understand the needs and aspirations of families. What will bring them into the region, stay longer and enjoy a consistently high-quality experience that exceeds their expectations?

2.2 New insight

- 2.2.1 Following the findings of the desk research, East Midlands Tourism quickly established ‘Think Family’ as one of three signature projects in its Quality Improvement Programme. The aim of Think Family is: “To work with the region’s tourism industry to establish the East Midlands as one of the most welcoming destinations in the country for a family short break or holiday where the needs of all members of the family are well catered for.”
- 2.2.2 Early in 2007 East Midlands Tourism commissioned new research to better understand the family market and identify current best practice. This included:
 - a) in-depth video interviews with families, including children and grandparents in their own home environment;

- b) mini video interviews with families at visitor locations in the East Midlands;
- c) classroom research with schoolchildren to help establish kids' segments; and
- d) telephone interviews with successful tourism operators inside and outside the East Midlands to identify business ideas, best practice and develop case studies.

2.2.3 All research was based on Live Tourism's Visitor Journey model. The Visitor Journey is a simple tool that takes a visitor's view of what they feel and what they want at every stage of a short break or holiday. There are six stages starting from the moment a visitor first decides to take a trip and finishing when they return home and reminisce about their trip.

2.3 Findings

2.3.1 Introducing the family

- 2.3.1.1 The existing and new research identified a number of key market insights and trends.
- 2.3.1.2 Families no longer conform to the stereotype of two plus two. A quarter of all families are lone parent families.
- 2.3.1.3 More grandparents are taking the role of primary carers with 69 per cent taking the role of chauffeur on holiday.
- 2.3.1.4 While family holidays account for a third of all UK trips, perceptions are not all positive. Six out of ten parents say that Britain is not family-friendly and more than half think Britain is anti-children.
- 2.3.1.5 Children play a key role in the decision-making process. They are not a standard group and requirements change with age.
- 2.3.1.6 Many families are sceptical of the term 'family-friendly'. "It just says you can bring your kids. I don't think it necessarily means that children are catered for."
- 2.3.1.7 Key motivations for a family break are spending time together, discovering new places and experiences, revisiting childhood memories, escaping the daily routine.
- 2.3.1.8 Key priorities when choosing a family holiday are cost, but more specifically value for money, distance and things to entertain all members of the family.

2.3.2 The family journey

2.3.2.1 In-depth interviews were conducted with a number of family groups in their own home environment. Interviewing family groups, including children and grandparents, helped East Midlands Tourism understand the role of each family member and their individual feelings, motivations and priorities. Key findings included the following:

2.4 Easy-to-access information

- 2.4.1 Planning a family break can be exciting. Families place a great deal of importance on pre-holiday planning and research to make sure they choose the 'right' holiday. They need more information than most and like it in an easy to access and well-organised format.
- 2.4.2 However, pick the 'wrong' location with little to see and do or poor quality accommodation that doesn't welcome families and the whole holiday can fall apart. Respondent families felt anxious about planning a break, wondering if it would meet everyone's needs and live up to expectations. Many families are also confused, daunted and overloaded with irrelevant information.
- 2.4.3 "I feel anxious as there are so many places to look at. In fact I find it quite boring ploughing through all the information. I need something more discerning such as recommendations and critiques."

2.5 Flexible booking arrangements

- 2.5.1 Speed plays an important part in booking. If families can't book quickly and easily they will look to the next business. They often feel anxious and impatient until the booking is made.
- 2.5.2 Families, like all other visitors, need booking systems that are simple, quick to use and have clear and transparent pricing information. Families also look for flexibility to recognise the different types of family group.
- 2.5.3 "Family tickets tend to be two adults and up to two or three children, which I think is a bit restrictive. Could you have a group ticket that gives a discount for different types of family groups including grandparents, single parents and different numbers of children?"

