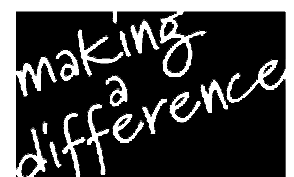


# Overview and Scrutiny Committee

Tuesday, 6th November,  
2012  
7.00 pm

Committee Room Two  
Town Hall  
Redditch



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

# Access to Information - Your Rights

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

Your main rights are set out below:-

- Automatic right to attend all Council and Committee meetings unless the business would disclose confidential or “exempt” information.
- Automatic right to inspect agenda and public reports at least five days before the date of the meeting.
- Automatic right to inspect minutes of the Council and its Committees (or summaries of business undertaken in private) for up to six years following a meeting.
- Automatic right to inspect lists of background papers used in the preparation of public reports.
- Access, upon request, to the background papers on which reports are based for a period of up to four years from the date of the meeting.
- Access to a public register stating the names and addresses and electoral areas of all Councillors with details of the membership of all Committees etc.
- A reasonable number of copies of agenda and reports relating to items to be considered in public must be made available to the public attending meetings of the Council and its Committees etc.
- Access to a list specifying those powers which the Council has delegated to its Officers indicating also the titles of the Officers concerned.
- Access to a summary of the rights of the public to attend meetings of the Council and its Committees etc. and to inspect and copy documents.
- In addition, the public now has a right to be present when the Council determines “Key Decisions” unless the business would disclose confidential or “exempt” information.
- Unless otherwise stated, all items of business before the Executive Committee are Key Decisions.
- (Copies of Agenda Lists are published in advance of the meetings on the Council’s Website:  
**[www.redditchbc.gov.uk](http://www.redditchbc.gov.uk)**

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

**Jess Bayley and Michael Craggs  
Democratic Services Officers**

**Town Hall, Walter Stranz Square, Redditch, B98 8AH  
Tel: 01527 64252 (Exts. 3268 / 3267) Fax: (01527) 65216  
e.mail: [jess.bayley@bromsgroveandredditch.gov.uk](mailto:jess.bayley@bromsgroveandredditch.gov.uk) /  
[michael.craggs@bromsgroveandredditch.gov.uk](mailto:michael.craggs@bromsgroveandredditch.gov.uk)**

# Welcome to today's meeting.

## Guidance for the Public

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### **Agenda Papers**

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

### **Chair**

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

### **Running Order**

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

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

### **Decisions**

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

### **Members of the Public**

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

### **Special Arrangements**

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

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

### **Further Information**

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

### **Fire/ Emergency instructions**

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

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

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

**Do Not use lifts.**

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

**The emergency Assembly Area is on Walter Stranz Square.**





# Overview and Scrutiny Committee

Tuesday, 6th November, 2012

7.00 pm

Committee Room 2 Town Hall

## Agenda

### Membership:

Cllrs: Juliet Brunner                      Andrew Fry  
(Chair)                                      Pattie Hill  
Simon Chalk (Vice-                      Gay Hopkins  
Chair)                                      Pat Witherspoon  
Andrew Brazier  
David Bush  
John Fisher

<b>1. Apologies and named substitutes</b>	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.
<b>2. Declarations of interest and of Party Whip</b>	To invite Councillors to declare any interest they may have in items on the Agenda and any Party Whip.
<b>3. Minutes</b> (Pages 1 - 18)	To confirm the minutes of the most recent meeting of the Overview and Scrutiny Committee as a correct record.  (Minutes attached)
<b>4. Proposed Revised Arrangements for Performance Reporting</b> (Pages 19 - 20) D Poole, Head of Business Transformation	To receive a presentation on future corporate performance monitoring at the Council.  (Briefing note attached presentation to follow).  <b>(No Specific Ward Relevance);</b>
<b>5. Portfolio Holder Annual Report - Environment and Health - Councillor Debbie Taylor</b> (Pages 21 - 24) Councillor Debbie Taylor	To receive the Annual Report of the Portfolio Holder for Environmental and Health.  (Questions attached).  <b>(No Specific Ward Relevance);</b>

# Overview and Scrutiny

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<p><b>6. Redditch Sustainable Community Strategy</b> (Pages 25 - 50) H Broughton - Redditch Partnership Manager</p>	<p>To consider a monitoring update report regarding implementation of the Redditch Sustainable Community Strategy.  (Report attached).  <b>(No Specific Ward Relevance);</b></p>
<p><b>7. Increasing Rates of Recycling - Monitoring Report Update</b> (Pages 51 - 56) I Roberts</p>	<p>To consider an update report on the implementation of recommendations proposed by the Increasing Rates of Recycling Scrutiny Review in March 2012.  (Report attached).  <b>(No Specific Ward Relevance);</b></p>
<p><b>8. Concessionary Rents Pre-Scrutiny Short, Sharp Review</b> (Pages 57 - 66) Councillor Andrew Brazier, Councillor Juliet Brunner</p>	<p>To consider the final report from the Concessionary Rent Pre-Scrutiny Short, Sharp Review Group and to determine whether to endorse the group's recommendations.  (Report attached).  <b>(No Specific Ward Relevance);</b></p>
<p><b>9. Sickness Policy Pre-Scrutiny Short, Sharp Review</b> (Pages 67 - 80) Councillor John Fisher, Councillor Pat Witherspoon</p>	<p>To consider the final report of the Sickness Policy Pre-Scrutiny Short, Sharp Review Group and to determine whether to endorse the group's recommendations.  (Report attached).  <b>(No Specific Ward Relevance);</b></p>
<p><b>10. Portfolio Holder Annual Report - Written Report - Community Safety &amp; Regulatory Services</b> (Pages 81 - 100) J Willis, Acting Head of Community Services</p>	<p>To consider the content of a report detailing the performance of services within the remit of the Community Safety &amp; Regulatory Services portfolio and to propose questions for the consideration of the Portfolio Holder.  (Report attached).</p>

# Overview and Scrutiny

Committee

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<p><b>11. Overview and Scrutiny Committee - Six Month Review of the Committee Function</b></p> <p>(Pages 101 - 108)</p> <p>C Felton - Head of Legal, Equalities and Democratic Services</p>	<p>To consider a review of the Overview and Scrutiny function at the Council and to determine what actions, if any, could be taken to improve the process.</p> <p>(Report attached).</p> <p><b>(No Specific Ward Relevance);</b></p>
<p><b>12. Actions List</b></p> <p>(Pages 109 - 110)</p>	<p>To note the contents of the Overview and Scrutiny Actions List.</p> <p>(Report attached)</p> <p><b>(No Specific Ward Relevance);</b></p>
<p><b>13. Executive Committee Minutes and Scrutiny of the Executive Committee's Work Programme</b></p> <p>(Pages 111 - 122)</p>	<p>To consider the minutes of the latest meeting(s) of the Executive Committee and also to consider whether any items on the Executive are suitable for scrutiny.</p> <p>(Minutes attached).</p> <p><b>(No Specific Ward Relevance);</b></p>
<p><b>14. Task &amp; Finish Reviews - Draft Scoping Documents</b></p>	<p>To consider any scoping documents provided for possible Overview and Scrutiny review.</p> <p>(No reports attached)</p> <p><b>(No Specific Ward Relevance);</b></p>
<p><b>15. Task and Finish Groups - Progress Reports</b></p> <p>Councillor Andrew Brazier, Councillor Gay Hopkins</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> <ul style="list-style-type: none"><li>a) Arts and Culture Centre – Chair, Councillor Gay Hopkins;</li><li>b) Redditch Market – Chair, Councillor Andrew Brazier.</li></ul> <p>(Oral reports)</p> <p><b>(Abbey Ward); (No Specific Ward Relevance);</b></p>

# Overview and Scrutiny

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Tuesday, 6th November, 2012

<p><b>16. Health Overview and Scrutiny Committee</b> Councillor Pat Witherspoon</p>	<p>To receive a verbal update on the recent work of the Worcestershire Health Overview and Scrutiny Committee.</p> <p>(Verbal report)</p> <p><b>(No Specific Ward Relevance);</b></p>
<p><b>17. Referrals</b></p>	<p>To consider any referrals to the Overview &amp; Scrutiny Committee direct, or arising from:</p> <ul style="list-style-type: none"><li>• The Executive Committee or full Council</li><li>• Other sources.</li></ul> <p>(No separate report).</p> <p><b>(No Specific Ward Relevance);</b></p>
<p><b>18. Work Programme</b> (Pages 123 - 128)</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"><li>• The Forward Plan / Committee agendas</li><li>• External publications</li><li>• Other sources.</li></ul> <p>(Report attached)</p> <p><b>(No Specific Ward Relevance);</b></p>



## 19. 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”.

These paragraphs are as follows:

Subject to the “public interest” test, information relating to:

- Para 1 – any individual;
- Para 2 – the identity of any individual;
- Para 3 – financial or business affairs;
- Para 4 – labour relations matters;
- Para 5 – legal professional privilege;
- Para 6 – a notice, order or direction;
- Para 7 – the prevention, investigation or prosecution of crime;

and may need to be considered as ‘exempt’.





# Overview and Scrutiny Committee

Tuesday, 9th October, 2012

## MINUTES

### Present:

Councillor Juliet Brunner (Chair), and Councillors Andrew Brazier, David Bush, John Fisher, Andrew Fry, Pattie Hill, Roger Hill (substituting for Councillor Simon Chalk), Gay Hopkins and Pat Witherspoon

### Also Present:

Councillors Greg Chance and Michael Chalk

### Officers:

R Bamford, C Felton, R Griffin, S Morgan, P Smith, J Staniland, and J Willis

### Democratic Services Officers:

J Bayley and M Craggs

## 75. APOLOGIES AND NAMED SUBSTITUTES

An apology for absence was received on behalf of Councillor Simon Chalk. Councillor Roger Hill was confirmed as his substitute.

## 76. DECLARATIONS OF INTEREST AND OF PARTY WHIP

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

## 77. MINUTES

### RESOLVED that

**the minutes of the meeting of the Overview and Scrutiny Committee held on 11th September 2012 be approved as a true and correct record of the meeting and signed by the Chair.**

.....  
Chair

# Overview and Scrutiny Committee

Tuesday, 9th October, 2012

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**78. PORTFOLIO HOLDER ANNUAL REPORT - PLANNING, REGENERATION, ECONOMIC DEVELOPMENT AND TRANSPORT - COUNCILLOR GREG CHANCE**

Further to consideration of the Portfolio Holder for Planning, Regeneration, Economic Development and Transport's written report at the meeting of the Overview and Scrutiny Committee on 11th September 2012 Councillor Chance provided a response to Members' questions as detailed in Appendix 1. Additional information was also provided in relation to the following subjects:

a) Business expansion in Council properties

Members were advised that the potential for local businesses to expand their premises on Council owned land was altogether dependent on the merits of the individual planning application. The importance of increased employment was fully appreciated, however important environmental considerations needed to be taken into account. Members heard that the co-existence of planning and economic development within the remit of a single portfolio ensured that both matters could be considered alongside one another as part of the application process.

b) New business start-ups in the town

The action being taken by the Council to attract high-class restaurants to the town centre was also discussed. Officers explained that the role of the Local Plan was to make the land and infrastructure available to make Redditch an attractive proposition for all business. Ultimately, however, it was a commercial decision for any restaurant chain or business regarding whether to open new premises in Redditch.

c) Redditch Town Centre - TikTap

The Committee was advised that Redditch residents and shoppers would soon be able to benefit from discounts and special offers from town centre shops and businesses through 'TikTap' which was being introduced by the Redditch Town Centre Partnership. Redditch would be one of the first locations in the UK to launch this service. Additional information was requested by Members regarding the operation of this new service.

# Overview and Scrutiny Committee

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c) Choose How You Move 2

There was a mixed response from Members in terms of their experience of the Choose How You Move 2 project. Whilst the project was delivered by Worcestershire County Council Members suggested that Councillors and Officers at the Council needed to develop a clearer understanding of how to utilise the project effectively to ensure that sufficient value for money was obtained.

d) Economic Advisory Panel (ECAP)

Members noted that the Council's Economic Advisory Panel (ECAP) had the potential to assume a key role co-ordinating the Council's response to economic development issues, in a similar manner to the role of the Planning Advisory Panel in developing Planning policy. However, concerns were expressed that the panel was meeting infrequently and the remit of the body was currently restricted in scope.

Following the presentation, Members suggested that more needed to be done to ensure that the Council's Economic Advisory Panel (ECAP) meetings were better attended and were more effective in general.

On behalf of the Committee, the Chair thanked Councillor Chance for his comprehensive report.

**RECOMMENDED that**

- 1) **Redditch Borough Councillors and Officers develop a clear understanding of the most effective uses of *Choose How You Move 2* monies in Redditch Borough;**
- 2) **the Economic Advisory Panel (ECAP) should meet more frequently, the scope of the Panel should be expanded and more active participation of elected Members at meetings of the Panel should be promoted; and**

**RESOLVED that**

**the report be noted.**

# Overview and Scrutiny Committee

Tuesday, 9th October, 2012

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**79. INCREASING RATES OF RECYCLING - MONITORING UPDATE REPORT**

As no relevant Officer from Environmental Services was in attendance to present the report, Members agreed to defer the item until the following meeting to ensure that any related questions could be adequately addressed.

**RESOLVED that**

**consideration of the item be deferred to the following Committee meeting on 9th November 2012.**

**80. DIAL A RIDE EXTENDED SERVICE - FEASIBILITY STUDY**

The Committee considered a feasibility report for extending the Dial a Ride service to include transporting young people to local events and festivals, and making the vehicles available for hire out of hours to other groups with transport needs. Officers explained that the potential for the service to be extended to transporting young people had originally been proposed in the Youth Services Provision Task Group's final report. The Executive Committee had expressed interest in the proposal when the item was presented in April 2012 but had suggested that further information was required from Officers regarding the feasibility of the proposal and had requested that a report on the subject be produced for the consideration of the Overview and Scrutiny Committee.

Concerns were raised regarding the cost implications for this extended service. Officers acknowledged that any permanent driver working more than 37.5 hours a week would need to be paid at an overtime rate. However, in this instance, Members heard that it could be cheaper for the Council to employ extra drivers on a temporary basis to meet increased demand. Officers further clarified that the extended service would only be made available to community groups that met the Council's eligibility criteria.

It was suggested that the Committee receive a monitoring report twelve months after the introduction of the extended service to enable Members to review its effectiveness and to propose any necessary amendments in the event of the extended scheme being approved.

**RECOMMENDED that**

- 1) the Dial-a-Ride scheme operated under a permit issued under section 19 of the Transport Act 1985, be extended to**

# Overview and Scrutiny Committee

Tuesday, 9th October, 2012

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include making the Dial-a Ride vehicles available to those community organisations registered with the Council for use during evenings and weekends;

- 2) that the charging schedule as set out in Appendix 1 be adopted; and
- 3) that the scheme is based on the examples presented in appendix 2;
- 4) subject to the extended Dial a Ride scheme being approved, the Overview and Scrutiny Committee receive a monitoring update report on the subject 12 months after the scheme's introduction.

**RESOVED that**

**the report be noted**

**81. QUARTERLY FINANCE MONITORING REPORT - QUARTER 1 - APRIL - JUNE 2012**

Officers presented an overview of the quarterly budget monitoring report for the period from April up to and including June 2012.

**RESOLVED that**

**the report be noted.**

**82. PORTFOLIO HOLDER ANNUAL REPORT - WRITTEN REPORT - LOCAL ENVIRONMENT AND HEALTH**

The Committee proposed the following list of questions for the consideration of the Portfolio Holder for Local Environment and Health, Councillor Debbie Taylor, ahead of her appearance before the Committee on 6th November 2012.

- 1) Please could you outline what you consider to be:
  - a) The successes within the remit of your Portfolio?
  - b) Areas of concern within the remit of your Portfolio?  
(Within your answer please could you refer to the impact of recent budget cuts on resurfacing of footpaths in the Borough).
- 2) Why has there been an under spend on the budget for the Solar PV project?
  - a) What will the surplus funds remaining be spent on?

# Overview and Scrutiny Committee

Tuesday, 9th October, 2012

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- 3) The written report for your portfolio stated that “progress has been made on the transfer of assets under Section 106 agreement at Brockhill. The initial transfer of two areas that contain the majority of POS and drainage features will lead to the ‘unlocking’ of other transfer funds”. How long will it take to transfer these assets?
- 4) What progress has been made on transformation of the services within your remit and what impact are you anticipating transformation will have on those services?
- 5) How many trees is Redditch Borough Council due to plant in the next twelve months – two years?
- 6) As Redditch Borough Council’s representative on the Health and Wellbeing Board how do you report back to Council?
- 7) Which organisations have been identified to deliver healthy eating and cookery sessions?
- 8) LED lighting was introduced at the Palace Theatre relatively recently. What plans, if any, are there to extend the provision of LED lighting to other Council properties in order to reduce the Council’s carbon footprint?

**RESOLVED that**

**the report be noted.**

## **83. ACTIONS LIST**

The Committee heard that an email that contained the requested information on action being taken to attract new tenants to Threadneedle House had been circulated to Members since the publication of the agenda.

**RESOLVED that**

**the Committee’s Actions List be noted.**

## **84. EXECUTIVE COMMITTEE MINUTES AND SCRUTINY OF THE FORWARD PLAN**

**RESOLVED that**

**the minutes of the meeting of the Executive Committee held on 18th September 2012 and the Forward Plan be noted.**



# Overview and Scrutiny Committee

Tuesday, 9th October, 2012

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## 85. TASK & FINISH REVIEWS - DRAFT SCOPING DOCUMENTS

There were no draft scoping documents.

## 86. TASK AND FINISH GROUPS - PROGRESS REPORTS

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

a) Arts and Cultural Centre – Chair, Councillor Gay Hopkins

It was reported that the group had made a promising start to its review having already held two productive meetings, while a number of future interviews had been booked until early December 2012. The group was also planning to visit a number of art centres as part of the review.

b) Concessionary Rents Short, Sharp Pre-Scrutiny Review – Councillors Andrew Brazier and Juliet Brunner

Members were advised that the review had been completed. The final report was due to be considered by the Committee at its meeting in November.

c) Redditch Market – Chair, Councillor Andrew Brazier

Members were informed that that the group had recently held a mid-review meeting to set out its direction of travel towards the review's completion. Councillor Brazier also informed the Committee that he had recently visited another local market in a personal capacity and would feed back to the group at its next meeting.

d) Sickness Policy Short, Sharp Pre-Scrutiny Review – Councillors John Fisher and Pat Witherspoon

Members were advised that the review had been completed. The final report was due to be considered by the Committee at its meeting in November.

The Chair thanked the participating Councillors on the Short, Sharp reviews for their hard work during a short period of time.

**RESOLVED that**

**the update reports be noted.**

# Overview and Scrutiny Committee

Tuesday, 9th October, 2012

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## 87. HEALTH OVERVIEW AND SCRUTINY COMMITTEE

Councillor Witherspoon, the Committee's representative on the Worcestershire Health Overview and Scrutiny Committee (HOSC), provided an update on the latest meeting of HOSC which had taken place on Wednesday 12th September 2012.

Members were advised that the outcomes of the Joint Services Review (JSR), as part of NHS Worcestershire's review of four areas of acute healthcare services, had not been available for the HOSC's consideration. It was understood that this would be considered at the following meeting on 10th October 2012. Elsewhere, the HOSC received a very informative presentation on the county's successful Integrated Care Programme which was one of the best performing in the country.

The JSR would continue to be monitored at the following meeting of the HOSC, at which Members were also due to receive a general update on the work of the West Mercia Cluster, and a progress update on planned changes to the West Midlands Ambulance Service.

### **RESOLVED that**

**the report be noted.**

## 88. CRIME AND DISORDER SCRUTINY PANEL - CHAIR'S UPDATE

The Chair of the Redditch Crime and Disorder Scrutiny Panel, Councillor Andrew Brazier, delivered an overview of his report from the most recent Panel meeting on 4th October 2012.

Members were advised that the three community safety partnerships for Redditch, Bromsgrove, and Wyre Forest, had recently been merged together to form a North Worcestershire Community Safety Partnership. This was officially operating in a shadow form until its terms of reference had been ratified by the Home Office. The Panel would help to ensure that Redditch's own crime and disorder issues and priorities were not lost as a result of the merger.

The Panel had received a significant amount of crime data, including detailed breakdowns on criminal damage and hate crimes in Redditch.

# **Overview and Scrutiny Committee**

Tuesday, 9th October, 2012

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**RESOLVED that**

**the report be noted.**

**89. REFERRALS**

There were no referrals.

**90. WORK PROGRAMME**

The Chair confirmed that the Committee would receive a briefing on the Council's projected budget position for the following three years on Thursday 29th November 2012. Members would also have the opportunity to look at any initial budget bids and other relevant financial information that was available at that point.

Members entered into a brief discussion about the most appropriate start time for future Committee meetings. It was felt that there needed to be a consistent start time to avoid any confusion being created.

**RESOLVED that**

**the Committee's Work Programme be noted.**

The Meeting commenced at 6.30 pm  
and closed at 8.05 pm



# Overview & Scrutiny

## Committee

No Direct Ward Relevance

9th October 2012

### PORTFOLIO HOLDER ANNUAL REPORTS: QUESTIONS AND SUBJECTS FOR DISCUSSION WITH COUNCILLOR GREG CHANCE, PORTFOLIO HOLDER FOR PLANNING, REGENERATION, ECONOMIC DEVELOPMENT AND TRANSPORT

The following questions have been suggested by Members of the Overview and Scrutiny Committee. These questions will be posed to Councillor Greg Chance, Portfolio Holder for Planning, Regeneration, Economic Development and Transport at the Overview and Scrutiny Committee meeting on Tuesday 9th October 2012.

- 1) *Please could you outline what you consider to be:*
- a) *The successes within the remit of your Portfolio?*

#### Development Plans

There has been progress on the Duty to Cooperate in Plan Making. Redditch Officers working closely with Officers in neighbouring Bromsgrove and Stratford Districts have intensified the background work and will shortly be reporting on the review of Green Belt areas around the Borough. The evidence base underpinning the Local Plan is almost complete, and the Council has what it considers to be robust growth scenarios from which to project future housing and employment growth to meet the needs of the Borough. The Core Strategy has been amended to a more Local Plan style approach, and Members, through Planning Advisory Panel, have been discussing all policy approaches and wording to make these changes. This means that a well considered Plan can be brought for a recommendation for consultation in 2013.

#### Development Management

The team has continued to exceed national targets on decision making, and producing high quality decisions with few challenges.

There has been some success with enforcement appeals this year on high profile cases. In addition there has been significant involvement in Transformation, with new procedures being trialled.

