



Overview and Scrutiny Committee

Tuesday, 1st April, 2014
7.00 pm

Committee Room Two
Town Hall
Redditch



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Welcome to today's meeting.

Guidance for the Public

Agenda Papers

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

Chair

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

Running Order

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

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

Decisions

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

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The emergency Assembly Area is on Walter Stranz Square.



Overview and Scrutiny

Committee

Tuesday, 1st April, 2014

7.00 pm

Committee Room 2 Town Hall

Agenda

Membership:

Cllrs: David Bush (Chair) Carole Gandy
 Gay Hopkins (Vice- Alan Mason
 Chair) Yvonne Smith
 Andrew Brazier Pat Witherspoon
 Simon Chalk
 Andrew Fry

<p>1. Apologies and named substitutes</p>	<p>To receive apologies for absence and details of any Councillor (or co-optee substitute) nominated to attend this meeting in place of a member of this Committee.</p>
<p>2. Declarations of interest and of Party Whip</p>	<p>To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests, and any Party Whip.</p>
<p>3. Minutes (Pages 1 - 12)</p>	<p>To confirm the minutes of the most recent meeting of the Overview and Scrutiny Committee as a correct record.</p> <p>(Minutes attached)</p> <p>(No Specific Ward Relevance)</p>
<p>4. Members' IT - Presentation</p> <p>Deb Poole, Head of Business Transformation and Organisational Development</p>	<p>To receive a presentation concerning the IT support available to Members.</p> <p>(Presentation to follow)</p> <p>(No Specific Ward Relevance)</p>
<p>5. Football Task Group - Interim Report</p> <p>Councillor David Bush</p>	<p>To consider an interim report from the Football Task Group.</p> <p>(Report to follow)</p> <p>All Wards</p>
<p>6. Landscaping Task Group - Final Report</p> <p>(Pages 13 - 62)</p> <p>Councillor Gay Hopkins</p>	<p>To consider the final report of the Landscaping Task Group.</p> <p>(Report attached and presentation to follow)</p> <p>All Wards</p>

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<p>7. Task Group Reviews - Draft Scoping Documents (Pages 63 - 70)</p>	<p>To consider whether to participate in a Joint Scrutiny Task Group review of Integrated Waste Services.</p> <p>(Members are asked to note that this exercise will be hosted by Worcestershire County Council)</p> <p>(Topic proposal form attached)</p> <p>(No Specific Ward Relevance)</p>
<p>8. Overview and Scrutiny Quarterly Recommendation Tracker (Pages 71 - 102)</p>	<p>To consider an update outlining the action that has been taken during the final quarter of the municipal year to implement recommendations made by the Overview and Scrutiny Committee.</p> <p>(Report attached)</p> <p>(No Specific Ward Relevance)</p>
<p>9. Executive Committee Minutes and Scrutiny of the Executive Committee's Work Programme (Pages 103 - 116)</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 Committee's Work Programme are suitable for scrutiny.</p> <p>(Minutes and Executive Committee Work Programme attached).</p> <p>(No Specific Ward Relevance)</p>
<p>10. Overview and Scrutiny Work Programme (Pages 117 - 120)</p>	<p>To consider the Committee's current Work Programme, and potential items for addition to the list arising from:</p> <ul style="list-style-type: none">• The Forward Plan / Committee agendas• External publications• Other sources. <p>(Report attached)</p> <p>(No Specific Ward Relevance)</p>

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11. Task Groups - Progress Reports

Councillor Carole Gandy,
Councillor Alan Mason,
Councillor Pat Witherspoon

To consider progress to date on the current reviews against the terms set by the Overview and Scrutiny Committee.

The current reviews in progress are:

- a) Abbey Stadium Task Group – Chair, Councillor Gandy;
- b) Joint WRS Scrutiny Review – lead Member, Councillor Mason; and
- c) Voluntary Sector Task Group – Chair, Councillor Witherspoon.

(Oral reports)

(Abbey Ward)

12. Health Overview and Scrutiny Committee

Councillor Pat Witherspoon

To receive a verbal update on the recent work of the Worcestershire Health Overview and Scrutiny Committee.

(Verbal report)

(No Specific Ward Relevance)

13. 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, 4th March, 2014

MINUTES

Present:

Councillor David Bush (Chair), Councillor Gay Hopkins (Vice-Chair) and Councillors Andrew Brazier, Roger Bennett (substituting for Councillor Simon Chalk), Andrew Fry, Carole Gandy, Alan Mason, Yvonne Smith and Pat Witherspoon

Officers:

R Griffin, S Hanley, P McLaughlin and J Pickering

Democratic Services Officers:

J Bayley and A Scarce

107. APOLOGIES AND NAMED SUBSTITUTES

An apology for absence was received from Councillor Simon Chalk. Councillor Roger Bennett attended the meeting as his substitute.

108. DECLARATIONS OF INTEREST AND OF PARTY WHIP

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

The Executive Director, Finance and Corporate Resources declared an other disclosable interest in respect of Item 9, Task Group Progress Reports (b) Football Task Group. She left the room during the delivery of this update and took no part in the discussions about this item.

109. MINUTES

RESOLVED that

the minutes of the meeting of the Overview and Scrutiny Committee held on 4th February 2014 be confirmed as a correct record and signed by the Chair.