2.6 Stress-free travel

- 2.6.1 The journey marks the start of the holiday. Emotions include excitement but also dread and apprehension. Travelling with children can be stressful. Families look for convenient transport without complicated interchanges and with things to keep the children occupied. Most choose to travel by car but trains are seen as a chance to spend time together as a family, providing a key opportunity for train operators to further adapt their product to family needs.
- 2.6.2 Accommodation and attraction businesses have an important role to play by providing information to help make the journey easier and more enjoyable.

2.7 Friendly staff

- 2.7.1 On arrival at a destination, families feel apprehensive. Will the destination/accommodation/attraction live up to the claims and pictures on its website and in its brochure? Will staff really welcome children?
- 2.7.2 Friendly staff is one of the most important priorities for families. A warm welcome sets the tone for the holiday and can help make all members of the

family feel special. Adults relax if the environment is relaxed. Otherwise they worry about what others will think if children run around or are noisy.

2.8 Family-friendly attractions

2.8.1 Finding activities to keep all members of the family happy is a key challenge of planning most family holidays. Trips to attractions are met with excitement, curiosity and interest but adults also feel uncertainty about whether children will be welcomed, whether there will be enough to do and what happens if it rains.

2.8.2 When discussing the perfect attraction, children and adults have different priorities. Children love attractions that are fun, exciting and enable them to do all the things they are not normally allowed to do at home. Adults have a longer list of requirements. They want to see their kids having fun but in a safe environment. They also look for areas for parents and grandparents to relax while supervising children, a relaxing environment and welcoming staff.

2.9 Healthy eating options

2.9.1 Many families said that they were disappointed by the range and quality of food on offer for children in British restaurants and cafes. They were fed up with low quality, mass produced meals and wanted to see more outlets serving child-sized portions of adult food and healthy options.

2.9.2 “So many attractions say they are family-friendly but actually when you get there they are not. All they have are children’s menus with the usual chips and chicken nuggets and they barely tolerate children.”

2.9.3 But treats are also important on a family holiday. Chicken nuggets and chips can be a good treat if made using quality products.

2.10 Help with the journey home

2.10.1 When it is time to go home families tend to feel sad that the holiday is over, but content after a great holiday. Families told us that they were not used to having anyone manage their departure. But the journey home is not the same as the arrival. Families are in an unfamiliar environment and there is an opportunity for businesses to help with the journey and create a great last impression.

2.11 Happy memories

2.11.1 Once at home, life returns back to normal. But the holiday memories live on. Families love to reminisce about their holiday, relive the fun times and look through photos together. Remembering the holiday makes families feel happy, joyful and nostalgic.

2.11.2 “We buy children scrapbooks and they fill them with leaflets and photos. They take them to school and say ‘I’ve had a week off but I’ve done all of this’.”

3. The East Midlands Tourism's solution: the Think Family programme

Armed with market research and best practice business ideas, East Midlands Tourism developed a programme of initiatives to help businesses in the region better understand the family market and respond to its needs.

3.1 Advising businesses

3.1.1 East Midlands Tourism launched its Think Family programme with an online toolkit in March 2007. The 'think family Q-book' was the first in a series of 'Q-books' or 'Quality-books' aimed at helping small tourism businesses improve the quality of the visitor experience. The Q-books are available online and free of charge at www.eastmidlandstourism.co.uk/q-book.

3.1.2 The think family Q-book is packed with market insights, tips and practical ideas of how businesses can make sure families are properly catered for. It also includes videos of families so operators can hear directly from their potential visitors and case studies of businesses already successfully welcoming the family market.

3.1.3 The content was developed with the help of more than 35 tourism businesses ranging from Butlins and Virgin Trains through to small B&Bs and attractions. It was also reviewed by families to make sure the advice and ideas accurately reflected what they needed from a holiday or short break. Close attention was also paid to the design of the Q-book to develop a look and feel that would engage with businesses and also communicate the family message.