#### Building Control

100% of all applications continue to be determined within the target 5 week date. (Over 90% within a self imposed target of 3 weeks). The service BSI 9002:2008 accreditation has been subject to a successful annual audit. Eight additional local partnerships have been created (formal working ties with architects and developers) resulting in workload retention and financial advantages. The savings highlighted within the shared service business case have been met.

#### Town Centre Partnership

A successful Town Centre Events Programme was delivered and a number of projects identified in the Town Centre Strategy were progressed. The Town Centre Partnership has worked well and had

# Overview & Scrutiny

## Committee

09th October 2012

input into the review of Market Services and the work carried out by the Task Group looking into Disabled Access. Work has continued with the Church Road Redevelopment Project Group.

### Economic Development and Regeneration

The Team has:

- Supported the establishment of Redditch Business Leaders group involving key business leaders and Karen Lumley MP to help bring a business perspective to the Borough's economic priorities and development and identified skills together with land and property shortages as two key issues with a number of business leaders struggling to find the right property and/or development opportunities to enable their businesses to grow in Redditch.
- Undertook an employer skills survey through the Redditch Business Leaders which highlighted issues of employing young people in particular
- Early scoping and presentation to Business Leaders highlighting potential alignment of public sector and private sector ambitions adjacent to Ravensbank and Warwick Highway... the 'Eastern Gateway' concept which involves land falling within Bromsgrove District and Stratford-Upon-Avon District. It is envisaged that the site could play an important role in helping to grow the Redditch economy and safeguarding existing Redditch businesses and jobs.
- Working with the PCT and Homes and Communities Agency to bring forward regeneration of the Church Green area of the Town Centre

#### ***b) Areas of concern within the remit of your portfolio?***

### Development Plans

There are risks with the timetable for the Local Plan because they are aligned with neighbouring Local Authorities. Because of this reliance on the progress of neighbouring authorities, it is possible that external pressure on them (such as Birmingham growth potential into Bromsgrove) could de-rail the Redditch Plan. There should be some concern about the changes to the National Planning system because of the pressure on Local Authorities to have a Plan in place. Growth is needed and evidenced for Redditch but the Plan does not yet reflect that; however with very little land availability in Redditch there could be a lot of development pressure through planning applications. Progress on the Local Plan is critical to give the Council a Plan from which to base decision making.

### Building Control

The continued poor economic situation remains a consistent threat to income levels. Depression within the public and private construction sectors is directly impacting income levels. Whilst the new shared service team continue to function well and customers' needs are being met, the numbers of applications and resultant fees charged remain affected. Two staff members have left in the last 12 months. These posts have been left vacant without an adverse effect on the customer.

# Overview & Scrutiny

Committee

09th October 2012

## Town Centre Regeneration

- Funding for both Redditch Town Centre Partnership and Town Centre Landscape Improvements
- Impact of recent traffic order on businesses in Church Green East
- Ongoing concerns about the level of business rates
- Current economic climate and the impact with developers coming forward for regeneration sites

## Economic Development and Regeneration

- Need to consider regeneration of the Borough's District centres
- The present NWedr Manager is leaving so there will be a need to maintain momentum until a new manager is recruited.

### 2) *Regarding economic development and regeneration in Redditch:*

#### *a) What are your plans to encourage new business start-ups in the town?*

Through existing resources and by working in partnership with Worcestershire County Council, North Worcestershire Economic Development & Regeneration has been able to fund a total of 22 new business start up grants (of £750.00 each) from 1<sup>st</sup> September 2011. Each business will also have successfully completed a new business start up course delivered locally by specialist business advisors. This package of support is due to be enhanced, towards the end of 2012, through an ERDF funded programme to which NWedr is supporting whereby the new business start up grant is proposed to be increased to £1,000. This is within the existing budget. For year 12/13 it is anticipated that up to 20 new business start-ups will be awarded.

#### *b) To what extent does Redditch have a cross-section of housing types to accommodate both employees and employers?*

Policy B(HSG).4 of Local Plan 3 deals with the density standards applied to residential development. The supporting text points out that within residential development, and particularly on larger sites, there will be a variety of densities. Having various densities will have the advantage of helping to secure a mix of size and type of housing and this in turn will help meet the needs of different types of households. The draft Core Strategy will similarly encourage a mix of house types.

The Worcestershire Strategic Housing Market Assessment (SHMA, Feb 2012) records the housing stock in Redditch as:

Detached - 31.2%	(Worcestershire Highest)
Semi-detached - 31.8%	(Malvern 48.1%)
Terrace - 29.1%	(Wyre Forest 41.5%)
Purpose built flats - 6.5%	(Redditch highest in WCC)
Converted flats - 0.8%	(Worcester 7.2%)
Other (e.g. a temporary or mobile home) - 0.4%	(Malvern Hills 2.2%)
	(Malvern Hills 1.7%)

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51.3% have 5-6 rooms, 27.3% have 4 rooms or less and 21.2% of properties in Redditch have 7 or more rooms.

The SHMA will be updated annually by Worcestershire County Council. The next update is anticipated in December 2012 and will take account of the 2011 census.

**c) *Within the emerging local plan, what is being done to encourage local developers to build?***

There is nothing within the emerging Local Plan to specifically encourage local developers (or any other developers) to build. Sites in Redditch are generally developed by a range of developers, with smaller sites often being developed by local developers. The emerging local plan identifies development sites of a range of sizes. The Government requires Local Authorities to have a 5 year supply of housing sites which it believes will help 'get Britain building'. The emerging Local Plan aims to establish and maintain a 5 year housing land supply. However, it remains to be seen if having a supply of sites will encourage development to happen because it is also dependant on a number of other factors (such as availability of finance).

**d) *Is the focus of the 'Eastern Gateway' strategic employment site being placed on generating new employment or housing development?***

The focus for the 'Eastern Gateway' strategic employment site is on employment.

**3) *What are your plans for the regeneration of:***

**a) *Town centre***

- Town Centre landscape improvements are due to be presented at committee in November where Members will be asked to review the information and advise Officers on budgets and intended timescales for the phasing of the project.
- A project group has been set up between North Worcs EDR, Worcs Healthcare Trust and the HCA to investigate the regeneration of the Church Rd site. This involves the procurement of a commercially focussed appraisal of the Redditch Town Centre Strategy (2009) leading to deliverable development propositions for key sites and prioritisation of necessary action to realise opportunities over the short/ medium and long term; and
- Redditch Town Centre Partnership are also working on the following projects to revitalise the Town Centre;
  - 'Pitch Your Plan' is a Town Centre Business Vitality Initiative that aims to help attract new, specialist independent retailers, cafés/bistros and restaurants to set up business in the old town area of Redditch around the Church Green, Alcester Street and Unicorn Hill. The initiative, run by Redditch Town Centre Partnership, specifically aims to support those operators and specialist retailers offering a niche product range that will positively contribute to the overall town proposition. More information can be found at [www.pitch4redditch.co.uk](http://www.pitch4redditch.co.uk)



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- Work is continuing with regards to providing events through out the year such as St Georges Day, Speciality Markets and Christmas Events. The RTCP are also working with Leisure Services to produce a bandstand programme throughout the summer months.
- Redditch residents and shoppers will soon be able to benefit from discounts and special offers from town centre shops and businesses thanks to a new loyalty scheme being introduced by RTCP. Redditch will be one of the first locations in the UK to launch 'TikTap', which utilises a new innovative technology developed by 2ergo, the company behind Orange Wednesdays. The system allows shoppers, by use of smart phones up to 5 years old, to locate offers and exclusive promotions redeemable in store via their mobile phones.

### ***b) Train station and its local environment***

Dialogue is continuing with the owners of the derelict site adjacent to the Train Station on Edward Street and the agents acting on their behalf to progress the site and provide a planning perspective.

### ***4) What plans do you have to engage local people, especially elderly residents and young people, on their aspirations for the town?***

The following objective is included within the RTCP action plan '**Ensure the town has a strong and varied economy, and provides a positive customer/shopper/ visitor experience**' with the action being '**Set up customer focus groups to explore their views on the town centre and their shopping experiences**'. RTCP will also look to do online surveys on the TCP website.

### ***5) What are you doing to ensure that the proposer submitted for traffic surveys are based on current and not historic data and will cover all the roads that are likely to be affected by development?***

Traffic surveys or Transport Assessments are required for residential development proposals of over 100 dwellings or for other development over certain size thresholds. It is expected that each of these relevant proposals will be accompanied by a Transport Assessment that uses the Redditch Development Model and identifies the relevant junctions and routes for highway traffic and these will be different in each case. Worcestershire County Highways are therefore a key stakeholder involved with pre-application discussion on relevant planning applications. Worcestershire County Highways would raise any concern about methodology with the planning department and the applicant should there be an incorrect judgement about traffic flows.

### ***6) Regarding European Regional Development Funding (ERDF):***

#### ***a) How much funding is expected to be received in Redditch?***

Worcestershire LEP - Start up Advice, Grant & Booster Grant funding: Redditch Borough Council's contribution towards the Worcestershire proposal aims to draw down up to £30,000 of ERDF funding from October 2012 to March 2015.

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Greater Birmingham and Solihull LEP – Business Development Programme comprising a Financial Support package and High Growth Business advice: North Worcestershire aims to draw down up to £23,625 of ERDF funding from October to March 2015.

**b) How will the funding received used to support young people setting up new businesses? Is there any provision in the ERDF to support this?**

The ERDF funding is not specifically aimed at young people, though they will be entitled to apply for it as long as they meet the qualifying criteria. The North Worcs EDR service will look to encourage take-up with this age group taking opportunities to promote through local networks including liaison with FE providers etc.

**7) Regarding Choose How You Move 2:**

**a) How do you define ‘sustainable transport’ as part of this?**

Sustainable transport includes the use of walking, cycling, bus, rail and taxi/community transport options and any other modes of transport which lower the levels of carbon used in moving. Methods which encourage a shift away from the private car use are encouraged.

**b) How will residents, businesses and visitors be encouraged to use sustainable modes of transport?**

There are numerous elements to the Choose How You Move 2 Package which will be implemented over the 3 years period. The elements fall under 13 key headings and a single example of what will be implemented has been detailed next to each one, please note this list is not exhaustive (but can be provided on request).

- Reducing the need to travel: delivering the high speed broadband agenda – Capital investment in upgrading the BT cabinets in rural locations to the south of Redditch.
- Information kiosks – capital investment in the provision and upgrade of six information kiosks at a number of locations in Redditch.
- ‘Choose in the Park events’ – Three major annual events to be held in the Arrow Valley Country Park to showcase sustainable modes of transport.
- Individual travel marketing/planning – individual travel marketing to 27,000 households in Redditch to promote the use of sustainable modes of travel as modes of choice.
- Intensive marketing campaign – investment in expertise to develop a marketing plan, a programme of marketing campaigns and supportive printed material.
- Teen and young adult travel training – Appointment of a ‘Move it’ Officer who would work with teens and young adults attending the upper schools and colleges in Redditch.
- Adult travel training - of a ‘Move it’ Officer who would work with a range of vulnerable adult groups in Redditch.
- Schools sustainable travel intervention programme - Revenue investment in a comprehensive schools sustainable travel intervention programme, including updating of Travel Plans.

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- Workplace sustainable travel intervention programme - Revenue investment in a comprehensive workplace sustainable travel information programme, including development of Travel Plans.
- Walking and Cycling Route Enhancements - Capital investment in surfacing and drainage improvements to walking and cycling routes.
- Improving Safety and Security through Investment in Infrastructure - Capital investment in some of the 'worst' underpasses, bridges and at-grade crossings in Redditch (to be defined through consultation with local residents.)
- Evesham Road improvements.
- Passenger Transport Infrastructure Improvements - Capital investment in the renewal and replacement of all bus stop infrastructure (including shelters, flags, timetable cases, hard standings etc) along the three principle bus corridors.

**c) *What are you expecting to achieve from this project?***

Some modal shift that will also have wider social-economic benefits.

**8) *What is being done to address any skills shortages issues being experienced by local businesses?***

Redditch Business Leaders undertook a sample survey of employers in the latter part of last year to identify skills issues that they were experiencing. This highlighted the difficulties that local employers have in recruiting young people (up to the age of 24) who are perceived to lack appropriate work experience and basic employability skills. This has led to an initiative being developed by NEW College and local engineering employers, to develop an engineering apprentice academy that would enable the College to work collaboratively with those employers to provide direct and relevant experience and routes into employment.

In addition, as a member of both Greater Birmingham and Solihull and Worcestershire Local Enterprise Partnerships, Redditch is involved in discussions with the LEP's Employment and Skills Boards around the development of skills – including the Birmingham and Solihull City Skills Fund which aims to establish business 'champions' in key sectors to identify and address sectoral skills issues.



## CORPORATE PERFORMANCE FRAMEWORK

### 1. BACKGROUND

#### Transformation

The Council is introducing systems thinking principles in all services to achieve service design and delivery that meets customer demand in the most efficient way. An essential part of this process is working intensively with individual managers and their teams (referred to as an intervention) over a period of months to review their services using the Model for Check and Redesign change method.

Using this approach the Council will:

- Use systems thinking to look at services and ask why we do things the way we do.
- Have a systemic understanding of services to be able to improve the way we work to meet customer demand.
- Use leading and lagging measures to drive performance.
- Understand the value work and strive to focus on it.
- Make changes without being afraid to make mistakes.
- Use systems thinking principles to deliver the right service at the right time.
- Be clear about what we are here to do for our customers.

Using the Model for Check will enable the Council to:

- Understand **how** systems currently work and perform – from the customers' perspective supported with robust operational and financial data.
- Understand **why** systems work in the way they do.
- **Experiment** with new principles in designing and managing work.
- Make the redesigned service the **normal** way to work.

The presentation to the Overview and Scrutiny Committee contains details about the Council's proposed new Performance Management Framework which is required following the change in focus by the Council; moving from performance indicators as required by Central Government to local measures created through system thinking interventions.

#### Performance Monitoring Implications

The move to measures will allow Heads of Service and Portfolio Holders to focus on the areas that are of greatest importance to the customer. All Heads of Service have provided details of their measures, however it is anticipated that these will change over time as services undergo transformation and as new ways of working are trialled. Heads of Service and Portfolio Holders will use the data provided by their operational measures to ensure they understand the continuing and changing needs of their system and to identify any service areas where performance improvement is necessary.

The operational measures, owned by Heads of Service, will be discussed on a monthly basis at CMT. The strategic measures report (demonstrating how the Council is delivering its strategic purposes) will go quarterly to CMT, the Executive Committee and the Overview and Scrutiny Committee. Both strategic and operational measures have been created by listening to and understanding customer demand. This process will continue as services go through transformation and new measures are developed.





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No Direct Ward Relevance

### Committee

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#### PORTFOLIO HOLDER ANNUAL REPORTS: QUESTIONS AND SUBJECTS FOR DISCUSSION WITH COUNCILLOR DEBBIE TAYLOR, PORTFOLIO HOLDER FOR LOCAL ENVIRONMENT AND HEALTH

The following questions have been suggested by Members of the Overview and Scrutiny Committee. These questions will be posed to Councillor Debbie Taylor, Portfolio Holder for Local Environment and Health at the Overview and Scrutiny Committee meeting on Tuesday 6th November 2012.

- 1) Please could you outline what you consider to be:
  - a) The successes within the remit of your Portfolio?
  - b) Areas of concern within the remit of your Portfolio?(Within your answer please could you refer to the impact of recent budget cuts on resurfacing of footpaths in the Borough).
- 2) Why has there been an under spend on the budget for the Solar PV project?
  - a) What will the surplus funds remaining be spent on?
- 3) The written report for your portfolio stated that “progress has been made on the transfer of assets under Section 106 agreement at Brockhill. The initial transfer of two areas that contain the majority of POS and drainage features will lead to the ‘unlocking’ of other transfer funds”. How long will it take to transfer these assets?
- 4) What progress has been made on transformation of the services within your remit and what impact are you anticipating transformation will have on those services?
- 5) How many trees is Redditch Borough Council due to plant in the next twelve months – two years?
- 6) As Redditch Borough Council’s representative on the Health and Wellbeing Board how do you report back to Council?
- 7) Which organisations have been identified to deliver healthy eating and cookery sessions?
- 8) LED lighting was introduced at the Palace Theatre relatively recently. What plans, if any, are there to extend the provision of LED lighting to other Council properties in order to reduce the Council’s carbon footprint?

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*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.	<b>Monitor Council performance</b> informed by documents such as: <ul style="list-style-type: none"> <li>• Community Strategy</li> <li>• Corporate Plan</li> <li>• Service Plans</li> <li>• Budgets</li> <li>• E.Government statements</li> <li>• BVPI's / Local PI's (separate document available)</li> <li>• Forward Plan</li> </ul>	*
	2.	<b>Monitor the implementation of Council policy and decisions</b> informed, in addition to the above, by <ul style="list-style-type: none"> <li>• Council reports and Minutes</li> <li>• Personal contact with Officers</li> </ul>	*
	3.	<b>Act as consultee</b> for Members and Officers <ul style="list-style-type: none"> <li>• Formally, in accordance with approved delegations of authority to Officers</li> <li>• Informally for general reference.</li> </ul>	*
	4.	<b>Act as "Spokesperson"</b> for the Council in relation to Press / Media / outside the Council, <b>but not exclusively (other Members may also have this shared role)</b>	



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		<i>(Council decision – 11th October ??)</i>	
	5.	<p><b>Act as “Rapporteur”</b></p> <p>a) to report annually to Overview &amp; Scrutiny on the Services for which the Portfolio Holder has responsibility; and</p> <p>b) to act as a channel for feedback from representatives of outside bodies which fall within the remit of the Portfolio Holder.</p> <p><i>(Council Annual Meeting 22<sup>nd</sup> May 2006)</i></p>	
	6.	<p><b><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></b></p> <p><b><i>(Exec January 2007 / Council ...)</i></b></p>	
<b>CANNOT</b>		Act with delegated authority in any personal capacity (PFHs cannot therefore commit resources – financial / staffing, without further authority – Exec., Council, or Officer authority)	
			*
<b>MAY</b>	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.	<p>Attend relevant meetings, e.g. relevant O&amp;S meetings, beyond those to which formally appointed by the Council</p> <ul style="list-style-type: none"> <li>• As an approved duty where invited to the meeting</li> <li>• Also as an approved duty when present on own initiative.</li> </ul> <p>in accordance with current approved constitutional requirements.</p>	
	4.	<p>Seek to trigger reports to</p> <ul style="list-style-type: none"> <li>• the Executive or Council, via normal report / agenda preparation processes</li> <li>• Regulatory Committees, via normal report /</li> </ul>	

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		<p>agenda preparation processes</p> <ul style="list-style-type: none"> <li>• Overview and Scrutiny Committee</li> </ul> <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 Sustainable Community Strategy – Overview and Scrutiny Six Monthly Review – November 2012

The Redditch Sustainable Community Strategy (SCS) was pre-scrutinised in March 2011 with the final Strategy gaining approval by full Council on 28th March 2011. The last review of the SCS by the Overview and Scrutiny Committee took place in November 2011.

The four priorities of the SCS are:

<b>Priority One</b>	Health Inequalities	Focus is on three issues: smoking, alcohol; and obesity / healthy lifestyles.
<b>Priority Two</b>	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.
<b>Priority Three</b>	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.
<b>Priority Four</b>	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.

The Action Plans of the Health and Well Being Group and the Education Action Plan (which is overseen by the Education Sub group, a sub group of the Local Children's Partnership) are attached. As emphasised in previous updates to the Overview and Scrutiny Committee, these Action Plans are working documents and subject to changes being made to them to reflect changes in circumstances.

### Health and Well Being

- The Redditch and Bromsgrove Clinical Commissioning Group awarded Redditch and Bromsgrove approximately £250,000 to be utilised to develop and implement health related projects in both areas. Projects are to be delivered using a partnership approach and an initial meeting of partners took place to create a shortlist of projects.
- These projects were approved by the CCG and these now form part of the Health and Well Being Action Plan (Appendix 1). Monitoring of the projects will be undertaken by the Health and Well Being Group.

### Education / Children and Young People

- The Education Action Plan has been reviewed very recently (Appendix 2).
- The Local Children's Partnership has been focusing on the Positive Activities Commissioning process and has helping to advise the Commissioning Group with commissioning process.
- The Group is continuing to monitor the Early Help Commissioning process.

### **Economic Development**

- An Action Plan for this priority was produced along with the SCS but this has since been withdrawn. Instead, actions from various other organisations and partner bodies such as Economic Development Unit and Local Enterprise Partnerships are monitored, with the Partnership Board providing direction and intervention on this where necessary.

### **Areas of Highest Need**

- Winning Winyates “Areas of Highest Need” project - the latest monitoring report (Appendix 3) which is produced on a quarterly basis for Worcestershire Partnership is attached to this report. Ongoing work is being undertaken with the Redditch Partnership Board and Neighbourhood Development Manager to develop measures and outcomes for the project.
- Other areas of deprivation in Redditch are beginning to benefit from funding from external sources – these include the Big Local project in Church Hill. Whilst Redditch Partnership is not directly involved in these initiatives, they keep a watching brief so they can provide support and assistance where appropriate / needed.

### **Transformation / Joined Up Working Group**

- The concept of transformation and better joined up working is being developed with partners through the Joined –Up Working Group. Representatives from a broad range of partners from the public, education, voluntary sector meet on a regular basis to look at new ways of working in a specific locality, currently looking at Winyates. It is possible that with the development of the Joined Up Working Group some of the Partnership structures in the future may change to reflect the work emerging from this.