.....
Chair

Overview and Scrutiny Committee

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110. DIAL A RIDE - MONITORING UPDATE REPORT

Officers presented the report on Dial A Ride Extended Service Monitoring and reminded Members that provision of the Dial A Ride vehicles out of standard operating hours for the service had followed a recommendation from the Youth Services Provision Task Group in 2012. In particular, Members had felt that use of the vehicles out of standard operating hours would provide a useful means of transport for young people. The following points were raised:

- The service had been dependent upon the good will of the drivers working outside of their contracted hours.
- Seven trips had been carried out over a 12 month period. This had included use by Leisure Services, the Redditch Older Peoples Forum and Environmental Services.
- Dial A Ride had obtained approximately £2,000 from the service.

Officers confirmed that the service was provided outside of the normal Dial A Ride operating hours which were Monday to Friday. In the future Officers hoped to be able to attract youth organisations and encourage them to use the service. Members discussed the following areas in more detail:

- The use of the service for sheltered housing schemes and in particular Mendip House.
- Promotion of the scheme to other organisations for example Scouts Groups.
- How the financial costs of a trip were calculated. Officers confirmed that this calculation was made in accordance with the drivers' hourly rate, fuel costs, a sum for wear and tear on the vehicle and a small fee to cover administration costs.
- The vehicles available were a 6 x 9 seater and 1 x 14 seater all of which provided disabled access.

RESOLVED that

the Dial A Ride Extended Service Monitoring Report be noted.

111. THREADNEEDLE HOUSE - INFORMATION REPORT

The Committee received a presentation in respect of the sales arrangements for Threadneedle House following a request from the Committee at its previous meeting. Officers provided background information and informed Members that there was a void rate

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across Redditch of commercial office space estimated at between 25-30%.

The following areas were highlighted within the presentation and discussed by Members:

- Confirmation that Barclays bank had first discussed surrendering its lease in 2012 and the loss of income following the surrender.
- The financial benefits to receiving revenue included within the Medium Term Financial Plan.
- The assumption which had been made in respect of staff moving from Bromsgrove District Council into the vacant property and the income that could be generated from it.
- The impact of the empty unit and the refurbishment costs and the negotiated dilapidations sum received.
- Members questioned the valuation of the building and in particular the reduction in value when considered as an empty building and the calculation of the current value.
- The impact on business rates in respect of short term lets to charitable organisations.
- The area of the unit let to the Post Office and the continued rental received from this together with the number of years remaining on the lease and any formal discussions with them in respect of the possible sale of the unit.
- Members expressed concerns as to whether a developer would be happy for the Post Office to be retained in its current position. Members were keen to ensure that it remained in that position.
- A comparison in the rate of rental units per square foot in various parts of the Borough.
- The reduction in demand for large unit spaces and the length of leases available.
- The reference within the Local Plan in respect of the need for office space within the Borough.
- Tentative interest shown from organisations such as the NHS and the Police Authority.
- How the units were currently being marketed.
- The shortfall of housing within the Borough and the possible conversion to residential use (it was suggested that the ground floor should be retail with residential above) and any interest from developers.
- The impact of residential use on the surrounding area and car parking issues which may arise from such a development.
- It was confirmed that the market area would not initially be included within any negotiations.

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Members were informed that Threadneedle House would be marketed nationally as it was felt that a national group would have more appropriate contacts and cover a wider scope of potential developers. Local commercial agents tended to deal with much smaller units. Quotes had already been received and discussions had taken place in respect of guidelines and strategies in respect of potential bidders. Members were also provided with details of the potential fees charged for the sale of the building. There would be a guide price and an auction would be considered as an option. A final decision would be made following consideration of all the available professional advice. It was confirmed by Officers that actively marketing Threadneedle House had not as yet been progressed, pending the outcome of the discussions by the Committee at the meeting.

The Committee discussed the limited control which the Council had within the town centre and the potential impact on the surrounding area and the Palace Theatre in particular should Threadneedle House be sold and redeveloped for residential use. It was hoped that the development would bring a mix of both residential apartments together with retail units which would encourage a thriving café community and increase the footfall within the town centre. Planners had indicated that they would only allow retail units to be developed on the ground floor.

Members also discussed the following areas in more detail:

- Any involvement of the Redditch Town Centre Partnership to encourage community interest groups use of the building and to support works to make improvements to the building.
- The three small businesses which had been set up in the market area and problems it was understood they had encountered due to location.
- The use of rental income to offset borrowing and the loss of that rental income if the building was to be sold.
- The cost to the Council if the building was refurbished and/or breaking it up into individual units.
- The potential for joint venture working and whether this had been explored.
- The development of the market area and whether if this development work was carried out it could have a positive impact on the sale in the long term.
- The inclusion of the voluntary sector and how they preferred to be independent rather than sharing the use of a building.

Following further discussion it was

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RECOMMENDED that

- 1) **Property Services explore all options for use of Threadneedle House including sale, rent and joint venture; and**
- 2) **there should be very active marketing of Threadneedle House for let either as a whole building or in units.**

(During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to exclude the press and public prior to any debate on the grounds that information relating to the financial or business affairs of any particular person (including the authority holding that information. However, there is nothing exempt in this record of the proceedings.)