3.1.4 A summary printed version was produced to act as a teaser for the online guide.

3.2 Getting the message out

3.2.1 Following the launch of the Q-book, East Midlands Tourism developed a one-day workshop for tourism businesses.

3.2.2 The Think Family roadshows bring to life the market research and give the opportunity for businesses to come together and share ideas. The format is dynamic, creative and fun. It includes 'think family fortunes' to test knowledge and reinforce learning points, videos of families telling businesses what they look for at each stage of a holiday or short break and best practice from other businesses. Businesses attending the roadshows are encouraged to give feedback, monitor the impact of any improvements they make and keep in touch with East Midlands Tourism.

3.2.3 The roadshows have been hugely successful in enthusing businesses about the family market and bringing operators together to network. They have now been rolled out across the region working with the Destination Management Partnerships.

3.3 Championing Think Family

3.3.1 Dea Birkett, travel writer, broadcaster and founder of the 'Kids in Museums' initiative was recruited by East Midlands Tourism to champion the Think

Family message among tourism businesses. She wrote the foreword to the Q-book and is also featured in a video that opens the think family roadshows.

- 3.3.2 Dea's involvement has helped to raise the profile of the programme as well as providing valuable insights to the family market.

3.4 Recognising achievement

In 2007, East Midlands Tourism launched a special regional 'Enjoy England Excellence Award' to recognise and reward businesses that provide an exceptional experience for families. Following improvements including an impressive website redevelopment, they went on to win gold in 2008.

3.5 Involving visitors

- 3.5.1 As children play a significant role in deciding where families holiday and which attractions they visit, it has been essential for East Midlands Tourism and the industry to gain their feedback and ideas. In August 2007, the 'think family scrapbook' initiative was launched.

- 3.5.2 Working with schools across the region, East Midlands Tourism asked children to tell them about their local attractions – the good bits, the not-so-good bits and what they would do differently if they were in charge.

- 3.5.3 Each participating child completed a scrapbook specially designed for their age group. Young children aged 5-7 were asked to draw pictures of something they liked and something they would like to change. Older children were asked to scrutinise every part of the attraction from the design of websites and brochures through to the friendliness of staff, the quality of food and the range of merchandise in the shop. The results were fed back to attractions to give them ideas about how to adapt their offer to keep it in tune with family needs.

- 3.5.4 Working in partnership with the Leicestershire Education Business Partnership, East Midlands Tourism also developed a GCSE/BTEC version of the Scrapbook, which has been piloted using the National Space Centre. It is now being rolled out and integrated into the new 14 – 19 diplomas.

4. Conclusions

- 4.1 East Midlands Tourism has developed Think Family as a long-term project. A number of substantial building blocks and business resources are in place. The region's Destination Management Partnerships are now taking a greater role in the delivery of think family and tailoring resources to the needs of businesses in their areas. For example, Visit Peak District and Derbyshire is currently developing plans to create a localised version of the think family scrapbook and also launch a consumer-facing family microsite using 'Trail Tribe' characters to help families plan a holiday or short break.

- 4.2 In summary, the family market is a significant market but it has changed over time. While many destinations market themselves as 'family-friendly', East Midlands Tourism has gone back to basics to make sure the product is in place. Their research and business tools are helping local tourism businesses

better understand and respond to the changing market and deliver a truly family-friendly experience.

JOINT SCRUTINY IN WORCESTERSHIRE

DRAFT FRAMEWORK

Principles Underlying Joint Working

Any joint scrutiny process needs to ensure:

- (a) Good quality scrutiny – which adds value and properly investigates issues of concern to participating authorities.
- (b) Efficiency – avoiding duplication and bureaucracy.
- (c) Confidence in the outcomes of the joint scrutiny exercise by each participating authority's Overview and Scrutiny Committee, and clear communication of expectations from the outset.
- (d) Clear working planning and co-ordination.
- (e) A coherent approach to scrutiny for external partner organisations
- (f) Clear arrangements for reporting and follow-up to ensure action on recommendations.
- (g) Reporting arrangements should not create delay through over complexity, and should not create scope for other bodies to block recommendations.
- (h) Flexibility in how to **by members when carrying** out joint scrutiny.
- (i) It does not undermine each authority's O&S Committee's remit, or officer support available.