Appendix 1

**Health and Well Being Action Plan – September 2012**

<b>Redditch Partnership Issue 1:</b>		Obesity, Healthy eating, healthy lifestyles					
<b>Key Deliverable:</b>		Reduce obesity levels in Redditch					
<b>Key Issues:</b>		<ul style="list-style-type: none"> <li>• <i>An over abundance of take-aways and a lack of healthier 'fast food' options</i></li> <li>• <i>Lack of awareness of the nutritional content of different food choices</i></li> <li>• <i>Cost is a barrier to participating in physical activity and maintaining a healthy diet</i></li> <li>• <i>A need for entry level physical activity options</i></li> </ul>					
<b>Key Actions to Tackle Key Issues</b>	<b>Project</b>	<b>Key Actions</b>	<b>Completion Date</b>	<b>Lead Partner (s)</b>	<b>Resources</b>	<b>Measures of Success</b>	<b>Progress to date</b>
Development of skills for maintaining a healthy diet e.g. label reading, portion size, visual displays, cookery skills	1. Healthy diet training programme	<ul style="list-style-type: none"> <li>• Development of a healthy diet training programme for frontline staff and skills development sessions for individuals living on a low income (focussing on young adults and older people)</li> </ul>	March 2013	NHS Worcestershire – Emma Price	£10K from CCG (to cover R+B)		Training programme being developed by Emma Price (Bromsgrove DC)
Development of skills for maintaining a healthy diet e.g. label reading, portion size, cookery skills	2. Winyates Healthy Eating Project (Phase Two)	<ul style="list-style-type: none"> <li>• Design community-led healthy eating activities to include health chat training and signposting to the Health Trainers Service.</li> <li>• Explore how the initiative could link in with the Schools Get Cooking programme.</li> </ul>	Autumn 2012	RBC - Liz Williams / Helen Broughton  NHS Worcestershire - Debbie Baker-Price  Sharon Newbury WRS	£5,000 from the PCT	<ul style="list-style-type: none"> <li>• Numbers of referrals to the Health Trainer Service</li> <li>• Numbers attending Health Chat Training</li> </ul>	
Increase availability of healthier options	3. Worcestershire Works Well	<ul style="list-style-type: none"> <li>• Extend the roll out of the Worcestershire Works Well programme to businesses across Redditch</li> <li>• Increase the availability of healthy food options in</li> </ul>	Ongoing	WWW Steering Group	£20K from CCG (to cover R+B)	<ul style="list-style-type: none"> <li>• Number of businesses signed up to WWW</li> <li>• TBC</li> </ul>	Attending WWW Steering Group on 5 <sup>th</sup> April to discuss how funding can support increased roll out in R+B

Appendix 1

		<ul style="list-style-type: none"> <li>workplace canteens.</li> </ul>					
Increase availability of healthier options	4. Change4Life programme	<ul style="list-style-type: none"> <li>Support the delivery of the Change4Life programme through local food outlets (e.g. through branding, convenience store F+V scheme, Tuckers Trucker etc.)</li> </ul>	March 2013	Anita Fletcher WRS	£20k from CCG (to cover R+B)	<ul style="list-style-type: none"> <li>TBC</li> </ul>	Service Specification with WRS to be developed and agreed
Development of low cost entry level PA options	5. Bike Hire @ Arrow Valley Country Park	<ul style="list-style-type: none"> <li>Development of a bike hire scheme at Arrow Valley Country Park</li> <li>Explore opportunities for delivering bikeability training for adults</li> </ul>	Ongoing	Laura Kerrigan R& B Sports Development	£20K from CCG	<ul style="list-style-type: none"> <li></li> </ul>	
Development of low cost entry level PA options	6. Activity on Referral	<ul style="list-style-type: none"> <li>Further development of the existing Activity on Referral scheme to include a range of entry level PA opportunities</li> </ul>	March 2013	Laura Kerrigan R& B Sports Development	£5K from CCG	<ul style="list-style-type: none"> <li></li> </ul>	
Reduce barriers to maintaining a healthy lifestyle	7. Where possible, undertake Health Impact Assessments on all partners' policies and strategies.	<ul style="list-style-type: none"> <li>To produce a matrix to assess the Redditch Core Strategy.</li> <li>To undertake a Health Impact Assessment of the Core Strategy.</li> </ul>	December 2012	RBC – Planning / Ruth Bamford.  NHS Worcestershire – Hilary Sharpe	Officer time	<ul style="list-style-type: none"> <li>Comprehensive Health Impact Assessment undertaken.</li> </ul>	<p>A matrix has been produced and an initial assessment of the individual Core Strategy Policies has been undertaken.</p> <p>The next stage of the process is to assess those policies which have been identified as having an impact on health.</p> <p>This work is ongoing and will be undertaken alongside the</p>

Appendix 1

							development of the Core Strategy.
Support individuals to maintain a healthy lifestyle	8. Health Chats, Worcestershire Works Well (WWW) and Healthy Hub	<ul style="list-style-type: none"> <li>Partner organisations to promote these three initiatives. Partner organisations to take part and utilise these initiatives where possible.</li> </ul>	On-going	Anita Fletcher WRS	Officer time	<ul style="list-style-type: none"> <li>Number of organisations signing up for Health Chat Training</li> <li>Number of organisations signing up for WWW.</li> </ul>	

## Appendix 1

<b>Redditch Partnership Issue 2:</b>		Smoking					
<b>Key Deliverable:</b>		Reduce the number of people smoking in Redditch					
<b>Key Issues:</b>		<ul style="list-style-type: none"> <li>• Reduce the number of young people taking up smoking</li> <li>• High levels of smoking in routine and manual groups</li> <li>• High rates of smoking in pregnancy (esp. Teenagers)</li> <li>• Easy access to cheap cigarettes</li> </ul>					
<b>Key Actions to Tackle Key Issues</b>	<b>Project</b>	<b>Key Actions</b>	<b>Completion Date</b>	<b>Lead Partner (s)</b>	<b>Resources</b>	<b>Measures of Success</b>	<b>Progress to date</b>
	To encourage partners to support the 2013 Stop Smoking Campaign. No Smoking day is scheduled to take place on 13 <sup>th</sup> March.	<ul style="list-style-type: none"> <li>• To provide local partners with campaign materials and to provide signposting training (utilised from the "Smoke Free" website.)</li> <li>• Information to be circulated to the LSP Board on national health campaigns.</li> </ul>	<p>March 2013</p> <p>Throughout 2012</p>		Use existing Department of Health materials	<ul style="list-style-type: none"> <li>• Number of partners promoting national events</li> </ul>	
Target routine and manual groups	3. Worcestershire Works Well	<ul style="list-style-type: none"> <li>• Extend the roll out of the Worcestershire Works Well programme to businesses across Redditch</li> </ul>	Ongoing	WWW Steering Group	£20K from CCG (to cover R+B)	<ul style="list-style-type: none"> <li>• Number of businesses signed up to WWW</li> <li>• TBC</li> </ul>	Attending WWW Steering Group on 5 <sup>th</sup> April to discuss how funding can support increased roll out in R+B
	Ongoing promotion of stop smoking services	<ul style="list-style-type: none"> <li>• On going promotion of stop smoking services</li> <li>• Promotion of stop smoking as part of child accident prevention work through children's centres</li> </ul>		NHS Worcestershire – Debbie Baker Price Judith Willis	Sure Start Children's Centre Grant	Number of referrals to the Fire Service that improve the safety of children's homes. 50% of these referrals to be from families that live in a 30% of less Super Output Area.	



## Appendix 1

Reduce access to counterfeit/cheap cigarettes	Change4Life Programme	<ul style="list-style-type: none"> <li>Explore opportunities for WRS to influence access to counterfeit cigarettes and sale of cigarettes to underage</li> </ul>		Anita Fletcher WRS	? to be included as part of £20k from CCG (to cover R+B)		
	Health Chats, Worcestershire Works Well (WWW) and Healthy Hub	<ul style="list-style-type: none"> <li>Partner organisations to promote these three initiatives.</li> <li>Partners to take part and utilise these initiatives within their own organisations where possible.</li> </ul>	On-going	Health and Well Being Group, Redditch Partnership Board		<ul style="list-style-type: none"> <li>Number of organisations signing up for Health Chat Training</li> <li>Number of organisations signing up for WWW.</li> </ul>	
Target Polish speaking young families	To support Children's Centres project targeting Polish speaking parents where language is a barrier to accessing quit smoking services	<ul style="list-style-type: none"> <li>On-going promotion of stop smoking and healthy life style services</li> </ul>			Use existing Department of Health materials	<ul style="list-style-type: none"> <li>Four week quit rates.</li> <li>Increase number of self referrals to the Healthy Lifestyle Hub</li> </ul>	Polish speaking family support working in the process of being recruited. Project starting date September 2012
Target Polish routine & manual workers	To identify businesses employing Polish speaking routine and manual worker whether language is a barrier to accessing services via Worcestershire Works Well	<ul style="list-style-type: none"> <li>Promotion of stop smoking literature currently available in Polish</li> <li>To explore whether a budget for translation of stop smoking campaign materials can be identified</li> <li>To explore the possibility of identifying business based Polish speaking stop smoking champions</li> </ul>		Debbie Baker-Price HIC Mandy Childs Health Trainer Service		<ul style="list-style-type: none"> <li>Four week quit rates.</li> <li>Increase number of self referrals to the Healthy Lifestyle Hub</li> <li>Number of organisations signing up for Health Chat Training</li> <li>Number of</li> </ul>	

Appendix 1

						organisations signing up for WWW.	
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## Appendix 1

<b>Redditch Partnership Issue 3:</b>		Alcohol					
<b>Key Deliverable:</b>		Reduce levels of alcohol misuse in Redditch					
<b>Key Issues:</b>		<ul style="list-style-type: none"> <li>• <i>Pushing the “don’t drink” message does not always work – it’s the support for people to cut down drinking which is the key to helping people.</i></li> <li>• <i>The use of alcohol is often used to mask other underlying issues such as mental health problems. These issues should be addressed as a whole.</i></li> <li>• <i>Alcohol is viewed as less of a priority to other health issues and is often seen as more socially acceptable.</i></li> </ul>					
<b>Key Actions to Tackle Key Issues</b>	<b>Project</b>	<b>Key Actions</b>	<b>Completion Date</b>	<b>Lead Partner (s)</b>	<b>Resources</b>	<b>Measures of Success</b>	<b>Progress to date</b>
	Health Chats, Worcestershire Works Well (WWW) and Healthy Hub	<ul style="list-style-type: none"> <li>• Partner organisations to promote these three initiatives.</li> <li>• Partners to take part and utilise these initiatives within their own organisations where possible.</li> </ul>	On-going	Health and Well Being Group, Redditch Partnership Board		<ul style="list-style-type: none"> <li>• Number of organisations signing up for Health Chat Training</li> <li>• Number of organisations signing up for WWW.</li> </ul>	
	Support local implementation of county alcohol strategy	<ul style="list-style-type: none"> <li>• CSP to advise</li> </ul>		Community Safety Partnership – Bev Houghton			
Reduce underage sales	Change4Life Programme	<ul style="list-style-type: none"> <li>• Explore opportunities for WRS to influence</li> </ul>		Anita Fletcher WRS	? to be included as part of £20k from CCG (to cover R+B)		

## Appendix 1

Increase awareness of sensible drinking & contribute to the process of change of culture of drinking (Worcestershire Alcohol Plan 2009-11)	Worcestershire Drug & Alcohol Action Team (DAAT)	<ul style="list-style-type: none"> <li>Partner organisations to promote and support brief intervention training for front line staff</li> </ul>	On-going	Kate Ray DAAT			<p>Health and Well Being Group received a presentation around this issue at their last meeting in September.</p> <p>Further discussion to decide on way forward at meeting in November 2012.</p>
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Other Health Projects							
Key Actions to Tackle Key Issues	Project	Key Actions	Completion Date	Lead Partner (s)	Resources	Measures of Success	Progress to date
	Mental Wellbeing		June 2013	Hilary Sharpe Judith Willis Debbie Baker-Price	£35,000	See separate project plan	Initial planning meetings have taken place.
	Reducing Childhood Accidents	First aid training for parents and fitting of safety equipment in the home	June 2013	Helen Broughton Debbie Baker-Price	£15,000	See separate project plan	Initial planning meetings have taken place.

Appendix 2

**Raising Educational Achievement and Aspirations Action Plan – October 2012**

<b>Issue: 1</b>	<b>Redditch Partnership To improve literacy and numeracy in Redditch schools</b>						
<b>Aim:</b>	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.						
<b>Key Issues:</b>	<ul style="list-style-type: none"> <li>• Low levels of literacy and numeracy on entry to some Redditch schools, and some rates of progress below expectations.</li> <li>• This has a negative impact upon the overall levels of attainment and progress of some pupils.</li> <li>• Levels of attainment and rates of progress in literacy and numeracy are influenced by pre-school provision and by parents.</li> </ul>						
<b>Actions to Tackle Key Issues:</b>	<b>Key Actions</b>	<b>Target Date</b>	<b>Lead Partner</b>	<b>Resources</b>	<b>Measures of Success Evidence</b>	<b>Progress to date</b>	
<b>Project Objective</b>							
<b>1a.</b> To consider issues of early years care and the role of Children’s Centres and their impact on literacy and numeracy levels.	Redditch Local Children’s Partnership to consider recent Ofsted reports for Children’s Centres in Redditch.	To be reviewed	LCP CC schools		<b>It was decided by the Education Sub Group to put this action on hold owing to the changes which will be taking place to the delivery of Children’s Centres through the new Early Help Commissioning process.</b>		
<b>1b.</b> To raise greater awareness of Children’s Centres.	Request that all schools promote Children’s Centres for relevant families	On-going exercise for all partners	LCP CC Schools				
<b>2.</b> To increase parental engagement in their children’s education and the impact this has on educational development.	Raise awareness to parents of the importance of getting involved in their child’s school and education.  Parent Engagement Officer to produce a one page promotional flyer to be put	Jan 2013	WCC				

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	into school newsletters promoting greater parental engagement and making them aware of opportunities to participate in School forums etc.					
3. To review access to educational support services for families in Redditch.	<p>Compile a list of support services available to families and circulate to all schools in Redditch for circulation to schools and to relevant families.</p> <p>Promote the Family Information Service as a hub for information for families and schools.</p> <p>This information to be sent out with the information about parental engagement detailed in action 2.</p>	Jan 2013	WCC  WCC		<i>Greater uptake of support services by parents, and parents better informed about the support services they can access.</i>	<b>On-going.</b>

Appendix 2

<b>Redditch Partnership Issue 2:</b>	<b>To raise the aspirations of children and young people in Redditch</b>						
<b>Aim:</b>	To raise awareness of the opportunities on offer to children and young people in Redditch.						
<b>Key Issues:</b>	<ul style="list-style-type: none"> <li>Partners and schools feel that aspirations of young people in the town are generally very low.</li> <li>Young people are not always taking full advantage of the opportunities that already exist in the town for them.</li> <li>More work needs to be done to help provide more opportunities for young people in the town and to promote these opportunities more effectively.</li> </ul>						
<b>Actions to Tackle Key Issues:</b>	Project Objective	Key Actions	Completion Date	Lead Partner	Resources	Measures of Success	
	1. To hold a third successful careers fair in Redditch in 2013 for students from first and middle schools in Redditch.	Steering Group to undertake the organising of liaising with schools, possible employers and to arrange venue and transport hire.	To be confirmed	RBC / WCC / NEW College	Funding has been identified.	<i>Numbers of people attending</i> <i>To have raised greater awareness with young people about different career options.</i>	<b>Two successful events held in 2011 and 2012.</b>
	2. To establish mentoring schemes in more schools in the Borough.	<p>Contact schools already using mentoring schemes and ask them to attend an LCP meeting to discuss their experiences.</p> <p>Contact schools not using a mentoring scheme to discuss their mentoring requirements.</p> <p>Further discussions to be held with voluntary sector providers</p>	To be reviewed	RBC, LPC YMCA Schools	None identified.	<i>To raise the number of pupils most in need to access support through a mentoring scheme. To help raise aspirations through mentoring.</i>	<b>Mentoring information originally sent out in 2010.</b>

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Appendix 2

		<p>about their capacity to deliver a mentoring programme.</p> <p>Look at promoting mentoring at the Schools Conference</p>					
	<p>3. To provide additional support and information to teachers and parents about the Higher Education pathway</p>	<p>Worcester University to provide a session for teachers in Redditch informing them of how best to promote Higher Education to pupils and raise aspirations.</p>	<p>February 2013</p>	<p>Worcester University / NEW College</p>	<p>Free session</p>	<p><i>School teachers in Redditch more aware of options and better able to advise children on pathways to Higher Education.</i></p>	



## Appendix 2

<b>Redditch Partnership Issue 3:</b>	<b>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</b>						
<b>Aim:</b>	To increase the number of academic pupils retained in Redditch schools.						
<b>Key Issues:</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>						
<b>Actions to Tackle Key Issues:</b>	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.	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.	This was completed in 2012. Will need to be repeated again in a couple of years to monitor this.	WCC	Costs of staff time at WCC	<i>The collection of evidence which provides a clearer idea of the patterns of movement to other schools and reasons for this.</i>	Survey and information regarding movement of children across the border to be collated again for 2013.
	2. To better market, publicise and promote Redditch schools to Redditch residents.	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	<i>Achievements of pupils / schools are more widely publicised, helping to change perceptions of schools in Redditch.</i>	<b>On-going</b> Schools are generally working harder to get good news in the local papers



Appendix 3

## AOHN Project Monitoring Report – Q1 2012/13

LSP: **Redditch LSP**  
 AOHN: **Winyates**  
 Project Title: **Winning Winyates**  
 Project Lead: **Liz Williams**



<b>Income</b>			
<b>Period</b>	<b>Income</b>	<b>Amount</b>	<b>Comments</b>
2012/13	Reward Grant	£0	
	Carry Forward	£17468.00	
<b>Expenditure</b>			
<b>Period</b>	<b>Expenditure</b>	<b>Amount</b>	<b>Comments</b>
Q1 2012/13	Staff costs	£8750.00	
	Support costs	£932.00	
	Security Project	£10932.00	
	Centre Regeneration	£-1760.00	Planter Scheme Grant
	Work Club	£250.00	
	Activity Sessions	£564.00	
	Breakfast Club	£599.00	
	Winyates Central	£970.00	
	Total	£21237.00	
<b>Commitments</b>			
<b>Period</b>	<b>Commitment</b>	<b>Amount</b>	<b>Comments</b>
	CRB Check	£93.00	Spent Q2
	Security Project	£5152.00	Ongoing
	Centre Regeneration	£22555.00	Ongoing
		£	
		£	
		£	
		£	
	<b>Total</b>	£27800.00	
<b>Balance</b>			
<b>Period</b>	<b>Balance</b>	<b>Amount</b>	<b>Comments</b>
Q1 2012/13	Total Income	-£17468.00	
	Total Expenditure	£21237.00	
	Total Commitments	£27800.00	
	Balance	-£31569.00	

## Appendix 3

**Progress - what has gone well?**

<b>Activity</b>	<b>Desired outcome</b>	<b>Evidence of progress</b>	<b>Resources</b>
Traders Group (Capital Project)	To regenerate and improve the appearance of the retail area of Winyates centre, to improve confidence in the centre as a safe and welcoming place to shop, this includes the Winyates Craft centre element of the centre.	Centre has been resurfaced, all shutters and other areas painted. All railings fitted. Newly refurbished centre open day planned for 3 <sup>rd</sup> August 2012.	£50,000 capital. £2,000 Revenue Neighbourhood Development Manager (NDM) Property Services, Asset Management, Environmental Services, Community Safety, Local Traders
Charity shop and drop in for Winyates Centre	To provide a charity shop and a community coffee shop/drop in within the centre. Where IAG and signposting can be offered by all interested agencies, 3 <sup>rd</sup> Sector organisations. To provide a community focus within the shopping centre.	Shop celebrated 1 <sup>st</sup> Birthday in May. Meeting income targets every week, additional support being offered to the community through food parcels and other non-financial help.	NDM, Local Volunteers, CSO's, Oasis Church, Partner Agencies.

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<b>Activity</b>	<b>Desired outcome</b>	<b>Evidence of progress</b>	<b>Resources</b>
Environmental Enhancement Group	To involve residents in the planning and delivery of estate enhancements within the target area. Specifically around changes to security, waste collection, landscaping and maintenance and open space provision.	Insulation work in the target area is due to be completed by 31 <sup>st</sup> August 2011. Preliminary meeting of residents held on 30 <sup>th</sup> May 2012, and several residents interested in attending the steering group when set up in September 2012.	NDM, Local residents, Partner Services.
Community Safety Capital Project	To install secure door entry systems, video entry phones and CCTV to improve the residential areas within Winyates Centre, to improve quality of life of residents	90% complete, some snagging and decoration works still to be undertaken.	£100,000 AoHN , £100,000 matched from RBC. £200,000 total
Working with local councillors to put on carol service in Winyates Centre with local schools and playgroups participation.	Community Event to promote community cohesion and improve perceptions of the local area.	Scheduled for 6 <sup>th</sup> December 2012, planning work begins in September 2012.	NDM, Partners, Local Councillors, local traders

## Appendix 3

<b>Activity</b>	<b>Desired outcome</b>	<b>Evidence of progress</b>	<b>Resources</b>
PACT	To bring together the local community with the Police, local Councillors, and other agencies to address together areas of concern.	Continues on a monthly basis.	NDM, CSO's, Local Councillors, Local Residents, £300,
Work Club	To establish ongoing work club within the Winning Winyates Target Area to work with local jobless residents to improve their job hunting skills. Further to develop a support group where skills and experiences can be shared and further training needs identified and addresses, outside the formal work club environment.	Session being held May – June. Further sessions being booked. Outcomes were reported to Redditch partnership in May 2012.	NDM, £2,000, WEA

## Appendix 3

<b>Activity</b>	<b>Desired outcome</b>	<b>Evidence of progress</b>	<b>Resources</b>
Vulnerable Residents Project	To examine the feasibility of developing and where necessary providing services to vulnerable people in the target area.	Ongoing	NDM, Supporting People. W.A.I.T, £
Young Peoples Activities at Ipsley Middle School	To develop a meaningful after school provision at Ipsley Middle School in partnership with other agencies. This has grown out of needs expressed by local young people.	Run in term time for Summer Term, to be reviewed for Autumn Term	NDM, Sports Development, YMCA, Ipsley Middle School, £

## Appendix 3

<b>Activity</b>	<b>Desired outcome</b>	<b>Evidence of progress</b>	<b>Resources</b>
Public Health Funded Project "Raising Aspirations"	To develop and implement a progression and integration project aimed at reducing/preventing "risky behaviour" in 13-24 year olds, and improving both and health and well being, especially with reference to alcohol and substance misuse. This will raise aspiration, motivation and enhance the skills base in this population range in the Winyates Target area. The project will be split into 2 parts, 13 -18 yr olds, working with local high school and 19-24 yr olds. Delivery will be commissioned from Barnardo's and Skill Force.	13 – 18 Project begins in September 2012.  19 – 24 Project worked with 11 young people who have moved through to training, volunteering or employment. Scheme to be revamped as present format is now competing with multiple funders and initiatives.	£50k. NDM, HIC
Winyates Central – Streetdance and Drama	To establish 2 linked performance based arts projects for local young people in Winyates. 1 x Drama 1 x Street Dance With the aim of producing joint performances in and for the local community.	Ongoing. Performances scheduled for the Palace Theatre, and the Community day.	2 local YP. NDM. £500 grant from Redditch Arts Council. £1,500 projected income. £1,500 from Winning Winyates Project.