112. DRAFT OVERVIEW AND SCRUTINY ANNUAL REPORT 2013/14

Officers informed the Committee that the draft Overview and Scrutiny Annual Report contained details of the work of the Committee and the Task Groups carried out during the past 12 months and that it would be presented to Council at the meeting to be held on 31st March 2014 by the Chair of the Committee. It should be noted that there were additional photographs to be included prior to this presentation. The report recognised that a number of the Task Groups were continuing. It was noted that the photograph of Councillor Fry was slightly distorted and required adjustment.

The Chair thanked both Members of the Committee and Officers for their continued support with special recognition being given to Jess Bayley, Democratic Services Officer.

RESOLVED that

subject to the changes detailed above, the Overview and Scrutiny Annual Report be submitted for the consideration of Council on 31st March 2014.

113. EXECUTIVE COMMITTEE MINUTES AND SCRUTINY OF THE EXECUTIVE COMMITTEE'S WORK PROGRAMME

The Committee received the minutes of the Executive Committee meetings held on 11th and 24th February 2014 together with the most recent edition of the Executive Work Programme.

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RESOLVED that

the minutes of the Executive Committee held on 11th and 24th February 2014 and the latest edition of the Executive Committee Work Programme be noted.

114. OVERVIEW AND SCRUTINY WORK PROGRAMME

Councillor Gandy requested to bring forward an item on the subject of Members' IT. She informed Members that following a recent Task Group meeting it was apparent that a number of Members were experiencing similar problems and that in many cases these had not been report or Members had made alternative arrangements and therefore the IT Team were not aware of any issues.

Councillor Gandy did not believe that a Task Group was required to investigate this matter further, but that a presentation from the Head of Service together with a representative from the IT Team would be helpful. This would also be an opportunity for the IT Team to bring Members up to date with the forthcoming changes in respect of the PSN Secure Network implementation and the move towards the use of Ipads.

Particular areas of concern raised by Members were:

- Any relevant training and support that would be provided in respect of Ipads.
- The role out of Ipads.
- Appropriate IT for new Members.
- The process of reporting problems to the IT Helpdesk.

Those Members who already had the use of an Ipad commented on how useful they were and the improvements they had found when compared to previous equipment with which they had been issued. Councillor Bennett informed the Committee that he was a member of the Member Development Steering Group and at its last meeting the use of Ipads and the PSN Secure Network, which was an initiative from Central Government, had been discussed.

Following further discussion it was agreed that Officers would contact all Members for information about their IT needs and experiences and compile a list of issues that were raised prior to the meeting in order to give the IT Team an opportunity to prepare responses and focus their presentation.

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RESOLVED that

- 1) the Committee receive a presentation from the Head of Business Transformation and a representative from the IT team as detailed in the preamble above at the meeting to be held on 1st April 2014;
- 2) Officers to canvass all Members and compile a list of problems which have been raised; and
- 3) the Work Programme be noted subject to the inclusion of the above.

115. TASK GROUPS - PROGRESS REPORTS

The following updates in respect of current Task Group reviews were provided:

- a) Abbey Stadium Task Group – Chair, Councillor Carole Gandy

Councillor Gandy informed Members that the group had visited Stratford Leisure Centre which had been an interesting and useful visit and a good comparison to the visit they had made to Evesham Leisure Centre. The group had also interviewed Councillor Mould as Portfolio for Leisure and Tourism and discussed with him the plans for the Abbey Stadium and the forthcoming business case.

At a subsequent meeting Officers from Human Resources had been interviewed in respect of employment opportunities at the venue. The group had also interviewed an apprentice working within the Democratic and Legal Services team to get an inside view of the support she was receiving and why she had chosen to take up an apprenticeship.

- b) Football Provision within the Borough Task Group – Chair, Councillor David Bush

Councillor Bush raised concerns in respect of comments which had been made at the full Council meeting on 24th February 2014 by some Councillors. Councillor Bush's understanding of these comments in respect of Redditch United Football Club (RUFC) was that a decision had been made and that the work of the Task Group was unnecessary.

Members discussed how the Task Group's terms of reference covered football provision and its availability throughout the Borough and that consideration of RUFC was simply an element of the work being carried out. Officers confirmed that

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a decision had been made at a meeting of the Executive Committee in November 2013, but that due process was being followed and any recommendations from the Task Group would be considered within that process. However, Officers currently had no mandate to take any further action.

Councillor Fry informed Members that no decision, other than that made by the Executive Committee in November 2013, had been made and that the Council was awaiting the outcome of the Task Group. Councillor Bush expressed concerns that two Portfolio Holders had made public statements, which he believed were to the detriment of the work of the Task Group. It was confirmed that this matter would be discussed further at the next meeting.

Councillor Bush informed Members that from the meetings that had already been held the work of the Task Group had been very productive. Members had interviewed relevant Officers from leisure services, including senior Officers. Concerns had been raised in respect of football access throughout the Borough and Members had gained an understanding of issues in respect of pitch size and the requirements of both the Football Association (FA) and Football League. The Task Group had also received a presentation from RUFC which had highlighted a major issue in respect of insufficient playing facilities and playing less time on the pitches. The Design Team appointed by RUFC had also been in attendance and had highlighted that they were unable to share the concerns raised in respect of the roundabout for the proposed new site, which would be taken forward.