Deciding to Scrutinise Jointly

It is for each authority's O&S Committee to decide if they wish to participate in a joint scrutiny but this needs to be done as efficiently and speedily as possible.

To initiate a joint scrutiny proposal a scoping form should be completed and circulated which will then be subject to agreement of each authority's O&S Committee.

~~The Worcestershire Scrutiny Officers' Network, in consultation with their respective Chairmen should make proposals for joint scrutiny for considered by the scrutiny chairmen's network (possibly in between meetings) and subsequent recommendation to individual overview and scrutiny committees.~~

~~Carrying out Joint Scrutiny considerations~~

~~There are a number of ways that joint scrutiny can be carried out~~

There may be times when an individual authority wishes to co-opt members from other authorities onto a particular scrutiny.

There may also be times when it is agreed by ~~each~~ **other** O&S committees that one authority takes the lead in scrutinising an issue on behalf of all authorities.

~~However, it is suggested that in Worcestershire~~ Joint scrutiny should usually be carried out by ~~joint~~ time-limited scrutiny task and finish groups, led by the authority from which the scrutiny originated.

Agreeing Membership of Joint Scrutiny Task Group

After O&S Committees agree to participate in a joint scrutiny they then nominate members **based on their ability to contribute to the subject.**

As the task group would not be an official council committee, political balance requirements do not apply.

~~The number of Members participating in a joint scrutiny will depend on how many authorities are involved but if all Worcestershire authorities take part it is suggested that one member be appointed from each authority.~~

Agreeing Chairmanship of a Joint Task Group

Nominations for chairing the task group will be sought from all members of the task group.

~~Where one authority is leading it may be appropriate for the Chairman to be appointed that authority.~~

Agreeing Terms of Reference/Scope of the Scrutiny

Each participating authorities' Overview and Scrutiny Committee would be asked to agree terms of reference for the scrutiny as per the scoping and proposal form.

Conduct of the Scrutiny

Meetings of the joint task group will be arranged by the supporting scrutiny officer(s).

The task group should strive to conduct their business in a consensual, open, responsible and transparent way across the political divides and seek to avoid expressing views based purely on political considerations.

Equal Participation

It is important for all members to be equal participants in the process and for officer support to be available on an **equitable basis per review.**

Meeting Venues

To be decided by the Review Panel as appropriate to the particular review.

Approval of Report's Recommendations

The joint task group would agree their report and recommendations, normally by consensus. The **appropriate** Overview and Scrutiny Committee would then be asked to endorse the report, and could submit their own comments to their Executives.

Time constraints for recommendations need to be fully considered at the scoping stage.

The participating Overview and Scrutiny Committee should decide how to publicise the outcomes from joint scrutiny.

Resourcing and Supporting Joint Scrutiny

It is intended that joint scrutiny will be supported within the existing resources available to all **participating** ~~seven~~ authorities **for of the** scrutiny **exercise**.

Scrutiny officer support for each joint scrutiny should be agreed at the outset. Whilst the authority leading the joint scrutiny would normally provide support for it, ways of sharing the workload should be explored at the scoping stage.

Any expenses for members of a joint scrutiny should be paid by that member's authority in line with that authority's allowance scheme.

Tracking the Outcomes of the Scrutiny

The Review Panel will decide upon arrangements for tracking the implementation of recommendations.

Individual O&S Committees may wish to adopt their own methods for joint scrutiny recommendation tracking.

It is suggested that recommendation tracking for joint scrutinies should be part of the watching brief of the Joint Chairmen's meeting.