## Appendix 3

<b>Activity</b>	<b>Desired outcome</b>	<b>Evidence of progress</b>	<b>Resources</b>
Christmas Parcels	To provide Christmas Parcels for the most vulnerable people in the target area, a joint project between Winning Winyates, Oasis at Winyates and W.A.I.T	Meeting in September to assess whether this scheme will be run again.	
Money Management Project	To provide training to professionals to become referral route through for local residents who would benefit from targeted money management training.	Initial meetings have been held, course developed, Service Level agreement made. First course began 17 <sup>th</sup> May 2012.	NDM. £2k, Two Pennies, partner agencies.
Involvement in Fircroft College community Development Course	To provide 3 hour session for students on the course to look at real life example of community development in practice, to develop skills and understanding	First Session held. 7 students attended, in depth sessions on Areas of highest Need, CD processes undertaken, translating theory into practice.	NDM

**Challenges - what is not going well?**

<b>Activity</b>	<b>Implications</b>	<b>Resolution</b>
Raising aspirations 19-24 Project	Can't meet initial predicted outcomes	Increased competition from other funders and funding streams, targeting exactly the same young people is severely undermining this scheme, there are only so many young people to go around!. The scheme is being re-examined to assess feasibility, may have to move remaining funds to the lower age group.

Appendix 3  
Performance

Outcome	Measure	Baseline	Target
1. To reduce the perceptions of Anti-Social Behaviour in the area	<ul style="list-style-type: none"> <li>Viewpoint question regarding the change in perception of local crime level.</li> <li>Reduction in environmental damage.</li> <li>Number of people involved in community activity.</li> <li>Number of number of project activities mainstreamed (sustainability)</li> </ul>		
2. To Improve the Health and wellbeing of residents in the target area	<ul style="list-style-type: none"> <li>Viewpoint question regarding residents perceptions of their general health</li> <li>Numbers of people involved in health and wellbeing activity</li> <li>Number of number of project activities mainstreamed (sustainability)</li> <li>Viewpoint question regarding state perceptions of their general health compared to a year ago?</li> </ul>		
3. To improve the skills and confidence of local residents	<ul style="list-style-type: none"> <li>Number of working age people on out of work benefits, measured improvement in relation to the surrounding area.</li> <li>Number of NEETS in the area</li> <li>Numbers of people who have attained a Level 2 qualification or above</li> <li>Number of people involved in community activity.</li> <li>Number of number of project activities mainstreamed (sustainability)</li> </ul>		
4. To increase wider community involvement/engagement/decision making and problem solving	<ul style="list-style-type: none"> <li>How involved do local residents feel in the delivery of public services.</li> <li>Number of people involved in decision making processes.</li> <li>Number of people involved in community activity.</li> <li>Number of number of project activities mainstreamed (sustainability)</li> </ul>		
Viewpoint Survey Measures Against Outcomes	See Below		

Nat Ind	Definition	Viewpoint 2009 (%)	AoHN Viewpoint 2011 (%)	Whole District 2011 (%)	Comments
NI1	% Who agree that their local area is a place where people from different backgrounds get on well together.	68.8	72.5	78.4	Outcomes, 1,2,4
NI4	% Who agree that they can influence decisions in their local area	33	47.7	35.6	Outcomes 2,4
NI5	% Who are satisfied with their local area as a place to live	65.4	53.9	89.3	Expected result as people become more aware of what they can influence/change

## Appendix 3

NI2 3	% Who think there is a problem with people not treating each other with respect and consideration in their local area	46.5	40.6	22.7	Outcomes 1,2,4
NI4 1	% Who think that drunk and rowdy behaviour is a problem in their local area	45.9	44.6	30.6	Outcome 1
NI4 2	% Who think that drug use or drug dealing is a problem in their local area	67.8	60.3	26.5	Outcome 1
NI1 19	% Who say their health is good or very good	70.2	65.8	73.6	Individual perception - no detail

**Additional commentary**



## Increasing Rates of Recycling Monitoring Update Report

The Group RECOMMENDED that:

### 1. WORKING WITH THE MEDIA

- (a) **A media strategy be developed to help forge a close working relationship with the local media to publicise what can be recycled and illustrate how recycled waste is eventually re-used and the importance of reducing waste - for example through the *Love Food Hate Waste* campaign.**
- (b) **Press releases are issued to the local media on a regular basis to remind residents that they can apply for another or a larger green bin at no extra charge.**
- (c) **The Council work with the local media to publicise its new approach to collect grey bins from all districts in the Borough one week, and to collect all green bins the next when this is introduced in 2012/13 as part of the 'route optimisation' work.**

Environmental Services are currently within the 2nd year of a 3 year publicity plan and recycling is an annual feature of this. Within this frame work we will develop a specific strategy to focus on the recycling element of Environmental Services.

We will be exploring all opportunities to promote recycling through the media and directly through our own collection operatives. The idea of promotional stickers will also be explored to encourage recycling where ever possible.

The promotion of all grey and all green collections will be developed through the Environmental Services Transformation Team and the development of the Route Optimisation software.

### 2. GENERAL PUBLICITY

- (a) **As part of the Council's regular recycling campaign, images of items made 100% from recycled products be displayed on the Council's fleet of waste collection vehicles to publicise what happens to recycling and reassure residents that recycling is worthwhile.**

We are investigating all opportunities to inform our residents of what can and is being produced from recycled materials. Our understanding is that some residents are sceptical of whether the materials collected are ever recycled. Obviously this is not the case, but it is an obstacle and a perception that needs changing in a positive and visual manner.

- (b) A new sticker be produced that can be placed on bins with excess recyclables to inform residents that they can have a larger or extra green bin at no charge.**

We are currently designing a sticker which can easily be used by our collection operatives. These stickers will be used to encourage residents that want to do more and will challenge residents that shy away from recycling.

We intend to trial this idea as a pilot scheme and monitor the effect it has on recycling rates and associated anti-social behaviour such as fly-tipping, etc.

### **3. CAPTURING AND UTILISING WASTE DATA**

- (a) Maps which illustrate tonnage levels for grey bin waste and green bin waste collected by individual areas be produced at regular intervals.**
- (b) This information be used to target areas with the lowest recycling rates with publicity and awareness raising activities to promote waste minimisation and recycling.**

An excellent mapping exercise was carried out during the O&S Scrutiny Panel involvement, which could be repeated in line with other initiatives to monitor recycling rates throughout the district.

This information is useful as a general barometer of waste types being collected across the district but will require additional scrutiny to be able to target and focus improvement and transformation initiatives in the future.

### **4. ENGAGING WITH ETHNIC MINORITY AND TRANSIENT COMMUNITIES**

- (a) The Council engages with groups and forums that represent ethnic minority communities in Redditch to help inform more residents from these communities about recycling.**

In order to carry this out this kind of engagement effectively, we need to ensure we allocate the correct resources in order that any initiatives are planned and well received. As yet no further action has been taken on this recommendation.

- (b) The Council work with the local education authority to further promote the benefits of recycling in schools, especially in those areas identified by the recycling maps as having the lowest rates in Redditch.**

A lot of information and support already exists for schools through Central Government. A lot of information and support in relation to environmental education already exists for schools in Worcestershire through the County

Council's Bishops Wood Centre which works with schools, teachers and environmental educators in Worcestershire and beyond. The centre focuses on Learning for Sustainability and outdoor environmental learning.

It was envisaged that Worcestershire County Council, in partnership with Severn Waste, would provide an education room within the EnviroSort site at Norton, along with a dedicated education officer. We understand that this resource is still being negotiated. If and when this resource is agreed, we would be happy to link with and support this initiative where ever possible.

Please note; all schools within Redditch are serviced by a comingled recycling collection through the authority.

**(c) The Council work closely with local landlord groups, representatives, and the Council's Tenancy team, to communicate information about recycling and waste minimisation to transient communities within Redditch.**

Using the transformation project team as a conduit, we would like to investigate initiatives in working with Estate Agents, Landlords and Housing Associations to distribute waste collection information to their tenants. This would help residents who are transfer or moving into the district.

## **5. RAISING MEMBERS' AWARENESS**

**A Members Information Session be arranged to inform Members of the new 'route optimisation' approach to collecting recyclable and non-recyclable waste in Redditch and Bromsgrove, and at the same time, to receive a general overview of the waste collection service , including information on the EnviroSort facility.**

With the introduction of all grey and all green AWC collections and the route optimisation software initiatives, which are integral to the transformation teams undertakings, these projects will require the support of members for them to be implemented properly. Members will be invited to attend discussion sessions during the planning stages of these projects and we will include general information on waste collection/recycling services as part of this.

We would also like to arrange site tours of the EnviroSort facility for any members wishing to understand or appreciate how Redditch BC, as a collection authority, works with the wider disposal authority and the Joint Municipal Waste Management Strategy.

6. **OPERATIONAL**

- (a) The waste collection crews be encouraged to feedback any concerns when collecting from the grey or green bins, including identifying any specific areas that do not appear to be recycling properly, so that improvements can be made.**

Front-line Operatives have already joined the transformation team and they are involved in all aspects to the work being undertaken. Transformation team Operatives are talking to colleagues to identify poor performing areas and the reason behind these issues.

The work being carried out will contribute to longer term improvement projects with other internal and external parties throughout the district.

- (b) The waste collection crews be empowered to swiftly resolve recycling/general waste issues for residents where this is possible.**

The Transformation team have already identified the need to review and refresh our service delivery standards and why it is vital to involvement of our collection operatives at the frontline of our services.

Training sessions are being planned to provide operatives with practical customer care skills and the knowledge and understanding of service industry we provide. By operatives having a better understanding of our service standards and a greater appreciation of our customers needs, we will be encouraging operatives to identify, communicate and participate in improvement initiatives.

- (c) The Council should look to address the problem of residents requesting extra grey bins.**

These issues have been raised by the transformation team and will be addressed with other parallel initiatives as tackling this has to be done as part of a package of improvement measures.

- (d) The Council consider introducing new recycling bins outside retails outlets, especially in public parks and local centres.**

We are currently developing a policy for providing litter and dog bins across the Borough and we are keen to build recycling provision in wherever we can and we are currently investigating the use of on-street recycling in high profile locations where a recycling bin could be sited as an alternative to a traditional litter bin. A longer term strategy and approach will be required to encourage recycling at source.



**7. IMPLEMENTING AND MONITORING RECOMMENDATIONS**

**That Officers develop an implementation plan, including financial considerations, to deliver the report's recommendations and to update the Overview and Scrutiny Committee on progress made within six months of the report's endorsement**

All the recommendations within this report are being implemented through direct initiatives or initiated through the transformation team.



**REDDITCH BOROUGH COUNCIL****OVERVIEW AND SCRUTINY  
COMMITTEE**

6th November 2012

**CONCESSIONARY RENTS – PRE-DECISION SCRUTINY, SHORT, SHARP  
REVIEW – FINAL REPORT**

Relevant Portfolio Holder	Councillor Phil Mould, Portfolio Holder for Corporate Management.
Portfolio Holder Consulted	No, the Portfolio Holder was not interviewed by the group.
Relevant Head of Service	Teresa Kristunas, Head of Finance and Resources.
Ward(s) Affected	No specific ward relevance.
Ward Councillor(s) Consulted	N/A
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

- 1.1 This report presents the findings of the Concessionary Rents Pre-Scrutiny Short Sharp Review Group. The report should be considered alongside the Concessionary Rents Policy produced by Officers for the consideration of Members.
- 1.2 The Group was not permitted to view the content of the Concessionary Rents Policy prior to the time of writing, although they did receive an overview outlining the proposals that were due to be made by Officers on the subject.

**2. RECOMMENDATIONS**

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

- 1) That any Council policy on concessionary rents ensure that a consistent, fair and transparent approach is applied to dealing with applications from third sector organisations;
- 2) That any third sector organisation looking to obtain a concessionary rent from the Council be required to submit a detailed business case outlining their plans for a particular property;
- 3) That Officers facilitate a series of workshops to advertise and promote the new policy to the third sector in Redditch;

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- 4) That the Council work with the local media and utilise social networks and its own website to publicise the new policy to the third sector in Redditch;
- 5) That each approved concessionary rent agreement be for a minimum five year duration, include a three year break clause, and be monitored on an annual basis;
- 6) That the Council undertake a review of the approved policy twenty-four months after its inception;
- 7) That the Council refers all third sector organisations in Redditch looking to obtain a concessionary rent for a Council owned commercial property to the Ethical Property Foundation for independent advice on renting and managing properties; and
- 8) That the Council provide greater clarity on all concessions available to the third sector.

**RESOLVE that**

**the report be noted.**

**3. KEY ISSUES**

**Background**

- 3.1 The review of Concessionary Rents in Redditch was launched in July 2012. The Overview and Scrutiny Committee appointed Councillors Andrew Brazier and Juliet Brunner to carry out the review.
- 3.2 The Committee requested at its meeting on 17th July 2012 that the exercise be completed as a short, sharp review for pre-decision and be considered alongside the proposed new policy for concessionary rents in Redditch. A pre-decision scrutiny exercise involves members of the Overview and Scrutiny Committee looking at an area that is due to be the subject of a report to be considered by the decision making Executive Committee.
- 3.3 The review was undertaken to assess the rationale behind the proposed introduction of the new Council policy for offering concessionary rents to third sector organisations on Council owned commercial properties. This would involve consulting with relevant Council Officers who had been

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tasked with drafting the new policy and with representatives from the third sector in Redditch. It would also involve reviewing the effectiveness of concessionary rents policies that had been implemented by other local authorities.

**RECOMMENDATIONS**

- 3.4 Further information about each of the Concessionary Rents Short, Sharp Review Group's recommendations is provided below:

**Recommendation One: We RECOMMEND that any Council policy on concessionary rents ensure that a consistent, fair and transparent approach is applied to dealing with applications from third sector organisations**

- 3.5 During their investigations, the Group heard that there is currently no policy or process in place at the Council for dealing with applications from third sector organisations (TSOs) for concessionary rents. Existing applications from TSOs for concessionary rents in Redditch are therefore dealt with on an ad-hoc basis and assessed entirely on the information submitted by the TSO. It was explained to the Group that having a clear written policy for offering concessionary rents to TSOs in Redditch would provide much needed clarity and transparency on the issue.
- 3.6 Having consulted Bristol City Council about the introduction of their *Community Asset Transfer Policy* (2010), Members were informed that the policy had been successful in ensuring that a consistent approach was applied by the Council to dealing with applications for concessionary rents from local TSOs. The Group was also informed by a prominent third sector representative in Redditch that a clear and transparent policy would likely lead to the Council adopting a fairer approach on this issue.
- 3.7 The Group therefore very much supports the Officers intention that the Council's proposed new policy will provide a consistent, fair, and transparent approach to dealing with applications from TSOs for concessionary rents. The Group asserts that any new policy built upon these principles would tie in very closely with the Council's values of working in partnership with local partners, including the voluntary sector, to deliver its priorities; and promote greater fairness through equal treatment for all affected in the Borough.

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**Recommendation Two: We RECOMMEND that any third sector organisations looking to obtain a concessionary rent from the Council be required to submit a detailed business case outlining their plans for a particular property**

- 3.8 Through their consultation with Bristol City Council, the Group heard that the Council requires all TSOs to submit a well-prepared business case outlining their detailed plans for renting a particular property. All business cases need to explain in writing how the TSO intends manage and develop the property and provide detailed evidence of how the TSO is able to finance its concessionary rent for the duration of the agreement. It also requires information on the benefits that the agreement is expected to produce both for the TSO/s and Council and how these would be measured, and details of contingency arrangements should the agreement provide unsustainable. Consideration of the business plan is a fundamental element of the Council's assessment process for all applications for community asset transfers, including concessionary rents.
- 3.9 The Group feels that having something in writing in Redditch would be beneficial to both the voluntary sector and Borough Council as it would enable Officers to undertake a thorough assessment of the TSO/s intentions and its ability to deliver on any agreement. Importantly, this would require the TSO/s to be realistic about its ability to pay rent on a Council owned property. This could therefore prevent some TSO/s from forging ahead with an unrealistic application. It would also give the TSO/s the opportunity to explain what added-value in terms of benefits to the community a lease could bring, especially if this was proposed by a consortium of TSOs acting together.
- 3.10 The Group therefore recommends that the submission of a detailed business case from any TSO looking to obtain a concessionary rent to manage a Council owned property for any period of time should become a fundamental feature of how the process would be managed by the Council.

**Recommendation Three: We RECOMMEND that Officers facilitate a series of workshops to advertise and promote the new policy to the third sector in Redditch**

- 3.11 During its investigations of how concessionary rents policies at other local authorities had been promoted following their introduction, Members were informed by Bristol City Council that they had facilitated a series of workshops to explain why the policy had been established. This enabled the Council to successfully engage with the local voluntary sector as it gave

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local stakeholders the opportunity to quiz Council representatives about the policy and to gain an understanding of how its introduction could be of benefit to them.

- 3.12 The Group feels that it would therefore be prudent for the Borough Council to hold its own workshop/s in the local community setting to help engage the local voluntary sector on this new policy. Members suggest that holding these workshops at various locations across the town where voluntary sector organisations operate or are likely to congregate would be more effective than holding a single event at the Town Hall.

**Recommendation Four: We RECOMMEND that the Council work with the local media and utilise social networks and its own website to publicise the new policy to the third sector in Redditch**

- 3.13 During its brief investigation into the proposed introduction of concessionary rents in Redditch, the Group was informed that it can be often be difficult for the local authorities to engage comprehensively with all third sector organisations in the particular area, often not least due to their sheer number and diversity. Members therefore feel it is imperative that the new policy is communicated effectively to ensure buy-in from the voluntary sector in Redditch.
- 3.14 The Group suggests that the Council's own website is an obvious facility for communicating this information to the voluntary sector in Redditch. Elsewhere, the Group proposes that the Council draw upon the increasing popularity of social networks as a free and effective means of informing TSOs in Redditch about the policy and how it might be of benefit to them. The Group suggests that relevant Officers work with representatives from the voluntary sector in Redditch regarding how social networks could be utilised most effectively. Finally, the Group proposes that Officers and, potentially, the Portfolio Holder for Corporate Management, Councillor Phil Mould, work with the local media to more widely publicise the new policy if eventually approved.

**Recommendation Five: We RECOMMEND that each approved concessionary rent agreement be for a minimum five year duration, include a three year break clause, and be monitored on an annual basis**

- 3.15 During its consultation with Bristol City Council, the Group was informed that a service level agreement is drawn up upon the completion of each community asset transfer to set out the terms of agreement between the

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TSO and Council. Each agreement runs for five years and is monitored on an annual basis.

- 3.16 Having also consulted with a representative from the local voluntary sector, the Group was informed that, for a number of TSOs, the length of the agreement would likely need to be for at least five years to make this a viable proposition for either an individual or consortium of TSOs. This would be especially applicable if they were looking to rent a Council owned property and possessed any significant plans during its occupation, including for possible redevelopment, or if the TSO/s was in the process of bidding for a Council grant and required a longer term lease to make this practicable.
- 3.17 The Group is aware that shorter-term leases, e.g. for a maximum three year period, could appear more suitable for the Council as it would prevent the Council from being tied into a long term period with a TSO unable to satisfy the terms of the agreement. In light of this, the Group recommends that a three year break clause be included in all five year lease agreements as an insurance measure to legally enable the Council to end a lease in the event of this becoming necessary.
- 3.18 The Group feel that this arrangement would therefore provide legal security for the Council in the form of the three-year break clause, and an incentive for a TSO/s to rent a Council owned property for at least a five year period if it acted in accordance with its original agreement with the Council.

**Recommendation Six: We RECOMMEND that the Council undertake a review of the approved policy twenty-four months after its inception**

- 3.19 The Group was informed that Bristol City Council was about to undertake its first comprehensive review of the Community Asset Transfer Policy it introduced in 2010. It was thought the undertaking of a review after a two year period was timely as it would enable the Council to accurately assess what had worked well and what had not worked so well since the policy's implementation. The Council should therefore be in a position to make changes to the policy accordingly to both its own benefit and that of the local voluntary sector.
- 3.20 The Group recommends that the Borough Council also undertakes a thorough review of its own policy twenty-four months after its inception should it eventually be approved. The Group feels that this would be a suitable point to evaluate how the policy has worked in practice as it would



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provide sufficient opportunity for trends to emerge that could be identified and addressed by relevant Officers.

**Recommendation Seven: We RECOMMEND that the Council refers all third sector organisations in Redditch looking to obtain a concessionary rent for a Council owned commercial property to the Ethical Property Foundation for independent advice on renting and managing properties.**

- 3.21 The Group was made aware during its investigations that Bristol City Council had worked in partnership with the Ethical Property Foundation when promoting its Community Asset Transfer Policy in 2010 following its introduction. The Foundation, a registered charity, provides comprehensive advice to TSOs on property issues. This includes the provision of expert guidance to enable the TSO to fulfil their property objectives. According to its own website, the consultation falls into six main areas, covering: a feasibility study to assess the viability of owning or renting properties; financial advice; improving premises; making best use of a property; operational management advice; and developing premises. Since 2005, the Foundation has supported over 1,000 TSOs to rent, buy, let, or manage a property.
- 3.22 It is understood that the Foundation is in the process of launching its full property advice service nationally to provide assistance to many more TSOs. It has so far only been able to provide this full service to TSOs based in London or the South West.
- 3.23 Therefore, the Group feels that the expertise held by the Foundation could be extremely beneficial to TSOs in Redditch who are looking to rent a Council owned commercial property, yet require some assistance at any stage of the process. This might involve drawing upon the Foundation's expertise when developing a detailed business case outlining their plans for a particular property, as already recommended by the Group. Furthermore, the Group suggests that this arrangement would ultimately be of benefit to the Council as it would likely strengthen the proposals from each TSO for renting a Council owned property and give the TSO/s a much greater appreciation of how this should be managed in the event of a successful application. Ultimately, this could strengthen the overall concessionary rents process.

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**Recommendation Eight: We RECOMMEND that the Council provide greater clarity on all concessions available to the third sector in Redditch**

- 3.24 On a related matter, the Group feels that the introduction of the proposed policy for offering concessionary rents for TSOs in Redditch represents an ideal opportunity for the Council to provide greater clarity on what concessions are available to the local voluntary sector.
- 3.25 The Group was informed that the Council currently offers free use of the Civic Suite at the Town Hall to certain TSOs. It is understood that any new organisation requesting this privilege must apply in writing to the Council's Democratic Services Manager for permission, in consultation with the Portfolio Holder for Corporate Management, Councillor Phil Mould. Concessionary use is usually reserved for business meetings and does not extend to fund raising activities. These bookings may be cancelled by the Council at short notice if it is in urgent need for the meeting room space.
- 3.26 During its conversation with a third sector representative in Redditch, the Group was advised that this was another example of a concessionary rate offered by the Council which needed to be transparent and clear for all applicable organisations. The representative was not of the understanding that all TSOs in Redditch were aware of this particular concession.
- 3.27 The Group therefore recommends that the Council should provide much greater clarity on this and all concessions available to the third sector in Redditch. The Borough Council's own website is an obvious facility for communicating this information more widely.