Planning Officers were due to attend the following meeting and the FA had also been invited to attend. There had been some difficulty in arranging meetings and it was anticipated that the investigation would take four months rather than the original estimated three months. The issue of flooding from the River Arrow at the proposed new site was discussed and Councillor Bush confirmed that this would be taken up with Officers at the following meeting. Councillor Fry commented that he was enjoying the review and had learnt a lot particularly from RUFC and their architects' presentation, although he noted that their position and that of the Executive Committee were quite some way apart.

Councillor Gandy explained that the comments from the coaching staff at RUFC in respect of their work with young

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people would have been useful for all Members and highlighted the work undertaken outside of the main team and within the community, which people might not have been aware of.

c) Joint Worcestershire Regulatory Services Scrutiny Task Group – Redditch Member, Councillor Alan Mason

Councillor Mason had been unable to attend the last meeting of the Task Group, however a written update had been provided within the agenda.

Officers informed Members that at the previous meeting of the group Members had interviewed a representative of the host authority's Legal Team together with the Chair of the Management Board. The main topic of discussion had been the governance arrangements for Worcestershire Regulatory Services.

The following meeting of the group would take place on 19th March during which Members would reflect on the progress they had made to date. The review had reached a stage where Members were beginning to discuss possible recommendations and remained on track to be completed in time to report to the Overview and Scrutiny Committee's June 2014 meeting.

d) Landscaping Task Group – Chair, Councillor Gay Hopkins

Councillor Hopkins informed Members that the group had formulated some draft recommendations and the draft report was in the process of being written. A final meeting had been arranged where this would be discussed prior to presentation to the Committee at its meeting on 1st April and then the Executive Committee on 8th April 2014.

e) Voluntary Sector Task Group – Chair, Councillor Pat Witherspoon

Councillor Witherspoon informed Members that Members were due to hold a meeting later that week to interview a representative of the Bromsgrove and Redditch Network (BARN), an infrastructure organisation which worked with most Voluntary and Community Sector organisations in the Borough. Meetings were also planned for 14th and 19th March which included a visit to the Sandycroft Wellbeing Centre as a comparison to see what work was being carried

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out at the other side of the Borough. The investigation would be completed in time for the final draft report to be presented to the Committee's July 2014 meeting.

(During consideration of this item the Executive Director for Finance and Corporate Resources declared an other disclosable interest in the update on the Football Task Group. She left the room and was not present during the delivery of this update).

RESOLVED that

the update reports be noted.

116. HEALTH OVERVIEW AND SCRUTINY COMMITTEE

Councillor Witherspoon informed Members that the main topic at the last meeting of the Worcestershire Health Overview and Scrutiny Committee (HOSC) had been in respect of the plans for urgent care. Members present had been made aware that this would be going out to consultation with three events being held in Redditch and three in Bromsgrove. Members of the HOSC had not been happy with the document provided; it contained lots of acronyms, which many people had found difficult to understand, and there had been several complaints about the general language used within the document. The HOSC had asked that the document be reviewed after taking on board the comments received from Members.

The GP Ambulance service had also been discussed and concerns continued to be raised and which needed to be taken up by the Clinical Commissioning Groups (CCGs). There had also been a further incident on the Bromsgrove Highway bridge and concerns had been raised again in respect of this. It was understood that the notices mentioned at a previous meeting had in fact been installed at the instigation of the local Community Safety Team, but there remained concern that this was not sufficient action. The Chair of HOSC had written to the Health and Wellbeing Board asking for this issue to be given further consideration. There had also been a similar incident in a different area and the cost of such incidents had been raised.

There had been limited discussion about the future of the Alexandra Hospital although this would be going out to further consultation shortly.

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117. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that

Under S.100 I of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matter on the grounds that it involves the likely disclosure of exempt information as defined in the relevant paragraph 3 of Part 1 of Schedule 12(A) of the said Act, as amended, in respect of Threadneedle House – Information Report (as detailed in Minute 111 above).

The Meeting commenced at 7.00 pm
and closed at 9.12 pm



Overview
& Scrutiny

Landscaping Task Group

2013/14

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Membership of the Task Group

Councillors Hopkins (Chair), Baker, Braley, M. Chalk and Smith.

Support Officer

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Completed

April 2014

Contact

Further copies of this report are available on request from:

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Email: scrutiny@redditchbc.gov.uk

FOREWORD

The reason we, as a group, decided to scrutinise landscaping was because Redditch is a very green Borough with a great number of trees, a lot of open spaces and abundant areas with grass and hedges. In short, a beautiful place to live. We, as Councillors, probably get more queries about this subject than any other. I realised what a huge job it is to keep Redditch “well groomed” and attractive and was keen to see how this was achieved by our operatives and the mindset behind their work. We wanted to be able to inform other Councillors and the public how landscaping operatives delivered their service and what their remit was.

Our Task Group review was very timely as the whole process was undergoing transformation and at present we have the “new approach” and the traditional service both ongoing and starting to merge together. A new holistic idea was being delivered in Winyates called “place” which we found very exciting.

The subject we tried to cover was immense and we underwent field trips to see the operatives at work. We interviewed the place team and managers. We looked at the way data is logged and used by Environmental Services and even looked at what approaches could be adopted to create revenue for landscaping.