Overview and Scrutiny

No Direct Ward Relevance

Committee

2nd March 2011

WORK PROGRAMME

(Report of the Chief Executive)

Date of Meeting	Subject Matter	Officer(s) Responsible for report
ALL MEETINGS	REGULAR ITEMS	(CHIEF EXECUTIVE)
	Minutes of previous meeting Consideration of the Forward Plan Consideration of Executive Committee key decisions Call-ins (if any) Pre-scrutiny (if any) Consideration of Overview and Scrutiny Actions List Referrals from Council or Executive Committee, etc. (if any) Task & Finish Groups - feedback Committee Work Programme	Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive
	REGULAR ITEMS Quarterly Performance Report Quarterly Budget Monitoring Report Annual Update on the Implementation of the Civil Parking Enforcement Scheme	Chief Executive Chief Executive Relevant Lead Heads of Service

Overview and Scrutiny

Committee

2nd March 2011

	<p>REGULAR ITEMS</p> <p>Update on fly tipping and progress with the Worth It campaign</p> <p>Update on the work of the Crime and Disorder Scrutiny Panel.</p>	<p>Relevant Lead Heads of Service</p> <p>Relevant Lead Heads of Service</p>
	<p>REGULAR ITEMS</p> <p>Oral updates on the progress of:</p> <ol style="list-style-type: none"> 1. Promoting Redditch Task and Finish Review; and 2. Work Experience Task and Finish Review. 	
OTHER ITEMS - DATE FIXED		
2nd March 2011	Performance Report for the services within the Leisure and Tourism Portfolio	Relevant Lead Head(s) of Service
2nd March 2011	Promoting Redditch Task and Finish Review – Final Report	Relevant Lead Councillor
2nd March 2011	Portfolio Holder Annual Report – Planning, Regeneration, Economic Development and Local Transport	Relevant Lead Councillor

Overview and Scrutiny

Committee

2nd March 2011

2nd March 2011	Redditch Sustainable Community Strategy – Pre-Scrutiny	Relevant Lead Director
23rd March 2011	Performance Report for the services within the Community Safety and Regulatory Services Portfolio	Relevant Lead Head(s) of Service
23rd March 2011	Portfolio Holder Annual Report – Leisure and Tourism	Relevant Lead Councillor
23rd March 2011	Redditch Council Plan 2011-14 – Pre-Scrutiny	Relevant Lead Head of Service
23rd March 2011	Children and Young Peoples Plan – Pre-Scrutiny	Relevant Lead Head of Service
13th April 2011	Youth Employment at Redditch Borough Council – Update Report	Relevant Lead Head of Service
13th April 2011	Disabled Facilities Grants and the Lifetime Grant – scrutiny of the Countywide Scheme	Relevant Lead Head of Service
13th April 2011	Private Sector Home Support Service – Post Scrutiny	Relevant Lead Head of Service
13th April 2011	Portfolio Holder Annual Report – Community Safety and Regulatory Services	
13th April 2011	Update on fly tipping and progress with the Worth It campaign	Relevant Lead Head of Service

Overview and Scrutiny

Committee

2nd March 2011

13th April 2011	Council Flat Communal Cleaning Task and Finish Group – Update on Implementation of Recommendations Stage Two.	Relevant Lead Head of Service
1st June 2011	Third Sector Task and Finish Group – Stage Two Update on Responses to the Group's Recommendations	Relevant Lead Head of Service
1st June 2011	Staff Volunteering Policy – Update	Relevant Lead Head of Service
1st June 2011	Work Experience Task and Finish Review – Final Report	Relevant Lead Councillor
OTHER ITEMS – DATE NOT FIXED		
	Overview and Scrutiny Member Training on Pre-Scrutiny.	Relevant Lead Head of Service
	Town Centre Landscape Improvements (including Church Green Improvements)	Relevant Lead Head of Service
	Worcestershire Supporting People Strategy	Relevant Lead Head of Service