**Financial Implications**

- 3.28 It is possible that a small amount of funding would be required to finance the operation of a series of workshops to advertise the new policy. However, it is expected that these costs would be minimal, especially if these were held in a local community centre as suggested.

**Legal Implications**

- 3.29 There are no specific legal implications.

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**Service / Operational Implications**

- 3.30 The review was launched as a pre-decision scrutiny exercise following a decision by Officers to create a new policy for offering concessionary rents to third sector organisations for Council owned commercial properties in Redditch. The Group's final recommendations are intended to compliment and enhance this proposed new policy.
- 3.31 There are no other specific implications.

**Customer / Equalities and Diversity Implications**

- 3.32 It is expected that the new policy will create a fairer, open and transparent process for third sector organisations to apply for concessionary rents for Council owned properties in Redditch. It is therefore hoped that this will improve the level of service that the Council provides for the local voluntary sector.
- 3.33 There are no other specific implications.

**4. RISK MANAGEMENT**

No specific risks have been identified.

**5. APPENDICES**

No appendices

**6. BACKGROUND PAPERS**

Bristol City Council, Community Asset Transfer Policy (2010)  
Hull City Council, Community Premises Pack (2010)

**AUTHOR OF REPORT**

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**SICKNESS POLICY PRE-SCRUTINY SHORT, SHARP REVIEW GROUP – FINAL  
REPORT**

Relevant Portfolio Holder	Councillor Phil Mould, Portfolio Holder for Corporate Management.
Portfolio Holder Consulted	Yes, the Portfolio Holder was interviewed by the group.
Relevant Head of Service	Teresa Kristunas, Head of Finance and Resources.
Ward(s) Affected	No specific ward relevance.
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

- 1.1 This report contains a summary of the Sickness Policy Pre-Scrutiny Short, Sharp Review Group's work. The report should be considered alongside the Sickness Absence Policy Review produced by Officers for the consideration of Members.
- 1.2 **The group was not permitted to view the content of the Sickness Absence Policy Review because, in accordance with the Council's constitution the Overview and Scrutiny Committee is not entitled to access any document that is in a draft form.** However, Members did receive an overview outlining the proposals that were due to be made by Officers on the subject.

**2. RECOMMENDATIONS**

The Committee is asked to RECOMMEND that

- 1) **the Council's Sickness Absence Policy should be updated and reduced in length, in order to clarify the structure and process for managing both short-term and long-term sickness absences;**
- 2) **the terminology used in the policy being sensitive to the needs of staff experiencing sickness;**
- 3) **an A5 guide to the Council's Sickness Absence Policy should be provided for the use of managers and staff;**
- 4) **all changes to the Council's Sickness Absence Policy should be communicated to managers and staff;**
- 5) **the Sickness Absence Policy should be included in the induction process for new staff and managers employed by the Council;**
  - a) **staff and managers should also receive regular refresher training;**

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- 6) **the Sickness Absence Policy should be applied consistently to staff across all service areas, but managers should be encouraged, recognising individual circumstances and different working environments to apply the policy appropriately;**
- 7) **the occupational health service available to staff experiencing sickness should be reviewed; and**
- 8) **communication should form an integral part of the transformation process to ensure that staff understand the reasons for changes made to services as part of the transformation process and how transformation may impact on them; and**

**RESOLVE that**

**the report be noted.**

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

- 3.1 The Sickness Policy Pre-Scrutiny Short, Sharp Review was launched by the Overview and Scrutiny Committee in July 2012. Two elected Members, Councillors John Fisher and Pat Witherspoon, were appointed to complete the review on behalf of the Committee.
- 3.2 The review was launched by the Overview and Scrutiny Committee as a pre decision scrutiny exercise. For pre-decision scrutiny exercises Members focus on reports that are due to be considered by the Executive Committee at a later date. Scrutiny recommendations are designed to assist the Executive Committee when making decisions about the subject. The Short, Sharp Review approach to pre-scrutinising this subject was selected to ensure that Scrutiny Members could base their recommendations on evidence based research.
- 3.3 The group gathered evidence from a variety of sources at six separate meetings. This included scrutinising the contents of the Council's existing Sickness Absence Policy. Information about the changes to the policy that had been proposed by Officers to the policy and the reasons for these changes was also considered during interviews with relevant Officers.
- 3.4 The group agreed that in order to review the subject effectively it was important to consider relevant practices and procedures followed by comparable local authorities. As part of this process the content of the sickness absence policies for the following local authorities were considered by the group: Boston Borough Council, Bromsgrove District Council, Oadby and Wigston Borough Council and Rugby Borough Council.

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- 3.5 Staff payments during periods of sickness absence were discussed during the review. Members discovered that some local authorities did not pay staff during the first few days of sickness absence. Members were concerned about the impact that this approach to managing sickness absence might have on staff morale and service delivery. For this reason the group concluded that a similar approach would not be suitable at Redditch Borough Council at this stage.
- 3.6 The group was aware that a number of staff employed by Redditch Borough Council are members of a trade union. Interviews were therefore held with representatives of both Unison and UCATT as part of the review process. The group also invited representatives of the GMB union to submit evidence for consideration as part of the review. Unfortunately no feedback had been received by the time of writing.
- 3.7 All of the evidence that was received during the review, both in a written form and verbally during interviews, helped to inform the group's final recommendations.
- 3.8 **However, the group was not able to access a copy of the Sickness Absence Policy that is in the process of being produced by Officers. Members were unable to review the policy because, in accordance with the Council's constitution, the Overview and Scrutiny Committee and by extension scrutiny groups are not entitled to access any documents that are in draft form.** The policy is not due to be finalised until Monday 12th November, six days after the Overview and Scrutiny Committee meeting in November.

**Recommendations**

**Recommendation 1: We RECOMMEND that the Council's Sickness Absence Policy should be updated and reduced in length, in order to clarify the structure and process for managing both short-term and long-term sickness absences**

- 3.9 During the course of the review the group considered the contents of the Council's current Sickness Absence Policy. The document had been produced using plain language and was separated into clear sections. The policy had previously been reviewed in 2010 and was scheduled for further review in November 2012.
- 3.10 Contained within the policy were guidelines for managers and staff regarding the appropriate procedure for reporting and managing sickness absences. A number of clear stages had been developed to manage short-term absences. However, no clear stages had been developed for managing long-term sickness absences. Instead, managers and staff had been provided with greater flexibility to manage long-term sickness in a variety of ways depending on the circumstances.

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- 3.11 Members learned during the course of the review that Officers were keen to include a staged process to manage both long-term and short-term sickness absences. Furthermore, expert witnesses interviewed by the group were not opposed to this proposal. Indeed, Members concluded that the use of staged approaches to manage both short-term and long-term sickness absences would add clarity to the process.
- 3.12 The various sickness absence policies at other local authorities that were considered by the group contained a mixture of processes for managing staff absences due to sickness (please view Appendix 1 for further information). The length of these policies varied from eight pages to 68 pages, which compared to 12 pages for the Council's current Sickness Absence Policy.
- 3.13 Whilst Members recognise the need to include information that will address legal requirements the group agreed that realistically both staff and managers were less likely to read and become familiar with the content of the Sickness Absence Policy if it was lengthy. For this reason, Members are proposing that the length of the Council's updated Sickness Absence Policy should be as short as possible.

**Recommendation 2: We RECOMMEND that the terminology used in the policy being sensitive to the needs of staff experiencing sickness**

- 3.14 Overview and Scrutiny Members do not have the right to access Executive Committee reports in draft form at Redditch Borough Council. For this reason the group had not had a chance to consider the Sickness Absence Policy Review prior to this meeting, though Members had received an overview of some of the changes that were being proposed to the policy.
- 3.15 However, during the review concerns were expressed by some expert witnesses that the terminology utilised in the current policy could be intimidating and cause some staff anxiety about the impact of their absence due to sickness on their career. For example, staff who were absent over a short period due to ill health might feel anxious about a formal requirement to attend a Return to Work Interview when presenting at work. To address these concerns Members concluded that appropriate language and terminology, sensitive to the needs of staff absent due to sickness, should be utilised in the policy to help reassure staff.

**Recommendation 3: We RECOMMEND that a laminated A5 guide to the Council's Sickness Absence Policy should be provided for the use of managers and staff.**

- 3.16 A key consideration during the review was the need for staff and managers to understand the basic process involved in managing staff absences due to sickness. In particular, employees and managers needed to understand their



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respective responsibilities in order to manage sickness absence consistently and fairly.

- 3.17 The group recognises that both individual employees and managers need to be familiar with the contents of the entire Sickness Absence Policy in order to manage sickness absences appropriately. However, Members recognised that in certain situations, particularly in cases where sickness arose unexpectedly, reference to the detailed policy might not be practicable. In these circumstances the group agreed that an A5 guide to the Council's rules and process for reporting and managing sickness absence would be useful for both managers and employees.

**Recommendation 4: We RECOMMEND that all changes to the Council's Sickness Absence Policy should be communicated to managers and staff.**

- 3.18 Staff and managers will need to be familiar with any changes that are made to the Council's Sickness Absence Policy. Whilst the group recognises that the new policy will probably be made available for staff to view on the Council's intranet Members believe that the changes need to be more actively promoted to staff and managers to ensure compliance with any new terms and conditions.
- 3.19 The group believes that changes to the policy could be easily communicated to both staff and managers. Outline information could be provided by senior managers during staff briefings. Managers could also be provided with more detailed information during management conferences, and these details could subsequently be communicated to staff at team meetings.

**Recommendation 5: We RECOMMEND that the Sickness Absence Policy should be included in the induction process for new staff and managers employed by the Council:**

**a) staff and managers should also receive regular refresher training;**

- 3.20 New staff employed by the local authority will also need to receive information about the Council's Sickness Absence Policy. New managers, in particular, will need to be familiar with the content of the policy in order to apply the terms and conditions contained within the policy consistently to staff.
- 3.21 The group is aware that the majority of new employees receive some written information in the form of an induction pack when they arrive at the local authority. In addition, some staff also receive induction training from managers when starting at the Council. The group is suggesting that a briefing on the Council's Sickness Absence Policy should be included in this induction process.

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- 3.22 Members were concerned that many staff over the course of time would forget about some of the content of the Sickness Absence Policy and the respective responsibilities of staff and managers. For this reason the group believes that refresher training should be provided to staff and managers from time to time to ensure ongoing compliance with the policy.

**Recommendation 6: We RECOMMEND that the Sickness Absence Policy should be applied consistently to staff across all service areas, but managers should be encouraged, recognising individual circumstances and different working environments to apply the policy appropriately.**

- 3.23 During the course of the review a number of expert witnesses expressed concerns that the Sickness Absence Policy was not being applied consistently across the organisation. Whilst managers in some departments, particularly back office functions and customer facing services, consistently applied the procedures detailed in the policy managers in other departments operated in a more flexible manner. For example, in some service areas home visits, a feature of the long-term sickness absence procedure, were not consistently taking place.
- 3.24 The group believes that there is a risk that this inconsistent application of the policy could lead to resentment and discontentment amongst some members of staff, as the differences in application could be considered to be unfair. To demonstrate that the Council is keen to treat all employees fairly the group concluded that there should be consistent application of the Sickness Absence Policy to all staff.
- 3.25 Members concluded during the review that the role of the manager was key to the fair application of the Council's Sickness Absence Policy. Managers need to be familiar with the content of the policy in order to apply the terms and conditions consistently. Managers need to be familiar with their staff and therefore able to distinguish between genuine absences due to sickness and employees abusing the process. In addition, managers need to be familiar with absence figures for staff in their teams as this enables managers to identify any patterns of behaviour or areas of staff welfare where further support might be required for an individual.
- 3.26 The manager also, though, has a responsibility to ensure that the process is managed in a manner sensitive to the needs of staff experiencing ill health. In some cases the employee experiencing illness may feel anxious about the formal managerial process, including Return to Work Interviews. Indeed, some staff may be worried about taking leave to recover from an illness and might return to work before they are physically able to do so. There are also some working environments where additional sickness problems and accidents occur as a result of the work undertaken by employees, particularly in manual operative and frontline operational roles. In these circumstances managers need to be encouraged to use common sense when applying the policy to ensure that affected staff are placed at their ease and treated fairly.

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**Recommendation 7: We RECOMMEND that the occupational health service available to staff experiencing sickness should be reviewed**

- 3.27 During the course of the review the Committee was advised about the current occupational health service available to employees absent due to sickness. At present occupational health services, to which staff are referred as part of the sickness absence management process, are delivered by an external provider. Staff have to access occupational health services from an external location, primarily in Stoke Prior.
- 3.28 The group was advised that current arrangements for delivering occupational health support to staff were not considered to be satisfactory. Members have also been advised that the joint Health, Safety and Welfare Committee has suggested in the past that occupational health services should ideally be provided in house.
- 3.29 Unfortunately, the group were informed that it had not been possible to recruit an individual to work as an Occupational Health Practitioner for both Councils. Furthermore, Members were advised that an Occupational Health Practitioner employed by the Council would not be able to deliver certain specialist functions, which would need to continue to be delivered by an external service provider.
- 3.30 Based on the information provided for Members' consideration regarding occupational health support the group recognises that this issue is complex and may be difficult to resolve. However, Members agree that staff access to an occupational health service is important to ensure that employees experiencing ill health can be provided with appropriate support to help them return to work. For this reason the group is proposing that the occupational health service available to staff should be reviewed as soon as possible.

**Recommendation 8: We RECOMMEND that communication should form an integral part of the transformation process to ensure that staff understand the reasons for changes made to services as part of the transformation process and how transformation may impact on them.**

- 3.31 During the course of the review the group considered the potential impact of internal changes, including the introduction of shared services and service transformation, on staff. The group recognised that there was the potential for transformation to have a positive impact on service delivery. However, Members were also aware that change can impact on people in different ways and were keen to understand the extent to which these internal processes might be impacting on sickness absence rates within the organisation.
- 3.32 Members were advised that it was difficult to determine to what extent shared services or transformation had had an impact on sickness absence levels. Staff

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were unlikely to refer to specific Council processes as the cause of their sickness when reporting absences due to sickness.

- 3.33 However, the group were advised about concerns regarding the impact of transformation on staff. In particular, staff were not always clear about the intended objectives of the process, how transformation would impact on existing services and the potential implications for individual jobs. The uncertainty that has arisen as a consequence was perceived to be impacting on staff anxiety and stress levels within teams going through transformation.
- 3.34 The group believes that this problem could be resolved relatively easily, by ensuring that appropriate internal communications processes are in place. Staff should be informed about the objectives of transformation for the particular service together with the potential implications for their work. This information could be provided during team meetings and staff briefings. Further information should also be provided during the course of transformation as well as at the end of the process. This would ensure that staff understand the purpose of transformation throughout the process and would help to reassure affected staff.

**Financial Implications**

- 3.35 Financial expenditure would be required to produce A5 guides to the Sickness Absence Policy. The arrangements for charging for reprographic jobs are in the process of changing. For this reason it is currently only possible to provide an estimate of the costs involved in producing a single A5 guide to the Sickness Absence Policy. In this context the group has been advised that it would cost approximately 4.5 pence to produce two A5 guides to the Sickness Absence Policy, if the guides were produced in black and white. The group has been informed that there would be no extra cost involved in laminating the guides.
- 3.36 In the event that recommendation three is approved the group is proposing that a guide should be provided to every employee.

**Legal Implications**

- 3.37 There are no specific legal implications.

**Service / Operational Implications**

- 3.38 This review has been launched following a decision by Officers to refresh an existing Council policy. The group's recommendations are designed to enhance the content of this policy.
- 3.39 All of the group's recommendations have human resources implications as detailed in the body of the report above.

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- 3.40 One of the Council's objectives is to be a well managed organisation. The group recognises that staff absences due to sickness are not ideal. However, sickness cannot be eliminated altogether. As a well managed organisation Redditch Borough Council should aim to support staff who are genuinely absent due to sickness as well as to apply the Sickness Absence Policy consistently and fairly to all staff to ensure that leave arrangements are not abused.
- 3.41 During the review the group was urged to consider suggesting that a staff survey be reintroduced at the Council. In previous years a staff survey had been circulated by the Council's policy team for the consideration of all staff. Based on the content of completed questionnaires it was possible to identify trends in work practices as well as issues that might require further investigation. However, the number of completed surveys that had been received had decreased over time and no surveys had been issued for a number of years.
- 3.42 The group debated the value of a staff survey in detail at a series of meetings and a mixture of feedback was provided from the expert witnesses interviewed during the review. Whilst some expert witnesses regarded the staff survey as a useful tool that could be used to identify trends in behaviour and work practices other interviewees questioned the benefits and suggested that a survey could raise expectations which it might not be possible to meet. As a consequence of this mixed feedback, Members concluded that it was not possible to determine as part of the review whether to propose the reintroduction of a staff survey.

**Customer / Equalities and Diversity Implications**

- 3.43 There are no specific implications for customers of Redditch Borough Council services. However, the group recognises that staff should not be encouraged to deliver services when ill to ensure that illnesses are not passed on to the Council's customers or to other staff. Equally staff need to be encouraged not to abuse sickness absence arrangements to ensure that minimum disruption occurs to service delivery as a consequence of staff absences.
- 3.44 There are no specific equalities and diversity implications.

**4. RISK MANAGEMENT**

No risks have been identified.

**5. APPENDICES**

Appendix 1 - Sickness Absence Policy Review – Comparison Table

**6. BACKGROUND PAPERS**

Boston Borough Council Sickness Absence Policy and Procedure (2011).  
Bromsgrove District Council, Harassment Policy (2003).

**OVERVIEW AND SCRUTINY  
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Oadby and Wigston Borough Council, Sickness Absence Policy and Procedure (2012).

Redditch Borough Council, Comparison of Council's Absence Policies, (2012).

Redditch Borough Council, Dignity at Work Policy, (2010).

Redditch Borough Council, Sickness Absence Performance and Health for Period Ending 31st March 2012.

Redditch Borough Council, Sickness Absence Policy (2010).

Redditch Borough Council, Sickness Absence Policy Review – Current and Proposed, (2012).

Rugby Borough Council Absence Management Policy and Procedure (2007).

Sickness Absence Policy and Procedure For Employees at Bromsgrove District Council (2007).

**AUTHOR OF REPORT**

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**APPENDIX 1**  
**SICKNESS ABSENCE POLICY REVIEW – COMPARISON TABLE**

**SHORT TERM SICKNESS**

	<b>REDDITCH BOROUGH COUNCIL - CURRENT</b>	<b>REDDITCH BOROUGH COUNCIL - PROPOSED</b>	<b>Boston Borough Council</b>	<b>Bromsgrove District Council</b>	<b>Oadby and Wigston Borough Council</b>	<b>Rugby Borough Council</b>
<b>TRIGGER POINTS</b>	3 occasions in a 12 month period or 7 working days during a 12 month period.	3 or more separate absences or a continuous absence of 6 days or more within a 12 month rolling period.	3 occasions in a 12 month period or 7 working days during a 12 month period.	3 or more absences in previous 6 months or 6 days in previous 6 months.	3 episodes of sickness absence or; 14 calendar days or; 1 episode or several episodes that total 14 calendar days in any rolling 12 month period.	3 or more occasions in any rolling 6 month period; 4 or more occasions in any 12 month period or 10 or more days in any rolling 12 months.
<b>NUMBER OF STAGES</b>	5 Stages	4 Stages	3 stages	5 stages (inc informal)	3 (inc informal)	3 (inc informal)
<b>STAGE 1</b>	<b>Returning To Work Discussion</b> No Targets Set No review period given.	<b>Sickness Absence Meeting</b> Reasons for absence discussed. Occupational Health (OH) support where appropriate. Tolerance levels agreed. 3 month review period set.	<b>Review</b> Concerns that you have work related health problems or an existing condition. Reasons for absence and restrictions or adjustments that could be made. Timescale considered. Action Plan set.	<b>Informal Action – Meeting</b> Manager to consider the particular circumstances. Is there a pattern or cause for problem? Set targets for improvement where necessary and review date.	<b>Informal Procedure</b> An informal discussion will take place at the Return to Work interview to discuss absences and ascertain support/ Assistance required. Discussion must be documented in a letter.	<b>Sickness Consultation Interview (informal)</b> Informal discussion to discuss period of absence, focused on health and welfare to make improvements. Targets will be set. Written notes taken and provided for employee.
<b>STAGE 2</b>	<b>Welfare And Attendance Review</b> Set Targets No review period given.	<b>Sickness Absence Review Meeting - (after 3 month review period or sooner if tolerance levels exceeded)</b> Reasons for ongoing poor attendance discussed. Further tolerance levels agreed. OH support. 3 month review period set.	<b>Stage 2</b> Held after conclusion of timescale set at stage 1. Failure to meet requirements set at stage 1. An agreed extension of the action plan. Only 1 extension can be granted. Referral to OH if appropriate.	<b>Stage 1 Sickness Absence Review Meeting</b> If there are continued management concerns relating to absence. Further targets and review period set.	<b>Stage 1</b> This is triggered following informal discussion and 4 episodes/more than 14 calendar days of absence in the preceding (rolling) 12 months. Possible referral to OH. Review and identify support. Review date set within 3 months of Stage 1 meeting. Stage 1 can be extended at that review.	<b>Stage 1</b> If no improvements are made a formal interview will be held and a first warning issued. Further targets for improvement will be set. A referral to OH can be used to help set reasonable targets. Stage 1 can be repeated if appropriate.

<b>STAGE 3</b>	<b>Formal Absence Review</b> If there are 2 more absences in the following 3 months after stage 2, or more than 3 working days lost then the issue should be referred to the Service manager for a Formal Review Set Targets Review period of no more than 3 months from this meeting.	<b>Final Sickness Absence Review Meeting - (after 3 month review period or sooner if tolerance levels exceeded)</b> Further tolerance levels agreed. 3 month review period set. Employee advised that next stage is hearing which may result in dismissal. Following review or sooner if tolerances exceeded move to Stage 4 Hearing.	<b>Stage 3</b> This will be required where improvement is genuinely beyond the person's ability and a stage 2 review has taken place. May be necessary as a last resort to consider terminating employment or possible redeployment.	<b>Stage 2 Sickness Absence Review Meeting</b> Written request to formal meeting. New targets and review period set (not exceeding 6 months).	<b>Stage 2</b> If attendance still remains a cause for concern a Stage 2 meeting will be convened and the employee informed that dismissal may be contemplated.	<b>Stage 2</b> If no improvement after Stage 1 a further warning can be given. A final warning can be given. Where a final warning is issued an employee may be dismissed – this will only follow after a formal disciplinary hearing.
<b>STAGE 4</b>	<b>Final Review</b> This is when the Hearing takes place and dismissal is considered. Only a Director can make a decision on dismissal.	<b>Case Review Hearing</b> Manager presents case. Employee presents views/response. Head of Service hears case and considers options. Head of Service may dismiss employee.		<b>Final Sickness Absence Review Meeting</b> Written request to formal meeting. New targets and review period set (not exceeding 6 months).		
<b>STAGE 5</b>	<b>Dismissal Decision</b>			<b>Case Review Hearing</b> Senior management may dismiss or take other action such as setting new targets and review period (not exceed 6 months).		
<b>APPEALS</b>	The employee will have the right to appeal against their dismissal in accordance with the Appeals procedure outlined in the council's Disciplinary Procedure.	Right of Appeal at Stage 4 which will go to an Executive Director.	There is right of appeal against decisions made at any stage of the process.	There is a right to appeal at all formal stages.		