I should like to thank Jess Bayley for her invaluable help, advice and hard work. Guy Revans, Emma Aldrick, Carl Walker, Chris Franklin, Sue Horrobin, Dave Kesterton and Neil Partridge were very open and honest with us, answering our questions totally and providing all the information we needed.

All the Task Group, myself, Councillor Mike Braley, Councillor Mike Chalk, Councillor Joe Baker and Councillor Yvonne Smith, were very keen, interested and worked hard to come to our recommendations. We have put forward seven recommendations which we hope will be adopted and prove useful.



Councillor Gay Hopkins
Chair of the Landscaping Task Group

SUMMARY OF RECOMMENDATIONS**Chapter 1: Communications with elected Members****Recommendation 1**

New Members should be invited to visit teams responsible for tree maintenance, landscaping and cleansing services as part of the Member Induction process to provide them with an opportunity to learn about the work of these teams.

- a) A short briefing outlining the work of the place intervention, tree intervention and landscaping teams should be provided prior to a Council meeting early in the municipal year to provide those Members who are unable to participate in the member induction visit with an opportunity to learn about the work of these teams.**

Financial Implications: There are no direct financial implications arising from this recommendation except in terms of the Officer time required to organise and facilitate the visit.

Legal implications: There are no legal implications for the Council.

Recommendation 2

A contact list of key senior and operational Officers, containing the telephone and email details together with basic information about the Officers' responsibilities, should be provided for the consideration of Members.

Financial Implications: There are no direct financial implications arising from this recommendation except in relation to the Officer time required to clarify the contact details and the key areas of responsibility for the Officers recorded on the list.

Legal implications: There are no legal implications for the Council.

Recommendation 3

Members should be provided with updates on progress made addressing landscaping issues that they have referred to Officers at the request of residents including at the point of resolution.

Financial Implications: As landscaping and cleansing operatives are already encouraged to update both residents and Councillors who report landscaping issues to the Council there are no direct financial implications arising from this recommendation.

Legal implications: There are no legal implications for the Council.

Chapter 2: Members influencing the delivery of landscaping services in their wards

Recommendation 4

Data relating to landscaping cases reported for each area be provided for Members' consideration on an annual basis. Every Member should receive data for the areas they cover.

Financial Implications: There are no direct financial implications arising from this report except with respect to the time required from Officers to produce this data. The information is stored on the Environmental Services 'M3' system, an electronic database. Officers have provided this data for the areas within the five wards covered by Members of the group and Members were assured that it did not take much time to provide this data. Members do not feel it would be an onerous task to provide this data for every Councillor, covering the twelve wards within the Borough, if it was only required on an annual basis.

Legal implications: There are no legal implications for the Council.

Recommendation 5

One of the Environmental Services teams' performance measures should be to monitor the number of landscape cases that take longer than six months to resolve. The information obtained through this monitoring process should be reported in the strategic measures for the consideration of Senior Officers and elected Members.

Financial Implications: There are no direct financial implications arising from this recommendation except in relation to the Officer time required to obtain and monitor the information.

Legal implications: There are no legal implications for the Council.

Chapter 3: Revenue Opportunities**Recommendation 6**

Officers should undertake a feasibility study, risk assessment and cost benefit analysis to assess the potential for the Council to bulk plant trees in Council open spaces and other appropriate locations. This feasibility study should take into account the following matters:

- a) **The legal implications, if any, of this action.**
- b) **The financial costs involved in planting and maintaining these plants.**
- c) **The availability of grants from the government and other sources to help pay for bulk planting in the Borough.**
- d) **Demand within the market.**
- e) **Where bulk planting would take place in the Borough.**
- f) **The size of the plots available for bulk planting.**
- g) **The implications for the Council's Planning Department in relation to the Local Plan.**
- h) **The potential revenue that could be accrued by the Council.**

Financial Implications: At this stage the group is simply proposing that Officers investigate this idea further through completing a feasibility study. There are no financial implications arising from this proposal, except with regard to the Officer time that would be required to conduct this study.

The group is keen to ensure that this option is investigated further as Members believe that bulk planting could potentially yield revenue for the Council in the future.

Legal Implications: Legally local authorities are not permitted to make a profit or to compete with the private sector. These legal requirements would need to be taken into account as part of any feasibility study. The Council would also need to ensure that if bulk planting does take place at a future date any revenue accrued from this action would be reinvested in service delivery.

Recommendation 7

Officers should investigate how to dispose of logs in a way that would maximise income for the Council. Part of this investigation should involve a risk assessment. Any revenue from these sales should be reinvested in landscaping services.

Financial Implications: At this stage the group is simply proposing that Officers investigate this idea further through completing a feasibility study. There are no financial implications arising from this proposal, except with regard to the Officer time that would be required to conduct this study.

The group is keen to ensure that this option is investigated further as they feel that the Council could derive more revenue from log sales. Officers have confirmed that there may be opportunities available to enable the Council to increase revenue in this area.

Legal implications: Legally local authorities are not permitted to make a profit or to compete with the private sector. These legal requirements would need to be taken into account as part of any feasibility study. The Council would also need to ensure that if bulk planting does take place at a future date any revenue accrued from this action would be reinvested in service delivery.