**LONG TERM SICKNESS**

	<b>REDDITCH BOROUGH COUNCIL</b>	<b>PROPOSED</b>	<b>Boston Borough Council</b>	<b>Bromsgrove District Council</b>	<b>Oadby and Wigston Borough Council</b>	<b>Rugby Borough Council</b>
<b>TRIGGER POINTS</b>	If employee is absent for a month and there is no likelihood of return then the manager needs to complete occupational health referral form and notify the employee of this.	After 2 weeks of absence – manager contacts employee for a welfare chat and arranges a Stage 1 meeting for the 4th week of absence. This may be a home visit or at a suitable venue.	A period exceeding 12 consecutive calendar days certificated sickness absence.	If absence continues for a period of 4 weeks.	Continued absence in excess of four working weeks.	A sickness period that goes on longer than 4 consecutive weeks.
<b>NUMBER OF STAGES</b>	No set stages in place in this policy	4 Stages	No formal stages	4 Stages	No formal stages	No formal stages
<b>STAGE 1</b>	Maintaining Contact and Wait and See.	<b>Welfare and Review Meeting - (Week 4)</b> Discuss absence and prognosis. Update on work as appropriate. Referral to OH.	No set timescales – telephone calls at beginning of absence followed by home visits if necessary and referral to OH.	<b>Home Visit</b> If no imminent return to work date referral to OH.	<b>Referral to OH</b> No later than 4 weeks after the absence commences. In the case of work related stress, infectious disease, industrial injury or skeletal injury referral should be made as soon as certificate received and no later than 8 days of absence.	<b>Pre arranged Home Visit</b> After initial 4 week period of absence. If not fit to return to work a referral to OH will be made at this point.
<b>STAGE 2</b>	Maintaining Contact and Wait and See.	<b>Sickness Absence Review Meeting - ( begin Week 8 – 10)</b> One or several review meetings to review situation in accordance with occupational health guidance/other medical reports. Timescales for meetings should be every 4-6 weeks as a minimum.	No strict timescales, but procedure followed is similar to short term but with more flexibility.	<b>Meeting to discuss OH Report</b> Consider options available as recommended by OH. Arrange meetings to review situation in accordance with OH guidance.	<b>Monthly Health Review Meetings</b> To ensure appropriate management support is provided, OH advice is sought and action plan agreed to facilitate early return to work.	<b>Meeting arranged to discuss OH Report</b> Consider options available as recommended by OH. Arrange meetings to review situation in accordance with OH guidance.
<b>STAGE 3</b>	Maintaining Contact and Wait and See.	<b>Final Sickness Absence Review Meeting - (Week 12 onwards as appropriate)</b> Review ongoing absence. Must seek and consider medical advice. Discuss redeployment options. Is continued employment feasible? Consider referral to Stage 4 Hearing. Advise employee that next stage may result in dismissal.		<b>Is Continued employment feasible?</b> Yes – review and discuss arrangements for return to work or consider redeployment.	<b>Final Review Meeting</b> Arranged on receipt of OH report to discuss options available i.e. redeployment or issue of notice of termination of contract on grounds of incapability due to ill health.	<b>If continued employment not feasible –</b> it is council policy to give employee time to recover from their illness so a decision is likely to be made between 6-12 months in respect of dismissal.

<b>STAGE 4</b>	Hearing Led by the director and who can make the decision to dismiss.	<b>Long-term Sickness Case Hearing</b> Case presented by Manager. Employee presents views/response. Head of Service hears case and considers options. Head of Service may dismiss employee.		<b>Case Review Meeting</b> Senior management may discuss dismissal or take other action as appropriate.		
<b>APPEALS</b>	The employee will have the right to appeal against their dismissal in accordance with the Appeals procedure outlined in the Council's Disciplinary Procedure.	Right of Appeal at Stage 4 which will go to an Executive Director.			There is a right to appeal at all formal stages of the procedure.	Right to appeal if dismissed.

# Portfolio Holder Annual Report

Portfolio: Community Safety & Regulatory  
Services

Portfolio Holder: Councillor Rebecca Blake

## Year: 2012/13

# **Community Safety**

## **1. Executive Summary**

### **1.1 Please provide a summary of services /areas covered within the remit of the Portfolio**

#### **Community Safety: *Strategic Purpose – ‘Keep Me Safe’***

Supported the successful merger of the North Worcestershire Community Safety Partnership and development of the new NW CSP Performance Framework. Also continue to support the local operational delivery of CSP projects and initiatives through the Redditch Community Safety Tasking Group.

Successfully incorporated delivery of the Environmental Enforcement service on behalf of Environmental Services. Since 1st April various environmental enforcement duties have been undertaken including dealing fly posting, fly tipping, dog fouling, abandoned vehicles, littering and most recently cars for sale parked on grass verges.

Facilitated a successful merger to establish the North Worcestershire Hate Incident Partnership and continued to deliver workshops and activities in local schools in Redditch on the subject of Hate Crime and other community safety issues.

Continued to deliver bespoke home security advice and works to residents at risk of burglary and survivors and victims of domestic abuse through the Home Security Project and the Sanctuary Scheme.

Developing a comprehensive programme of events in support of the annual Domestic Abuse White Ribbon Campaign including Elected Member support and input for a piece of public art called “These Hands are Not For Hurting”, facilitating the Countywide action event which will be hosted in Redditch Town Centre and a variety of other events during the 16 days of action to encourage public support for the pledge never to commit, condone or remain silent about Domestic Abuse.

Distribution of SmartWater domestic property marking kits made available to all Redditch residents at cost price. Successful negotiation with kit supplier enables free kits to be distributed to all victims of domestic burglary via West Mercia Police.

Progressing a CSP funded scheme to prevent lead thefts from residential and public buildings in Redditch using forensic property marking. The residential scheme to property mark lead flashings is being launched in a pilot area in Batchley.

More artwork is continually being added to the Roadway Arts portfolio to reduce graffiti and ASB and consequently reduce fear of crime. The piece "Creative Redditch" is ready to go on a shelter and the most recent piece "Built Redditch" has recently been finished also. The designs for "Built Redditch" were shown to the Britain in Bloom panel and Judge Nicola Clarke said she was "particularly impressed with the community art scheme introduced to prevent vandalism of bus shelters, which she labelled 'outstanding'. The project has inspired a community railway in Lancashire to install their own bus shelter artwork even to the point of having the artwork printed in Redditch.

Further work has progressed on the Gateway Mural at the Train Station. A panel has been added to the subway surround detailing information about the artwork and those who took part in creating it.

A scheme is in development to secure several blocks of flats in Batchley, reducing maintenance costs and anti social behaviour. Draft proposals and initial discussions with partners have taken place.

Successfully completed the residential security scheme to reduce crime and anti-social behaviour in the Winyates centre. A final Community Safety report with recommendations in relation to the commercial elements of the Centre was presented to the Project Management team for consideration.

Officers continue to comment on planning applications with the view to "designing out crime" in medium and large scale developments across the borough. Links between the departments grow and Community Safety Officers are even receiving feedback directly from the architects of developments. Positive changes to plans are being seen in developments as a result of Community Safety Officers' suggestions. Our Community Safety Project Officers are currently the only non-Police staff to hold the NPIA Crime Prevention Design Advice qualification.

In conjunction with the Police and the Older Peoples Forum purse chains are purchased and distributed to vulnerable members of the community.

The pilot Gating Scheme in Crabbs Cross Lane to reduce incidents of anti-social behaviour completed successfully.

Completed the comprehensive scheme of security works implemented at Beoley/Grange Court to reduce longstanding issues of crime and anti-social behaviour.

Continue to deliver workshops and activities in local schools in Redditch on the subject of Hate Crime and other community safety issues.

## 2. Performance

### Redditch performance presented August 2012

Theme	Measure	YTD Total July 11/12	YTD Total July 12/13	% Change
<b>Harm Reduction (ASB)</b>	Total no. of ASB Incidents	1861	↓ 1631	<b>-12.4%</b>
	ASB Environmental	205	149	<b>-27.3%</b>
	ASB Nuisance	1140	↑ 1229	<b>7.8%</b>
	ASB Personal	413	239	<b>-42.1%</b>
	Youth ASB	732	545	<b>-25.5%</b>
	Alcohol ASB	386	201	<b>-47.9%</b>
	Perception of ASB as a Problem (NI 17)*	13.50%	16.40%	<b>21.5%</b>

<b>Drugs &amp; Alcohol</b>	Alcohol-related Recorded Crimes	331	309	<b>-6.6%</b>
	NTE Crime	96	↓ 64	<b>-33.3%</b>

<b>Crime</b>	Total Recorded Crime	2202	↓ 1746	<b>-20.7%</b>
	Assault without Injury	156	150	<b>-3.8%</b>
	VAP with Injury	231	193	<b>-16.5%</b>
	Dwelling Burglary	85	↓ 53	<b>-37.6%</b>
	Non-Dwelling Burglary	98	82	<b>-16.3%</b>

### 2.1 Please detail areas of good performance over the past year

The August performance report indicates that year to date (April to July 2012) there had been an overall reduction in ASB reporting across Redditch. Total ASB reporting has reduced in each district in NW compared to the previous year to date and, although month on month increases were being observed possibly part of a seasonal spike, the volumes remain lower than the previous year.

Also, Dwelling Burglary, had reduced by 20% across North Worcestershire (49 fewer offences) with the greatest proportional reductions seen in Redditch (38%, 32 fewer offences). There were also significant reductions in Night Time Economy Crime and Total Recorded Crime.

### 2.2 Please detail any areas of concerning performance in the year

However, there were differing trends amongst the districts for the ASB Nuisance category. Redditch showed increases in the year to date volume compared to the previous year. The ASB nuisance category makes up the

bulk of ASB reporting across North Worcestershire and appears to drive seasonal spikes in reporting.

A deeper understanding of the nature of these reports requires snapshot analysis which the NWCSP has commissioned. This will involve manually checking records for a one week period in May to examine the nature of the calls in this category.

### **3. The Year Ahead**

#### **3.1 Please detail the Portfolio Holder's main areas of focus in 2013/14**

Key areas of work for Redditch Community Safety Partnership for 2013/14 are:-

Implementation of the annual strategic assessment and deliver the CSP partnership plan around the partnership themes of Secure Homes, Safer Streets & Public Places, Protecting Communities and Reducing Re-offending/Restorative Justice.

Increasing the resilience of the Community Safety Partnership and reducing reliance on grant funding by working with Partners to further mainstream grant funded activity. Continue the implementation of Section 17 across statutory responsible authorities and other partners.

Support the continued development of the NW CSP and work with Worcestershire SCB and West Mercia Criminal Justice Board to engage with the new West Mercia PCC and seek to work in partnership to deliver locally on shared Community Safety issues and agendas.

Build on the delivery of the enhanced enforcement role in order to meet the unexpected and increasing demand for environmental enforcement services across the Borough.

*Note: there is a suggestion from Rebecca which Bev has suggested alternative wording. Bev is going to speak to Judith to make decision on if we put in Bev's alternative or leave it out. Bev will let me know.*

## **CCTV and Lifeline**

### **1. Executive Summary**

#### **1.1 Please provide a summary of services /areas covered within the remit of the Portfolio**

##### **CCTV**

*Keep my place safe and looking good*

CCTV cameras are proactively monitored across North Worcestershire, including Redditch, Bromsgrove, and Wyre Forest, from the Town Hall based Monitoring Centre.

Operators react to incidents seen on camera, or reported to the Monitoring Centre by the Police and other channels such as pub watch and shop watch.

All images are recorded and retained for 28 days and can be reviewed retrospectively following the report of an incident or crime.

Operators produce footage for evidential purposes to aid in the prosecution of criminals.

The Monitoring Centre is a 24 hour operation staffed to meet the demands of the operation.

##### **NEW Lifeline Installation**

*Help me live my life independently (including health and activity)*

The Community Alarm service is available to vulnerable people living within the district. Where a resident needs Lifeline equipment installed in to their home to make the emergency call to the Monitoring Centre, the installers visit and assess the needs of the service user, obtain their personal details and bespoke contact requirements, then install the equipment and instruct the service user on how to use it.

The team work closely with a number of organisations such as; British Red Cross, supporting their Home from Hospital scheme, Social Services, taking referrals for those that could benefit from the equipment and Worcestershire County Council Sensory Impairment and Assistive Technology Team, who contract our installation service for complex solutions and of course many health professionals.

There is a variety of equipment available including; key safes, flood detectors, CO detectors, wandering alerts, fall detectors, epilepsy sensors, bogus caller alert, smoke alarms, flashing beacons and pillow vibrators to name a



selection. This equipment can be deployed in the service users' home to meet their assessed needs.

Charges for the Lifeline service are applicable but funding is available in certain circumstances.

The service is accredited to the Telecare Services Association Code of Practice, the nationally recognised industry standard.

### **NEW Lifeline Monitoring**

Answering Lifeline calls is the priority function in the Monitoring Centre. The Lifeline equipment allows the service user to summon assistance by activating a call, usually pressing a button on a pendant (however more complex alerts can be deployed where the needs of the service user are more complex). Upon receiving the call in the Monitoring Centre the operator is immediately able to identify who is calling. The operator can speak to the caller and ascertain what the problem is, they will assess the situation, contact emergency contacts if required and ultimately send assistance to the service user.

There are currently over 5,000 Lifeline service users, over 3,000 living in Redditch.

Again, the service is accredited to the Telecare Services Association Code of Practice, the nationally recognised industry standard.

### **Lone Worker Monitoring**

Using the same operating platform as used for Lifeline call handling the department is able to offer lone working monitoring for Council employees. Users of the service are able to log in and out of the system using their mobile phone, should they fail to respond to an automatic call, fail to log out at their allotted time or activate an emergency call, the operator would be alerted to the potential safety issue. The operator will then follow a set process to ascertain the safety of the lone worker and raise the alarm if the circumstances are unclear.

### **Out of Hours**

Out of Hours calls are answered for Redditch Borough Council, Bromsgrove District Council, Bromsgrove District Housing Trust, Redditch Friends Housing Association and Worcestershire County Council.

On average the Monitoring Centre answer 350 - 400 calls outside office hours per month.

The service plays an important role within the Emergency Plan for both Bromsgrove and Redditch, as the initial point of contact in an emergency.

## 2. Performance

### 2.1 Please detail areas of good performance over the past year

#### CCTV

All staff have undertaken the educational course and examination to be deemed competent at Level 2 CCTV operations, enabling all operators to become front line CCTV licence holders with the Security Industry Authority.

Procurement of maintenance services was undertaken as a joint initiative with Wychavon District Council, Bromsgrove District Council, Wyre Forest Community Housing Group, Worcester City and Wyre Forest District Council, therefore allowing best value and economies of scale within the new contract.

In May 2012 there was a pre-planned march through Redditch Town Centre by the English Defence League. The Police co-ordinated an operation to maintain law and order and the expertise and local knowledge of the CCTV operators was used. Additional images were provided to Police Headquarters for the day via a temporary link, all other calls were diverted to the disaster recovery base and additional staff were called in to monitor the area. The team were highly commended on their professionalism and operational skills.

	<b>No. of incidents in Redditch</b>	<b>*Proactively monitored Incidents %</b>	<b>Incidents resulting in an arrest on camera</b>	<b>Reviews requested</b>	<b>Footage seized</b>
April 2012	121	26.4%	4	13	5
May 2012	151	26.5%	12	19	10
June 2012	121	26.4%	7	12	8
July 2012	150	34.7%	6	22	13
August 2012	150	34%	9	23	5
September 2012	140	25%	4	21	8

\*Proactively monitored incidents are those that are initially spotted by the observations of the CCTV operator.

#### Lifeline Installation

Although this has been a difficult year economically across the country we have seen 153 new self funding service users within Redditch private sector housing. Telecare and Telehealth will grow in popularity and acceptance as support and awareness through the Department of Health's '3 Million Lives' project grows.

Telecare and Telehealth have moved on in leaps and bounds from the pull cord warden call system that which was first introduced decades ago. The equipment has become digital rather than mechanical and much of the

programming is computer based. We have enhanced technical skills within the team recruiting two Technical Installation Officers into vacant posts.

After installing 360 Lifeline machines in the last twelve months all new service users were left with a questionnaire and prepaid envelope to report back on the service they received through the installation period. 49 questionnaires were returned.

100% were satisfied with the quality of the service.  
100% were satisfied with the speed of the response.  
100% thought the staff were helpful and  
100% thought the service was value for money.

We have a target to fit 9 out of 10 urgent installations within 2 days; we in fact fitted 10 out of 10, responding to customer enquiries immediately.

All non-urgent installations were achieved within the target of 10 working days. On average, from enquiry to fitting, installations are achieved within 3 days, but of course appointments are made to suit the availability of the potential service user and their family.

### **Lifeline Monitoring**

Within the last twelve months NEW Lifeline has attracted two new corporate customers. These are both Housing Associations based in Birmingham. Both chose NEW Lifeline knowing that the friendly bespoke service offered would best meet the needs of their residents.

In the past Redditch Lifeline has teamed up with Wyre Forest Community Housing Group to provide reciprocal disaster recovery. That meant that should either location need to evacuate then Lifeline calls were diverted and the service to residents remain seamless. This agreement has now been reinstated to include Worcestershire Telecare and Bromsgrove District Council. The benefits of this partnership include no disaster recovery expenses, closer worker relations with Worcestershire Telecare, the ability to divert for other reasons such as meetings and training, and the network to explore future opportunity for working together or differently.

### **Maintenance**

We aim to repair 9 out of 10 critical repairs within 48 hours. We achieved this target through out the year, often reinstating service in less than 24 hours.

In the last twelve months 99.3% of non critical maintenance was completed within ten working days.

### **Operator Quality Checks**

There is a TSA requirement to ensure the quality of operators' response to Lifeline calls received in the Monitoring Centre. On occasion the Team

Leader will listen in live and on occasion the voice recorder is used. The calls are selected randomly. All operators currently work part time on Lifeline and therefore the target set is to listen to three calls per operator per month.

100% of checks have been completed.

### **Call response times**

Every month calls are monitored to see how quickly operators pick up the calls. The targets set are 97.5% within 1 minute and 99% within 3 minutes. These targets have been met without failure every month.

## **2.2 Please detail any areas of concerning performance in the year**

### **Supporting People**

Funding for the Lifeline service from Supporting People is currently under review and has been for the last 18 months. Supporting People have decided to go through a tendering process for Call Alarm services where dispersed units are in place (individual units that plug into the service users telephone line). They plan to embed Telecare into support packages at the initial stage, and this will result in many more service users. Although long term this will see an increase in services and fairer funding for all, the length of time it is taking for Supporting People to implement changes has been difficult to manage.

### **CCTV**

There has been an ongoing technical issue on CCTV in relation to recording footage and playing it back. The system configuration purchased in 2010 was found to be working at full capacity at all times and was running the risk of developing a critical fault. Play back was stuttering and stalling and difficult for operators to review.

After much negotiation a new recording system has been installed by the original supplier free of charge. The down side to this situation was that twenty eight days of archived footage had to be discarded for the new configuration to be installed. This had to be managed with the Police very carefully.

### **Lifeline**

This year two housing providers have ceased to provide alarm service through Redditch Borough Council. When closing the contract it was confirmed that the new provider they had employed was less expensive. It is known that the Telecare industry has a very competitive market place, making it difficult to win cost effective contracts.

### **3. The Year Ahead**

#### **3.1 Please detail the Portfolio Holder's main areas of focus in 2013/14**

##### **Supporting People**

The impact of changes to the funding of Community Alarm services through Supporting People will impact on Council tenants who currently receive services. The full implications are still unknown but could include the introduction of a charge payable by the service user, it could mean a change in supplier for monitoring services, and possibly a change in the type of equipment installed. The risks from these changes for the service will be closely managed, clearly communicated and minimised to reduce any negative impact on service users.

##### **Assistive technology and Telehealth**

Along side the Supporting People changes Worcestershire County Council have a new vision for Assistive Technology and program board to support it.

*"The programme will result in a broad range of Assistive Technology being available across Health and Social Care to support people to live better lives in their own homes, and preventing unnecessary hospital or care home admission and early discharge from hospital."*

Clearly the NEW Lifeline service can link into this project and over the next twelve months we will work with our partner organisations to propose new models of working to meet the needs of this vision.

Telehealth is not currently provided within Worcestershire and we aim to increase our technical knowledge in this area to explore the potential of integrating it into our current infrastructure.

##### **Transformation**

Transformation of the payments process will take place in the next twelve months to ensure Lifeline service users demand.

##### **Revenue generation**

Opportunities for revenue generation will be explored. These include:-

- Increased marketing programmes.
- Expansion of the lone worker service.
- Tendering for contracts that can be incorporated into existing resources.
- Grant funding opportunities.

## **Anti-Social Behaviour**

### **1. Executive Summary**

#### **1.1 Please provide a summary of services /areas covered within the remit of the Portfolio**

Anti-social behaviour is any aggressive, intimidating or destructive activity that damages or destroys another person's quality of life. It is one of the biggest reported problems across communities and our specialist team was developed in response to a need for this to be addressed.

Our first response to a report is to consider what customers would like us to do to resolve their issues; we will also investigate the reasons why someone is suffering from anti-social behaviour to try and deliver solutions that give the very best outcome for the customer.

The Anti-Social Behaviour Team works creatively with a wide range of partner agencies in tackling cases of anti-social behaviour, we cannot operate in isolation; the work we undertake cuts across many disciplines and we work very closely with the local policing teams. The majority of our cases fall within one or more of three themes around alcohol abuse, substance misuse and mental health so it is essential that we are able to access experts in these service areas. The Bromsgrove and Redditch Safeguarding Vulnerable Adults group is a developing forum for the referral of vulnerable adults where a multi-agency approach is required and a number of our cases have benefited from this.

Our service is able to be accessed by customers in whichever way is the most convenient to them, through our One Stop Shops and Contact Centre, via on-line reporting, by email or telephone, by personal visit to the customer, and through referrals from other agencies.

175 anti-social behaviour cases were closed during the last 12 months (from August 2011).

Of these cases the average time to investigate, put interventions in place, take action as appropriate and resolve a case through to closure was 8 months; a slight increase on the end to end times from the previous year (7.5 months).

ASB Co-ordinators attend local schools as required; previously the team has delivered in-school 'respect' sessions on a planned basis and this may be revisited in the future.

Members of the ASB Team again supported the annual Young Citizens Challenge which is organised by the Fire Service. It is an event for agencies to interact with children from schools that have been invited to attend. The event provides an opportunity for all agencies to get across important

messages on the services that they provide. This year it was attended by ASB Team, Police, Fire Service, Road Safety, Red Cross and Severn Area Rescue Association.

A budget of £1,000 helped us to support victims and witnesses of anti-social behaviour through the provision of items such as CCTV cameras, fire proof letterboxes, additional locks and security lighting.

In addition the team use specialist equipment such as covert cameras, usage authorised through the Regulation of Investigatory Powers Act and noise recording equipment, both of which are valuable in the gathering of evidence.

The Team is represented at a range of partnership meetings such as Safeguarding Vulnerable Adults, Community Safety Partnership Tasking, the Redditch Anti-Harassment Partnership and the Priority and Prolific Offenders Group. In addition there are regular ad-hoc case conferences and meetings to discuss specific issues and approaches to targeting priority cases and individuals.

## **2. Performance**

### **2.1 Please detail areas of good performance over the past year**

This year the ASB team has managed a very wide range of cases; the only consistent factor being that all cases are different. By working creatively, joining up with partners and using the tools and powers available through the legislative framework we have been able to successfully resolve cases. A few examples are set out below.

- A case in the Church Hill area spanning over two years where the initial problems were noise nuisance as a result of domestic violence. The victim in this case was also one of the perpetrators with learning disabilities which after many months was diagnosed under the Mental Health Act. Residents suffered terrible disturbance from people involved with the victim; we worked very closely with the Police and up to 12 other agencies on this case. The ASB Team with the support of Police put an injunction in place against the main perpetrator; this was subsequently breached, enforced and the offender committed to prison. The victim has been moved to supported housing out of the area and is doing extremely well. Work is ongoing to ensure injunction is adhered to enabling the victim to start a new life and residents to have quiet enjoyment of their homes. We went before several Judges during the course of this case and both the ASB team and Police were commended for their partnership working.
- The ASB team, along with Community Safety, supported the Police 'Operation Krill' earlier this year. Several homes in the Greenlands area of Redditch had been targeted by a group of youths involved in damage, threats, intimidation and general anti social behaviour. We

used our covert cameras in locations within the vicinity to assist in gathering evidence of behaviour such as:-

- Youths gaining access to the communal areas and causing nuisance to residents in the block.
- Increase in fly tipping, rubbish and graffiti.
- Youths attending one flat in the block and appear to be "taking advantage" of a vulnerable resident.
- Causing problems to the "sheltered" side of the block.
- General ASB issues.
- Smoking inside the communal areas.
- Consistent damage caused to the internal fire doors.

Warnings were issued and consideration was given to injunctive action. As a result of a regular presence in the area to support the Police the issues became resolved although since then we have had isolated issues brought to our attention and these have been dealt with.

- We have experienced numerous complaints in the Batchley area with regards to the supply of drugs and the nuisance associated with people 'coming and going' to access drug dealers. We have worked over a long period of time with local Police and CID officers, sharing information and undertaking joint visits and issuing warnings. The problems we had were exacerbated by the built environment which meant it was very difficult to ever gain proper evidence to enable us to take legal action. Whilst this case is not closed and finally resolved as a result of targeted interventions we are advised that at present the area is very quiet again. We believe that strong warnings were taken notice of and the activity subsequently stopped allowing local residents to once again enjoy peace and quiet.
- Through multi-agency partnerships such as Safeguarding Vulnerable Adults and CDRP tasking we have, together with our partners, been able to be more effective at directing our resources at priority issues. We need to build on the good work that has taken place to ensure our focus remains effective.

## **2.2 Please detail any areas of concerning performance in the year**

The ASB team continues to look at ways to improve the Council's response to tackling Anti-Social Behaviour and we have highlighted the fact that we need to build on the existing excellent partnership working we have with the Police and extend this joined up working to other agencies. This is being formally



addressed through transformation and we hope that this will help us in managing our cases.

Internally we work closely with colleagues across the Council, in particular those in Housing Services and Community Safety and likewise we are seeking to align how we deliver our services so they are more cohesive. There is a very close link with our Housing Options Team in terms of where people are housed in relation to known problem areas; this is something we would like to address through closer working and a better sharing of information.

Unfortunately the team has suffered from high levels of staff sickness absence this year. This has been actively managed and the team is currently back up to a full complement of staff. We are a small team and have been down by one member of staff pretty much throughout the last 12 months which has put extra pressure on others in the team and ultimately sickness will affect our productivity.

### **3. The Year Ahead**

#### **3.1 Please detail the Portfolio Holder's main areas of focus in 2013/14**

New ASB tools and powers are due to be introduced through Parliament by the end of the year. This aims to streamline what is currently available by providing fewer legal remedies that will be able to be applied in more situations. We are currently awaiting the emergence of further information; these tools and powers will need to be built into our ASB policy and procedure.

The way in which we gather evidence to help in case resolution is something that the Team will be focussing on this forthcoming year. At present there is a heavy reliance on the use of diary sheets; whilst they have their place we are keen to look at alternatives.

We are experiencing a very high quantity of complaints concerning a nuisance associated with the use of cannabis in domestic dwellings, in terms of the smell and in some cases subsequent behaviour. We are investigating good practice and looking at how we may start to target this type of problem. We are presently considering injunctive action in a test case where high cannabis use is a contributory factor.

In addition we need to review our strategy generally; traditionally we have taken an incremental approach with legal action coming as a last resort. There is a view that earlier legal action may serve to resolve certain cases sooner, and send out a tough message that we do not tolerate anti-social behaviour. It is important that through our partners we are able to organise specialist support where appropriate, as well as taking firm action where necessary.

Continuing to share information and work across service areas and partner agencies to resolve complex cases and community issues.

## **Planning against emergencies**

### **1. Executive Summary**

#### **2.1 Please provide a summary of services /areas covered within the remit of the Portfolio**

- To provide strategic co-ordination and direction across the three Councils on all issues relating to emergency planning and business continuity and to ensure the statutory duties under the Civil Contingencies Act 2004 are met.
- To streamline, where appropriate, the relevant plans and policies that are in place and to align them on a North Worcestershire basis, where this is possible.
- To maximise opportunities for the sharing of resources across the three Councils to help achieve further efficiencies.
- The role is not for delivering operational arrangements as this will continue to be undertaken by the emergency response teams which are set up in each of the respective Councils.
- Emergency Planning - Planning, Developing, Exercising, Risk Assessing, Flooding.
- Business Continuity - Developing and Coordinating the Business Continuity Plans and processes for the three North Worcestershire District Councils.
- Civil Contingencies - 7 statutory duties under the Civil Contingencies Act 2004 placed upon the Districts. These are: Assessment of Risks, Sharing Information, Co-operate with Partners, Plan for Emergencies, Business Continuity, Provide Business Continuity Advice to partners, Ensure Warning and Informing procedures are in place.
- Community Resilience - Working with communities in providing advice and guidance for developing Community Emergency Plans that compliment the Council's plans and procedures.
- Active Membership of West Mercia Local Resilience Forum - Now a full participating member of the West Mercia Local Resilience Forum. This is a group of responder organisations such as the blue light services, Environment Agency, other Local Authorities, who meet to discuss and develop plans for risks identified. The West Mercia Local Resilience Forum is defined by Police force geographical areas.

## 2. Performance

### 2.1 Please detail areas of good performance over the past year

Since commencing the position of North Worcestershire Civil Contingencies and Resilience Manager in April 2012 the following tasks can be considered as areas of good performance:-

- Developed and delivered new warnings regarding severe weather incidents to the key Management Officers from each organisation to enable appropriate resilience measures to be instigated.
- Close working relations developed with North Worcestershire Water Management team, trying to develop new procedures, processes and strategies to help alleviate the suffering the residents of north Worcestershire suffer from flooding.
- Helped co-ordinate the Safety regarding the Olympic Torch Relays held in Redditch and Wyre Forest this year. Delivered multi-agency debriefs to ensure lessons learnt from the planning and delivery of the events was captured and can be learnt from.
- Involvement in the planning for the English Defence League March that took place in April.
- Ensured full representation on the key Local Resilience Forum working groups to ensure the priorities of the North Districts are considered. Previously the districts have not been present on these working groups. The key working groups include:-
  - Fuel Planning Group.
  - Risk Assessment.
  - Malicious Threats.
  - Critical Infrastructure.
  - Severe Weather Group.
- Produced New Emergency Plan for Wyre Forest which encompasses the model used by Bromsgrove and Redditch plan.
- Redesigned the Emergency Planning pages for the three authorities. All the pages are now linked to the Wyre Forest pages and will be automatically updated when the host pages are updated. This ensures a joined up approach and that the information the residents of North Worcestershire have access to is consistent.
- Commenced working with management teams regarding reviews of the internal Business Continuity processes currently in use. This will continue in to the next year.

- In the process of developing a consistent Sandbag policy across North Worcestershire to ensure a consistent approach to delivery.

**2.2 Please detail any areas of concerning performance in the year**

None at present.

**3. The Year Ahead**

**3.1 Please detail the Portfolio Holder's main areas of focus in 2013/14**

Continue to provide strategic co-ordination and direction across three Councils on all issues relating to emergency planning and business continuity and to ensure statutory duties under the Civil Contingencies Act 2004 are met.

Report to Client Management Group that meets quarterly and monitors progress.



## OVERVIEW AND SCRUTINY COMMITTEE

6th November 2012

### OVERVIEW AND SCRUTINY COMMITTEE – SIX MONTH REVIEW OF THE COMMITTEE FUNCTION

Relevant Portfolio Holder	Councillor Phil Mould, Portfolio Holder for Corporate Management.
Portfolio Holder Consulted	N/A
Relevant Head of Service	Claire Felton, Head of Legal, Equalities and Democratic Services
Ward(s) Affected	No specific ward relevance.
Non-Key Decision	

#### 1. SUMMARY OF PROPOSALS

This report reviews the operation of the Overview and Scrutiny Committee for the first six months of 2012/13. The report is designed to give members of the committee the opportunity to review and reflect on achievements to date and to consider the direction of the committee for the remainder of the municipal year.

#### 2. RECOMMENDATIONS

The Committee is asked to **RESOLVE** that

- 1) **the suggestions detailed within the report be considered and appropriate actions, if any, be identified to develop the Overview and Scrutiny process in Redditch; and**
- 2) **the report be noted.**

#### 3. KEY ISSUES

##### Background

- 3.1 All Committees at Redditch Borough Council, including the Overview and Scrutiny Committee, are required to review the operation of the Committee on an annual basis. Traditionally this review has taken place at the end of the municipal year. The timing of the review has not always been suitable for the Overview and Scrutiny Committee as it has tended to coincide with the finalisation of the Committee's Annual Report and therefore has often been regarded as duplication.
- 3.2 However, it is important to review the operation of the Overview and Scrutiny Committee on a regular basis, separately to recording the achievements of the Committee during the year. Regular monitoring of the Committee function can contribute to continuous improvement in Overview and Scrutiny, enables the Committee to make best use of resources and ensures that the work of the Committee reflects the needs and priorities of residents.

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- 3.3 A review of the Overview and Scrutiny Committee is also timely in a context of change at both the local authority and within local government in general. In recent years, the introduction of shared services, with Bromsgrove and other District Councils and service transformation has resulted in significant changes to service delivery. Redditch Borough Council, like many local authorities in the country, also has to make key choices about service delivery and budgetary expenditure at a time when the local government grant has been reduced. An effective Overview and Scrutiny process needs to be able to both respond to these circumstances and help to manage further developments to the benefit of local people.

**Current Operation**

- 3.4 There are a number of elements in the current operation of the Overview and Scrutiny process in Redditch which reflect best practice including:
- Non-Executive Members in Redditch have traditionally been supportive and enthusiastic champions of Overview and Scrutiny. They have determined which subjects to review as befits a Member-led process.
  - Overview and Scrutiny Members have completed a number of detailed policy reviews in recent years. The quality of this review work was recognised by the Centre for Public Scrutiny (CfPS), the national co-ordinating body for Overview and Scrutiny, in 2010 when Members were awarded a commendation in the national good scrutiny awards for a review of the former Neighbourhood Groups.
  - Policy reviews tend to involve representatives of all political parties on the Council and have traditionally been undertaken in an apolitical manner in accordance with national best practice.
  - The Overview and Scrutiny Committee has developed a constructive working relationship with members of the Executive Committee. In 2011/12 this was reflected in the Executive Committee's response to scrutiny reports when 47 / 54 recommendations were approved.
  - The Council's constitution requires that the Chair and Vice Chair of the Overview and Scrutiny Committee be members of the opposition party, in accordance with national best practice.
  - The Overview and Scrutiny Committee has a positive working relationship with representatives of the local press who regularly attend meetings of the Committee and help to communicate scrutiny work to the public. In 2011/12 31 articles were published in the local press on scrutiny subjects.
  - In accordance with national best practice information about the Overview and Scrutiny process is provided on dedicated web pages on the Council's website.
  - In line with national best practice the Council has emphasised its commitment to Overview and Scrutiny by retaining the support of two Officers with lead



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responsibility for Overview and Scrutiny in the new Democratic shared service.

### Development Opportunities

#### Portfolio Holder Annual Reports

- 3.5 Each year the Portfolio Holders at the Council attend a meeting of the Overview and Scrutiny Committee to present a Portfolio Holder Annual Report. The Portfolio Holder Annual Report process was introduced in 2007/08 and was intended to enable the Committee to hold individual Portfolio Holders to account. In the first few years the process provided the Committee with an opportunity to learn about the remit of each Portfolio Holder. In recent years the Committee has received a written report outlining the performance of services within the remit of each Portfolio Holder, on the basis of which a number of questions have been asked of the Portfolio Holder.
- 3.6 As with any established practice the Portfolio Holder Annual Report has evolved over the years and now exists in a question and answer format that in many regards is forming the primary focus of each Overview and Scrutiny Committee meeting. Members are asked to consider the elements of the report listed below and the extent to which these are effectively meeting their purpose;
- The written report takes a significant amount of time and resources to complete, including input from relatively senior Officers.
  - The Portfolio Holder Annual Reports most frequently have been received for noting by the Committee rather than resulting in any constructive action.
  - Only 6 recommendations have been made following receipt of Portfolio Holder Annual Reports in the five years that the process has been in operation.
  - Due to the number of questions and the length of responses the Portfolio Holder Annual Report frequently requires up to an hour for consideration during a Committee meeting. This lengthens the duration of Committee meetings significantly.
  - The majority of Portfolio Holders are accompanied by relatively senior Officers when they attend meetings of the Overview and Scrutiny Committee to present their Annual Reports. This involvement of senior Officers in the process could be considered an expensive use of resources.
  - Portfolio Holders in Redditch do not have any decision making powers as decisions are made collectively by the Executive Committee. Consequently, the extent to which this process involves holding executive decision makers to account is debatable.
- 3.7 The Overview and Scrutiny Committee will understandably be keen to hold the Executive Committee to account for decisions that are taken; indeed this was one of the main reasons for the original report process. There are different ways in which the Executive Committee could be held to account including:

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- Portfolio Holders attending specific meetings of the Overview and Scrutiny Committee to help present reports concerning services within their remit as and when appropriate. This is standard practice at a number of other local authorities.
- Inviting Portfolio Holders to attend meetings of the Overview and Scrutiny Committee to account for any problems identified in service delivery and performance. This would typically occur following a period of detailed scrutiny work into a subject.
- Engaging the Portfolio Holders in scrutiny of the Council's budget through detailed discussions of budget proposals. This could involve interviewing Portfolio Holders at a special meeting of the Overview and Scrutiny Committee, alongside relevant Officers, prior to the Council's budget being set to ensure that proposals are robust.
- Interviewing the Portfolio Holders when scrutinising shared services and service transformation. It is likely that Portfolio holders would not be invited to participate in the full exercise but, rather, to submit evidence as a single part of an ongoing review.
- Involving the Portfolio Holders as expert witnesses in policy review work.

3.8 It is unlikely that if changes are made to the process each measure will be adopted at every meeting of the Overview and Scrutiny Committee and, indeed, for many items it may not be appropriate to request evidence from Portfolio Holders. Instead Scrutiny Members will need to assess the most appropriate method to use to hold the Executive Committee and / or Portfolio Holders to account on a case by case basis.

3.9 Current procedure rules, outlined in the Council's constitution, would permit the Overview and Scrutiny Committee to utilise the methods listed above, where appropriate. However, these procedures will need to be refined and carefully followed as Portfolio Holders should only be required to get involved in scrutiny work when it is considered to be a reasonable request in relation to the subject of a scrutiny review. In addition, as a responsible body the Overview and Scrutiny Committee needs to ensure that Portfolio Holders are only invited to provide evidence a reasonable number of times, as and when necessary.

3.10 In each case consideration should be given as to how to ensure that contributions from Portfolio Holders, as well as accompanying Officers, represent an efficient use of resources. Reasonable notice and a clear explanation of the reasons for inviting the Portfolio Holders and Officers should also be provided.

3.11 In this context, Members are asked to consider the value of the Portfolio Holder Annual Reports in line with the current operation of the Council and whether, given the current focus on Shared Services and Transformation, an alternative approach might be considered.

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Policy Review Work

- 3.12 Policy review work has been a positive element of the Overview and Scrutiny process in Redditch for many years. Currently two reviews are taking place: the Redditch Market review and the Arts and Culture Centre review. There is capacity at member level for additional reviews to be undertaken as twenty non-executive Councillors are available to participate in reviews supported by the Democratic Services Officers.
- 3.13 Any Councillor (including Executive Committee members), Officer or local resident can suggest a subject for a policy review. Overview and Scrutiny reviews can focus on any issue impacting on the local community, including services that are not provided by Redditch Borough Council. This element of Overview and Scrutiny has been promoted by recent legislation and is an important power, given the shifting governance arrangements for many services. To ensure best use of resources the Overview and Scrutiny Committee may want to focus in the long-term on prioritising key strategic purposes. These strategic purposes are currently being considered in a draft form and include:
- Keep my place safe and looking good;
  - Provide good things for me to do, see and visit;
  - Help me to find somewhere to live in my locality;
  - Enable good implementable development;
  - Do sensible things to improve my locality;
  - Help me run a successful business;
  - Help me back to financial independence (including skills and education);
  - Help me live my life independently (including health and activity); and
  - Enable others to work, or do what they need to do, to meet their purpose.

Pre-Decision Scrutiny:

- 3.14 Pre-decision scrutiny is a standard part of Overview and Scrutiny nationally. Through pre-decision scrutiny Members can make a constructive contribution to the decision making process by:
- using expert scrutiny skills to investigate the subject, and the implications of any proposals for service delivery, in detail;
  - consulting with local residents and / or service users about the subject;
  - gathering evidence from representatives of equivalent service providers in other parts of the country; and
  - providing a fresh perspective on an issue separate from the Officers presenting the report.
- 3.15 The pre-decision scrutiny process has evolved over the past few years, from a relatively minor element of the process to an active component. A key barrier to effective pre-decision scrutiny has been access to reports. The Council's

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constitution does not permit Overview and Scrutiny Members to access reports that are in a draft form prior to a meeting of the Executive. In the early years of the Leader and Cabinet model of local democracy, Overview and Scrutiny Committee meetings took place prior to the finalisation of reports. In these circumstances, the Committee received presentations on the subject, a situation which resulted in some concerns amongst scrutiny Members that they could not make recommendations based on all the evidence available.

- 3.16 To address this concern in recent years Overview and Scrutiny Committee meetings have been scheduled to take place after reports for the Executive have been finalised. However, at the moment meetings take place only one day after the publication of the reports providing Members with only 24 hours to consider the content of the report.
- 3.17 Due to concerns about the relatively limited time available to Members to gather evidence and make considered recommendations the Committee recently launched two short, sharp reviews of items scheduled for the consideration of the Executive Committee. Whilst these reviews managed to gather more information from a greater variety of sources than might otherwise have occurred some concerns have been expressed about these reviews including:
- The review outcomes reflected the conclusions of a minority of Members as only two Members of the main Committee were appointed to each Short, Sharp Review. For practical reasons, non-executive Members who had not been appointed to the Committee were effectively excluded. (This occurred because each review was originally scheduled to have a maximum of one month to complete its work which was not adequate time to co-ordinate a larger review group).
  - Due to the restricted length of the reviews, predicated on the deadlines for the Executive Committee's consideration of the core reports, each review was only able to undertake a limited number of meetings to gather evidence: the Sickness Policy Scrutiny review held seven meetings and interviewed six expert witnesses and the Concessionary Rents review held three reviews and interviewed three expert witnesses.
- 3.18 Pre-decision scrutiny has the potential to develop further in line with best practice in order to address concerns about the Short, Sharp Review process. In particular Members may want to consider selecting items from the Executive Committee Work Programme (which recently replaced the Forward Plan) a number of months in advance of the item's presentation to the Executive Committee. This would enable a larger number of non-executive members to be appointed to participate in the review if appropriate and would also provide a group with the time necessary to undertake all relevant work needed to enhance the value of scrutiny recommendations. The arrangement would also represent a more appropriate use of Officer resources as greater flexibility could be applied with regard to the timing of interviews with expert witnesses.

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3.19 However, for this development to occur improvements would need to be made to the Executive Work Programme. Over the past two years items have tended to be added to the Work Programme, formerly the Forward Plan, at relatively short notice. Few items have been listed on the plan for consideration four months or more in advance of the item's presentation before the Executive Committee. This curtails the Overview and Scrutiny Committee's ability to plan pre-decision scrutiny exercises in advance.

3.20 It is hoped that by focusing Overview and Scrutiny in this way Members will be able to make best use of the time available at Committee meetings and work to include as many other non scrutiny members as can be accommodated across the Council.

**Legal Implications**

3.21 There are no specific legal implications.

**Service / Operational Implications**

3.22 This review of the Overview and Scrutiny Committee may enable Members to identify actions that could be taken to improve the operation of the process.

**Customer / Equalities and Diversity Implications**

3.23 There are no specific equalities and diversity implications.

**4. RISK MANAGEMENT**

4.1 There is a risk that if the Overview and Scrutiny Committee is not reviewed on a regular basis the work of the Committee will not relate to key strategic changes at the local authority nor meet the changing needs of local residents.