INTRODUCTION/BACKGROUND INFORMATION

The subject of landscaping was initially raised as a topic that would potentially be suitable for further scrutiny during an Overview and Scrutiny Work Programme Planning Event in June 2013. During this event a number of elected Members identified landscaping issues as a subject that was frequently raised by residents for their consideration. Due to the interest of the local community in the subject the Overview and Scrutiny Committee concluded that it would be appropriate to launch a review of landscaping services in the Borough.

The group was commissioned to address two key objectives:

- To identify actions that could be taken to enable Environmental Services Officers to more effectively communicate with elected Members about their work.
- To get involved with and influence delivery of the Environmental Services interventions in their wards.

Members were also required to obtain further information about the Council's current approach to delivering landscaping services within the Borough and to clarify the powers of local government in relation to tree roots impacting on pavements and landscaping issues involving private properties.

The review took place at a time of significant change within Environmental Services at the Council. The ultimate objective of these changes was to enable Officers to adapt services in order to meet the Council's Strategic Purposes, a set of principles designed to focus service delivery on the needs of the customer rather than on simply implementing services in line with established practice. The key strategic purpose influencing changes to Environmental Services was the aim to 'Keep Our Place Safe and Looking Good'.

In this context the group found that their review coincided with a transitional phase in service delivery. They encountered three approaches to delivering landscaping services, including two methods which were being delivered as part of extended trials:

1) The Trees Intervention

A new approach to managing and maintaining trees across the Borough was launched in early 2013. The aim of this intervention was to reduce the amount of time spent on actions which did not lead to any discernible positive outcomes for the customer. Officers chose to focus on trees during this trial rather than hedges or grass cutting because of the high volume of trees in the Borough and the significant amount of enquiries received from residents about trees on an annual basis.

Prior to the introduction of the trees intervention the process for managing trees within the Borough had been more time consuming and resource

intensive. In the first instance an inspector had responded to an enquiry received from a customer and had assessed the need for action. Tree surgeons had then visited the tree and had been required to undertake maintenance works in line with written instructions provided by the inspector. Any additional landscaping issues observed by the surgeons could not be addressed at that stage but needed to be reported back to senior Officers and further inspections would then take place. Feedback to the customers, when available, would also be provided by senior Officers rather than the tree surgeons.

During the trial intervention the tree surgeons have been empowered to respond to customer enquiries directly. Where necessary the tree surgeons can still interact with senior Officers to obtain advice about more complicated cases using portable electronic devices. However, the surgeons have been provided with greater discretion to assess each case and to determine what action, if any, needs to be taken to address the resident's concerns. The tree surgeons can also resolve any other problems involving a tree or trees in that area which they might observe whilst on site, without having to refer back to an inspector.

The tree surgeons are also required to interact directly with the customer about each tree case. Wherever possible this should include face to face consultations about the work that can be undertaken to address a problem. Tree surgeons are also encouraged to explain the reasons why it may not be possible to undertake the work requested by a customer.

The group was advised at the start of the review that during the trial a backlog had developed in the number of tree cases that needed to be resolved within the Borough. The causes of these delays were numerous and included:

- Staff vacancies arising during the period which reduced the resources available to the Council.
- The significant level of demand during the growing season in the spring and summer months.
- The tree surgeons taking on cases that previously might not have been addressed by the Council in order to meet the needs of the Customer (for example cases involving overgrown trees that were impacting on TV reception in local properties).
- The legal requirement not to undertake work on trees where birds are observed to be roosting during the nesting season.

By the end of the review Members were advised that this backlog had reduced significantly. The group is confident that as time progresses the lessons learned during the trees intervention will lead to a further reduction in this backlog.

The group met with a number of tree surgeons during a field trip to Woodrow in October 2013. The tree surgeons were very enthusiastic about the work

they were doing. In particular, unsolicited positive feedback received from customers, both face to face and in writing, has had a beneficial impact on the tree surgeons' job satisfaction.



The trees intervention team has to work on a range of cases. This includes resolving emergency cases such as this tree which fell on a property located on Bromfield Road in December 2013.

2) The Place Intervention

The place intervention was launched in July 2013. The purpose of this intervention was to trial a different approach to delivering Environmental Services in a specific location. Winyates was selected as the initial location for this intervention partly because Winyates was the focus for the Borough's Area of Highest Need project and also because Environmental Services operatives could learn from the Council's Housing Locality team which had a base in Winyates and had already trialed a different approach to delivering housing services in a specific location.

The group discovered during the review that the title 'place' encapsulated the focus of the team on improving the total environment in a given area. As part of the place trial operatives who had previously been employed to deliver distinct services, such as landscaping and cleansing services, have been required to work together in a unified Environmental Services team. Staff are

encouraged to learn from each other and to develop new skills so that in future they will become multi-functional operatives delivering an holistic service.

During the review Members learned that, as with the trees intervention, operatives involved in the place intervention have been provided with discretion to respond to customers' enquiries directly, rather than required to follow written instructions from an inspector. Staff work in zones within the locality where they are expected to take action in response to issues raised by residents as well as to identify other landscaping problems which may impact on the local community but which might not have been reported to the Council. In this context operatives involved in the place team should become increasingly familiar with the particular needs of their community and any landscaping issues which might recur in future years.