4.2 There is a risk that some non-executive Councillors will feel disengaged from Overview and Scrutiny and marginalised in the local democratic process if only limited opportunities are provided to engage in Task Group (policy review) work.

**5. APPENDICES**

There are no appendices to this report.

**6. BACKGROUND PAPERS**

How to Kill Overview and Scrutiny, adapted from "An Overview of Scrutiny: A Triumph of Context over Structure, (2004), R Ashworth and S Snape.

**OVERVIEW AND SCRUTINY  
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**AUTHOR OF REPORT**

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Overview and Scrutiny Committee

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**Actions requested by the Overview and Scrutiny Committee**

<b>Date Action Requested</b>	<b>Action to be Taken</b>	<b>Response</b>
19th June 2012  <b>1</b>	Officers were asked to provide example copies of the paperwork provided to employers and pupils by the Worcestershire Education Business Partnership (EBP).	The information is due to be provided in the early autumn. Lead Officer, North Worcestershire Regeneration Manager.  TO BE COMPLETED
19th June 2012  <b>2</b>	Officers were asked to clarify the number of local organisations registered with the Worcestershire EBP.	The information is due to be provided in the early autumn. Lead Officer, North Worcestershire Regeneration Manager.  TO BE COMPLETED
11th September 2012  <b>4</b>	Officers were asked to provide further clarification regarding arrangements for PAT testing PCs issued to Councillors as well as details about the process for monitoring the implementation of PAT testing.	The information remains to be provided.  Lead Officer, Head of Finance and Resources, estimated completion date, unspecified.  TO BE COMPLETED.
9th October 2012  <b>5</b>	Further information about the TikTap programme taking place in Redditch was requested.	A briefing note on this subject was circulated on 17th October 2012.  COMPLETED.
9th October 2012  <b>6</b>	Officers were asked to clarify the date when the Redditch Development Model was last updated and to confirm with Members.	The information remains to be provided. Lead Officer, Head of Planning and Regeneration, estimated completion date, not specified.  TO BE COMPLETED.

<p>9th October 2012</p> <p>7</p>	<p>Officers were asked to clarify the number of businesses that were considering introducing apprenticeship positions in Redditch where these opportunities had not previously been available.</p>	<p>The information remains to be provided. Lead Officer, North Worcestershire Regeneration Manager, estimated completion date not specified.</p> <p>TO BE COMPLETED.</p>
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## Executive Committee

16th October 2012

### MINUTES

#### Present:

Councillor Bill Hartnett (Chair), Councillor Greg Chance (Vice-Chair) and Councillors Michael Braley, Carole Gandy, Phil Mould, Mark Shurmer, Luke Stephens and Debbie Taylor

#### Also Present:

Councillor Andrew Brazier

#### Officers:

E Baker, T Beech, R Griffin, E Greenfield, S Hanley, J Pickering, D Poole, K Stokes and J Willis

#### Committee Services Officer:

D Sunman

#### 78. APOLOGIES

There were no apologies for absence.

#### 79. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 80. LEADER'S ANNOUNCEMENTS

The Leader advised that the following items of business, scheduled on the Executive Work Programme to be dealt with at this meeting, had been rescheduled to a later meeting of the Committee:

- Sickness Policy - Review; and
- Concessionary Rents Policy.

He also advised that he had received the following items as Urgent Business:

- Item 8 – Dial a Ride Extended Services – Feasibility Report

.....  
Chair

(Not meeting the publication deadline owing to the need for the report to be agreed by the Overview and Scrutiny Committee prior to its submission to the Executive Committee.)

- Item 9 – Localism Act: Community Right to Bid – Assets of Community Value
- Item 16 – Proposed Revised Arrangements for Performance Reporting

(Not on the Executive Work Programme for this meeting.)

#### **81. MINUTES**

##### **RESOLVED that**

**the minutes of the meeting of the Executive Committee held on 18th September 2012 be confirmed as a correct record and signed by the Chair.**

#### **82. LOCAL DEVELOPMENT SCHEME**

The Committee received a report, which detailed the timescales within the Local Development Scheme (LDS) No 5 for the production of Development Plans.

Officers reported that the LDS No 4 set out what plans would be produced including timescales for their production for the period July 2010 to February 2014.

Members were informed that LDS No 5 had been produced to update these timescales.

##### **RECOMMENDED that**

**the timescales within the Local Development Scheme No 5, attached at Appendix A to the report, be agreed and published.**

#### **83. FIELDS IN TRUST - QUEEN ELIZABETH II DEDICATION**

Members considered a report on the Fields in Trust (FIT) programme to dedicate, as part of Queen Elizabeth II Diamond Jubilee celebrations, key open spaces / playing fields in the Borough as follows:

- a) Batchley Pond;
- b) Greenlands;
- c) Headless Cross Green; and
- d) Overdale Park.

Officers reported that dedication of the sites would enable them to be protected as local outdoor spaces, specifically for use as playing fields for sport, play and recreation as well as contributing to the overall legacy of Jubilee celebrations. A dedication plate and notice board would be installed at each site.

Officers were requested to review and confirm the boundaries for the scheme at Headless Cross Green and amend the site plan accordingly.

Members were informed that further sites could be included in future FIT programmes.

**RESOLVED, subject to the review of the site plan of Headless Cross Green, that**

- 1) **approval be granted for the four sites, listed in the preamble above, to be formally dedicated for use as playing fields by way of a Covenant / Deed of Dedication under the Fields in Trust programme.**
- 2) **authority be delegated to the Heads of Leisure and Cultural Services and Legal, Equalities and Democratic Services to take the necessary steps to finalise the agreement with FIT in relation to the four sites and complete the Deeds of Dedication.**

#### **84. CONCESSIONARY FARES - PRE 9.30AM**

The Committee received a report regarding the implementation of pre-9.30 concessionary bus travel to those Redditch residents eligible for a concessionary bus pass.

A member of the Committee presented a written list of questions about issues regarding Value for Money (VFM), Accountability and Equality advising that answers were not expected at this meeting but would be made available to members of the Executive Committee before the next meeting of full Council.

Another member of the Committee expressed concern that the amount set aside to implement the scheme might not be enough to cover all costs and that some areas might not have a bus service.

**RESOLVED that**

- 1) **delegated authority be given to the Head of Community Services and the Head of Legal, Equalities and Democratic Services to agree with the bus operators the detailed arrangements necessary to implement a pre-**

## 09.30 concessionary bus travel scheme; and

- 2) to enter into a legal agreement with the bus operators to reflect those arrangements.

### 85. DIAL A RIDE EXTENDED SERVICE - FEASIBILITY STUDY

The Committee received a report on a feasibility study for an extended Dial a Ride service to include transporting young people to local events and festivals and making the vehicles available for hire out of hours to other groups with transport needs.

The Overview & Scrutiny Committee considered the report at its meeting on 9th October 2012 and made the following recommendations to the Executive Committee:

- 1) the Dial-a-Ride scheme operated under a permit issued under section 19 of the Transport Act 1985, be extended to include making the Dial-a-Ride vehicles available to those community organisations registered with the Council for use during evenings and weekends;
- 2) that the charging schedule, as set out in Appendix 1 or the report, be adopted; and
- 3) that the scheme is based on the examples presented in appendix 2 of the report; and
- 4) subject to the extended Dial a Ride scheme being approved, the Overview and Scrutiny Committee receive a monitoring update report on the subject 12 months after the scheme's introduction.

### **RESOLVED that**

**the recommendations of the Overview and Scrutiny Committee, as listed in the preamble above, be approved.**

### 86. LOCALISM ACT : COMMUNITY RIGHT TO BID - ASSETS OF COMMUNITY VALUE

The Committee received a report which outlined the provisions relating to the 'Community Right to Bid' and the implications for the Council resulting from the requirement to hold a 'List of Assets of Community Value'. Officers reported that these requirements came into force on 21st September 2012.

Members were asked to note amendments to the report as follows:

- Para 3.22: The provisions indicate that the review is to be undertaken by a ~~Senior Officer~~ **the Head of Planning & Regeneration**.....
- Para 3.23: It is proposed that the Executive Director Planning and Regeneration undertakes the review in ~~consultation with the Leader~~.
- Para 3.25: It is proposed that Officers assess the compensation claims and decisions on eligible costs and levels of compensation are made by the ~~Executive Director Finance and Resources in liaison with the Head of Planning and Regeneration~~ **the Executive Director (Planning, Regeneration, Regulatory and Housing Services)**.

Officers confirmed that land as well as buildings could be listed as Assets of Community Value.

#### **RESOLVED that**

- 1) **the process for compiling the 'list of assets of community value' be approved;**
- 2) **the process for the internal review of the listing decisions be approved;**
- 3) **the proposal that compensation decisions be undertaken by the Executive Director of Finance and Resources in liaison with the Head of Planning & Regeneration; and**

#### **RECOMMENDED that**

- 4) **delegation to the 151 Officer to make provision in the Medium Term Financial Plan for compensation sums (£20,000) be approved.**

#### **87. OVERVIEW AND SCRUTINY COMMITTEE**

The minutes of the meeting of the Overview and Scrutiny Committee held on 11th September 2012 were considered by the Committee

**RESOLVED that**

**The minutes of the Overview and Scrutiny Committee held on 11th September 2012 be received and noted.**

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

There were no minutes or referrals to consider under this item.

**89. ADVISORY PANELS - UPDATE REPORT**

The Committee received the most recent report on the activity of the Council's Advisory Panels and similar bodies.

**RESOLVED**

**that the report be noted.**

**90. ACTION MONITORING**

The Committee received the latest Action Monitoring report.

**RESOLVED that**

**the report be noted.**

**91. PROPOSED REVISED ARRANGEMENTS FOR PERFORMANCE REPORTING**

Members received a presentation which contained details about the Council's new Performance Management Framework that would be required following a change of focus from performance indicators to local measures created through system thinking interventions.

Officers reported that new style performance reports would be operational from April 2013.

The presentation was received and noted.

# EXECUTIVE COMMITTEE LEADER'S WORK PROGRAMME

**1 November 2012 to 28 February 2013**  
(published as at 23rd October 2012)

This Plan gives details of items on which key decisions are likely to be taken in the coming four months by the Borough Council's Executive Committee.

(NB: There may be occasions when the Executive Committee may make recommendations to Council for a final decision. e.g. to approve a new policy or variation to the approved budget.)

Whilst the majority of the Executive Committee's business at the meetings listed in this Work Programme will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains confidential, commercially sensitive or personal information. This is called exempt information. Members of the public and media may be asked to leave the meeting when such information is discussed.

If an item is likely to contain exempt information we show this on the Work Programme. You can make representations to us if you consider an item or any of the documents listed should be open to the public.



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

This Work Programme gives details of items on which key decisions are likely to be taken by the Borough Council's Executive Committee, or full Council, in the coming four months.

**“Key Decisions” are ones which are likely to:**

- (i) **result in the Council incurring expenditure, foregoing income or the making of savings in excess of £50,000 or which are otherwise significant having regard to the Council’s budget for the service or function to which the decision relates; or**
- (ii) **be significant in terms of its effect on communities living or working in the area comprising two or more wards in the Borough;**
- (iii) **involve any proposal to cease to provide a Council service (other than a temporary cessation of service of not more than 6 months).**

The Work Programme is available for inspection free of charge at the Town Hall, Walter Stranz Square, Redditch, B98 8AH from 9am to 5pm Mondays to Fridays; or on the Council’s website ([www.redditchbc.gov.uk](http://www.redditchbc.gov.uk)).

If you wish to make representations on the proposed decision you are encouraged to get in touch with the relevant report author as soon as possible before the proposed date of the decision. Contact details are provided. Alternatively you may write to the Head of Legal, Equalities and Democratic Services, The Town Hall, Walter Stranz Square, Redditch, B98 8AH or e-mail: [democratic@bromsgroveandredditch.gov.uk](mailto:democratic@bromsgroveandredditch.gov.uk)

The Executive Committee’s meetings are normally held every four weeks at 7pm on Tuesday evenings at the Town Hall. They are open to the public, except when confidential information is being discussed. If you wish to attend for a particular matter, it is advisable to check with the Democratic Services Team on (01527) 64252, ext: 3269 to make sure it is going ahead as planned. If you have any other queries, Democratic Services Officers will be happy to advise you.

The full Council meets in accordance the Council’s Calendar of Meetings. Meetings commence at 7.00pm.

**EXECUTIVE COMMITTEE MEMBERSHIP**

Councillor Bill Hartnett	Leader of the Council and Portfolio Holder for Community Leadership & Partnership
Councillor G Chance	Deputy Leader and Portfolio Holder for Planning, Regeneration, Economic Development, Public Transport
Councillor Phil Mould	Portfolio Holder for Corporate Management
Councillor Rebecca Blake	Portfolio Holder for Community Safety & Regulatory Services
Councillor Mark Shurmer	Portfolio Holder for Housing
Councillor Debbie Taylor	Portfolio Holder for Local Environment & Health
Councillor Luke Stephens	Portfolio Holder for Leisure & Tourism
Councillor Michael Braley	
Councillor Carole Gandy	



Decision	Decision Taker including Details of Exempt Information (if any)	Date of Decision	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Sickness Policy - Review	Executive Committee	20 November 2012	Report of the Head of Finance and Resources	Mark Stanley, Acting Human Resources and Development Manager, 01527 881673
Concessionary Rents Policy	Executive Committee	20 November 2012	Report of the Head of Finance and Resources	Teresa Kristunas, Head of Finance and Resources, 01527 64252 ext 3295
Quarterly Budget Monitoring – Quarter 2 – July to September 2012	Executive Committee	20 November 2012	Report of the Head of Finance and Resources	Sam Morgan, Financial Services Manager, 01527 64252 ext 3790
Quarterly Monitoring – Write Off of Debts – Quarter 2 – July to September 2012	Executive Committee <i>NB: Possible need to consider matter in private session by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972</i>	20 November 2012	Report of the Head of Finance and Resources	Teresa Kristunas, Head of Finance and Resources, 01527 64252 ext 3295
Quarterly Customer Service Monitoring – Quarter 2 – July to November 2012	Executive Committee	20 November 2012	Report of the Head of Customer Services	Amanda de Warr, Head of Customer Services, 1527 881241
Town Centre Landscape Improvements (including Church Green)	Executive Committee	20 November 2012	Report of the Head of Planning and Regeneration	Lyndsey Hadley, Planning Officer, 01527 64252 ext 3401 Carl Walker, Environmental Services Manager, 01527 64252 ext 3421

Decision	Decision Taker including Details of Exempt Information (if any)	Date of Decision	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Constitution – Access to Information Rules – Review	Executive Committee <i>Recommendation to be made to Council</i>	20 November 2012 26 November 2012	Report of the Head of Legal, Equalities and Democratic Services	Sheena Jones, Democratic Services Manager, 01527 64252 ext 3257
Tenancy Strategy and Policy 2012-2014	Executive Committee <i>Recommendation to be made to Council</i>	18 December 2012 7 January 2013	Report of the Deputy Chief Executive and Executive Director (Leisure, Environmental & Community Services)	Matthew Bough, Housing Policy Manager, 01527 64252 ext 3120
Council Tax Support Scheme	Executive Committee <i>Recommendation to be made to Council</i>	18 December 2012 7 January 2013	Report of the Executive Director (Finance and Resources) – S151 Officer	Jayne Pickering, Executive Director (Finance and Resources) – S151 Officer 01527 881207
Quarterly Sickness Monitoring – Quarter 2 – July to September 2012	Executive Committee	18 December 2012	Report of the Head of Finance and Resources	Mark Stanley, Acting Human Resources and Development Manager, 01527 881673
Worcestershire Homelessness Strategy	Executive Committee	18 December 2012	Report of the Deputy Chief Executive and Executive Director (Leisure, Environmental & Community Services)	Matthew Bough, Housing Policy Manager, 01527 64252 ext 3120
Council Tax Base 2013/14	Executive Committee	15 January 2013	Report of the Head of Finance and Resources	Sam Morgan, Financial Services Manager, 01527 64252 ext 3790

<b>Decision</b>	<b>Decision Taker including Details of Exempt Information (if any)</b>	<b>Date of Decision</b>	<b>Documents submitted to Decision Maker / Background Papers List</b>	<b>Contact for Comments</b>
Fees and Charges 2013/14	Executive Committee	15 January 2013	Report of the Head of Finance and Resources	Sam Morgan, Financial Services Manager, 01527 64252 ext 3790
Home Energy Conservation Act (HECA)	Executive Committee	15 January 2013	Report of the Head of Environmental Services	Ceridwen John, Climate Change Manager, 01527 64252 ext 3046
Highway Impact & Accessibility Modelling Report – Worcestershire County Council (Halcrow) May 2011	Executive Committee	Date to be identified	Report of the Head of Planning & Regeneration	Emma Baker, Acting Development Plans Manager, 01527 64252 ext 3376
Housing Allocations Policy – Review	Executive Committee	Date to be identified	Report of the Head of Housing	Liz Tompkin, Head of Housing 01527 64252 ext 3304





# Overview and Scrutiny

## Committee

No Direct Ward Relevance

6th November 2012

### WORK PROGRAMME

(Report of the Chief Executive)

Date of Meeting	Subject Matter	Officer(s) Responsible for report
<b>ALL MEETINGS</b>	<b>REGULAR ITEMS</b>	<b>(CHIEF EXECUTIVE)</b>
	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 Groups / Short, Sharp Review Groups - feedback Committee Work Programme	Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive
	<b>REGULAR ITEMS</b> 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

6th November 2012

	<p><b>REGULAR ITEMS</b></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>Updates on the work of the Worcestershire Health Overview and Scrutiny Committee</p> <p>Bi-Annual Recommendation Tracker Reports – Scrutiny Committee</p> <p>Bi-Annual Monitoring Report – Redditch Sustainable Community Strategy</p>	<p>Relevant Lead Head(s) of Service</p> <p>Chair of the Crime and Disorder Scrutiny Panel</p> <p>Redditch Borough Council representative on the Health Overview and Scrutiny Committee</p> <p>Relevant Lead Head(s) of Service</p> <p>Relevant Lead Head(s) of Service</p>
<b>OTHER ITEMS - DATE FIXED</b>		
<b>6th Nov 2012</b>	Increasing Rates of Recycling – Monitoring Update Report	Relevant Lead Head of Service
<b>6th Nov 2012</b>	Concessionary Rents – Pre-Decision Scrutiny and Short-Sharp Review Outcomes	Relevant Lead Head of Service / Councillors Brazier and Brunner
<b>6th Nov 2012</b>	Portfolio Holder Annual Report – Local Environment and Health	Councillor Debbie Taylor
<b>6th Nov 2012</b>	Portfolio Holder Annual Report – Written Report – Community Safety and Regulatory Services	Relevant Lead Heads of Service

# Overview and Scrutiny

Committee

6th November 2012

<b>6th Nov 2012</b>	Redditch Sustainable Community Strategy – Monitoring Update Report	Relevant Lead Heads of Service
<b>6th Nov 2012</b>	Sickness Policy Pre-Scrutiny Short, Sharp Review	Relevant Lead Head of Service / Councillors Fisher and Witherspoon
<b>6th Nov 2012</b>	Transformation Performance Update	Relevant Lead Head of Service
<b>6th Dec 2012</b>	West Midlands Regional Scrutiny Network Meeting	
<b>11th Dec 2012</b>	Update Report – Promoting Redditch Task and Finish Group	Relevant Lead Heads of Service
<b>11th Dec 2012</b>	Anti-Social Behaviour Task and Finish Group - Monitoring Update Report	Relevant Lead Heads of Service
<b>11th Dec 2012</b>	Portfolio Holder Annual Report – Community Safety and Regulatory Services	Councillor Blake
<b>11th Dec 2012</b>	Portfolio Holder Annual Report – Written Report – Leisure and Tourism	Relevant Lead Heads of Service
<b>11th Dec 2012</b>	Quarterly Budget Report – Quarter Two – July – September 2012	Relevant Lead Head of Service
<b>8th Jan 2013</b>	Fees and Charges 2013/14 – Pre-Scrutiny	Relevant Lead Heads of Service

# Overview and Scrutiny

Committee

6th November 2012

<b>8th Jan 2013</b>	Market Scrutiny Task Group – Final Report	Councillor Brazier
<b>8th Jan 2013</b>	Overview and Scrutiny Recommendation Tracker – Mid-Year Report	Relevant Lead Heads of Service
<b>8th Jan 2013</b>	Portfolio Holder Annual Report – Leisure and Tourism	Councillor Stephens
<b>8th Jan 2013</b>	Portfolio Holder Annual Report – Written Report – Housing	Relevant Lead Heads of Service
<b>5th Feb 2013</b>	Access for Disabled People Task Group – Monitoring Update Report	Relevant Lead Heads of Service
<b>5th Feb 2013</b>	Disabled Access Group – Update Report on Support	Relevant Lead Heads of Service
<b>5th Feb 2013</b>	Portfolio Holder Annual Report – Housing	Councillor Shurmer
<b>5th Feb 2013</b>	Portfolio Holder Annual Report – Written Report – Community Leadership and Partnership	Relevant Lead Heads of Service
<b>5th March 2013</b>	Arts and Culture Centre Task Group - Final Report	Councillor Hopkins
<b>5th March 2013</b>	Portfolio Holder Annual Report – Community Leadership and Partnership	Councillor Hartnett



# Overview and Scrutiny

Committee

6th November 2012

<b>5th March 2013</b>	Draft Overview and Scrutiny Annual Report	Councillor Brunner
<b>21st March 2013</b>	West Midlands Regional Scrutiny Network	
<b>2nd April 2013</b>	Youth Services Provision Task Group – Monitoring Update Report	Relevant Lead Head of Service
<b>May 2013</b>	Promoting Sporting Participation – Monitoring Update Report	Relevant Lead Head of Service
<b>OTHER ITEMS – DATE NOT FIXED</b>		
	Disabled Parking in the Former Covered Market Area – Outcomes of the Review	Relevant Lead Heads of Service
	Equalities and Diversity – Submission of a Scoping Document	Councillor Fry
	Housing Allocations Policy Review – Pre-Scrutiny	Relevant Lead Head of Service
	Landscaping Works in Private Car Parks – Outcomes of the Review	Relevant Lead Heads of Service
	RNIB React system – Outcomes of the Review	Relevant Lead Heads of Service

# Overview and Scrutiny

Committee

6th November 2012

	Regeneration in the Town - Submission of a Scoping Document	Councillor Bush
	Shopmobility Ramp Cover – Outcomes of the Review	Relevant Lead Head of Service
	Tree Maintenance – Submission of a Scoping Document	Councillor Fisher