The Task Group visited the place team on two occasions; in November 2013 and January 2014. During these visits the group was advised about a number of actions that the operatives were taking which they felt were making a positive contribution to the local environment. This included:

- Operatives co-ordinating work so that landscaping and cleansing tasks took place at the same time thereby minimising disruption to the customer.
- Clearing drains and replacing drain covers.
- Emptying waste collection bins as and when required rather than in line with an established routine.
- Adopting a flexible approach to encourage residents to remove items disposed of through fly tipping in a more appropriate manner.
- Clearing Council house gardens prior to a tenant moving into the premises to enable the resident to have a manageable environment from the start of their tenancy.
- Interacting on a regular basis with local residents and businesses on a face to face basis thereby helping to develop good community relationships.
- Regular interaction with customers to ensure that they understood what action was being taken in response to their enquiries and received an explanation for any delays if these occurred.
- Removing shrubs and hedges impacting on the light in properties within the centre, thereby enabling residents to reduce electricity bills.
- Maintaining shrubs and plants beside footpaths to improve sightlines and feelings of safety within the community.
- Replacing bins in Winyates centre with new bins that have ashtrays attached to them.
- Removing or cleaning old and redundant signs.
- Clearing moss and grass from pathways to improve the appearance and safety of these paths for residents.

- Offering to provide assistance to residents and / or businesses in cases where, though the issue might not have been reported, the operatives had observed that these matters might have a negative impact on the local community.

Members have been advised that the Council is in the first phase of delivering the place intervention trial. During this first phase Officers are intending to clarify the varying requirements of Environmental Services in different geographical and topographical locations and to resolve long-standing and large scale problems within the environment so that they reach a standard where in future landscaping and cleansing services can be maintained at a manageable level.

The second phase of the intervention trial is not due to start until these initial lessons have been learned. During this second phase senior Officers will determine the size of geographical areas that operatives will be required to cover when delivering an holistic Environmental Service and the number of multi-skilled operatives required to work in each of these locations.

During the review Members concluded that the place approach to service delivery was positive for both staff, the wider community and the Council. In particular the opportunities provided for employees to learn new skills and to gain different experiences is considered likely to help motivate staff. In addition, Members recognise that the focus on the needs of the environment in a local area and on addressing problems observed by operatives familiar with that environment has the potential to benefit the community.



The place team undertook landscaping works in Sutton Close, Winyates, in October 2013 to improve the appearance of the local environment. These works may have also helped to reassure residents using the footpath in the background of this picture because as a consequence pedestrians now have a clear view of the surrounding area.

At the end of their review Members were advised that the place intervention was being expanded to take place outside Winyates. The first stage of this expansion has already started in Matchborough, though the place intervention approach to service delivery is also due to take place in Wythall in Bromsgrove district to enable Officers to identify service requirements in rural locations. In the long-term Officers have advised the group that they are intending to extend the place approach to service delivery across the whole of the Borough.

3) 'Traditional' Landscaping Services

A significant proportion of landscaping operatives employed by the Council continue to deliver their services in a more traditional manner. In line with this approach operatives continue to receive written instructions from inspectors about the landscaping work that needs to be undertaken. Tasks are not necessarily co-ordinated with the cleansing team, which remains separate. The landscaping operatives in this team operate throughout the Borough, though not within the locations covered by the place intervention team.

A number of modifications have, however, been made to the working practices of the traditional landscaping team within the last 18 months. This has included groups of landscaping operatives working in particular locations on specific dates to undertake extensive landscaping works. These projects should enable operatives to resolve landscaping problems and to ensure that in future minimal maintenance works are required at these locations.



The traditional Landscaping Team delivers a variety of services. For example, in 2013 landscaping operatives cleared this pathway in Woodrow to improve residents' access to residential buildings.

The traditional landscaping team, working with the trees intervention and place intervention teams where appropriate, has also increasingly been working in partnership with Worcestershire County Council. In particular Landscaping Officers and Highways Officers have co-operated over road closures on the main highways within the Borough and have undertaken works at the same time. As a consequence of this co-operation it has been possible for Officers to minimise the level of disruption experienced by local residents and businesses. At the same time the financial costs for the Council has reduced from £15,000 to £8,000 per road closure.

The Task Group were impressed by the work of all of the teams and the dedication of all staff. Members did recognise that the interventions will lead to improvements to service delivery as well as provide opportunities in the long-term for all operatives to learn new skills and to gain new experiences. However, they did identify a small number of additional actions that could be taken, as detailed in their recommendations, which are designed to help facilitate further improvements.

CHAPTER 1: COMMUNICATIONS WITH ELECTED MEMBERS

The Overview and Scrutiny Committee originally launched this review because Members reported that they consistently received enquiries from residents about landscaping services and it was felt that there was a need for Members to clarify how these services were delivered. The following three recommendations detail some of the actions that the group believes could be taken to improve the ways in which Environmental Services Officers communicate with as well as provide information about their services to elected Members.

<p>Recommendation 1</p>	<p>New Members should be invited to visit teams responsible for tree maintenance, landscaping and cleansing services as part of the Member Induction process to provide them with an opportunity to learn about the work of these teams.</p> <p>a) A short briefing outlining the work of the place intervention, tree intervention and landscaping teams should be provided prior to a Council meeting early in the municipal year to provide those Members who are unable to participate in the member induction visit with an opportunity to learn about the work of these teams.</p>
<p>Financial Implications</p>	<p>There are no direct financial implications arising from this recommendation except in terms of the Officer time required to organise and facilitate the visit.</p>
<p>Legal Implications</p>	<p>There are no legal implications for the Council.</p>

During the review the group obtained a lot of information about the changing approach within the Council to delivering all Environmental Services. This information was obtained from a variety of sources, including formal interviews, written evidence and practical visits to observe staff working in the tree and place interventions.

The group concluded that the field trips in particular were a useful source of information for elected Members. These visits provided Members with an opportunity to observe staff in action and were considered to be more demonstrative of working practices than written reports and presentations. These visits also provided Members with an opportunity to further clarify the role of the trees intervention and place intervention teams and the benefits of the changes that they were pioneering both for the customer and for staff.

At the forthcoming elections in May 2014 there is the possibility that a number of new Members will be elected to serve on the Council. These new Members will not necessarily have the same background information about Council services that is available to more experienced elected Members. In a context where services are being transformed the group believes that new Members would particularly benefit from having an opportunity to participate in fieldtrips to observe staff in the trees and place interventions. This will ensure that new Members are able both to learn about service delivery through practical observation and to meet with useful contacts at the Council.

Concerns have been expressed by Officers about whether this proposal will represent value for money. This is because Officers would need to commit time to organising this type of field trip and the participation of sufficient number of Members would need to be secured to justify the expenditure on this process. The group is keen to address these concerns. For this reason Members are suggesting that it may be appropriate for the opportunity to visit the trees intervention and place intervention teams to be offered on a trial basis in 2014/15. Based on feedback received from new Members regarding the value of this experience and an analysis of the number of eligible Members who have participated a decision could be taken by the Member Development Steering Group as to whether to continue to offer this opportunity to new Members as part of the Member induction process in future years.

The group recognises that some new Members, particularly those with work commitments, may struggle to participate in a visit that would need to take place during daylight hours. In these circumstances the group concluded that it would be useful for this information to also be made available through alternative means. Members believe that a short briefing, delivered prior to a meeting of Council, would be the best way to achieve this objective.

Briefings on the subject of the place and tree interventions have in the past and continue to be provided at meetings of the Shared Services Board. However, the group is concerned that these meetings are not always well attended. By contrast, a meeting of Council, which all Members are scheduled to attend, is more likely to attract a greater audience of elected Members. A briefing before a Council meeting, therefore, is more likely to reach a larger audience of elected Members.

Recommendation 2	A contact list of key senior and operational Officers, containing the telephone and email details together with basic information about the Officers' responsibilities, should be provided for the consideration of Members.
Financial Implications	There are no direct financial implications arising from this recommendation except in relation to the Officer time required to clarify the contact details and the key areas of responsibility for the Officers recorded on the list.
Legal Implications	There are no legal implications for the Council.

Members of the group have commented during the course of the review that it is often helpful for Councillors to know which Officers to contact to discuss issues relating to particular services. Circulation of a list of contact details for relevant lead Officers representing each service area would therefore be useful for Members.

In previous years contact lists, containing basic contact details for senior Officers, has been provided for the consideration of Members. However, members of the group suggested that the content of these lists in the past had not always been easy to use; whilst job titles and contact details had been provided clarification had not always been available about the roles and responsibilities of those Officers. Where a description had been provided local government terminology had sometimes been used and this could be confusing for new Members in particular.

Consequently the group is proposing that a new contact list should be provided for the consideration of elected Members. As elections are due to take place in May 2014, and it is possible that a number of new Members who have no previous experience in local government will be elected to the Council, the group is suggesting that it would be useful for this contact list to be made available to Members in the new municipal year. Furthermore, wherever possible, the group is suggesting that updated versions of this list should be reissued to Members during the year, such as when there has been significant staff turnover or service restructuring, to ensure that Members retain access to relevant information.

Recommendation 3	Members should be provided with updates on progress made addressing landscaping issues that they have referred to Officers at the request of residents including at the point of resolution.
Financial Implications	As landscaping and cleansing operatives are already encouraged to update both residents and Councillors who report landscaping issues to the Council there are no direct financial implications arising from this recommendation.
Legal Implications	There are no legal implications for the Council.

During the review Members discussed their own experiences of receiving enquiries from residents about landscaping problems that had been observed in the local community. In many cases Members refer the issues reported by the resident to relevant Officers in the Environmental Services team and request that action be taken to resolve the issue. All environmental tasks, regardless of whether they are referred by a resident, Officer or Councillor are recorded on the services' central M3 database for future action.

In previous years regular updates were not always provided by Officers to residents or Councillors who had reported a landscaping problem to the Council. Early in the place and trees intervention process Officers learned that this lack of communication often caused frustration for both residents and Councillors. By contrast even brief communications explaining progress with a particular case and / or the reasons for any delays were generally appreciated by the customer.

Consequently, as part of the place intervention operatives are required to keep the individual(s) (including Councillors) who have reported an issue to the Council informed about any progress made with resolving the problem. This approach appears to be welcomed by residents and may have helped to contribute to reportedly good relationships between the operatives and the local community, particularly in Winyates where the place intervention trial has been taking place for some time.

The group has been advised that the place approach to service delivery is due to be extended across the Borough by approximately the start of winter 2014. As such these enhanced communications should become standard practice within the next 12 months, though senior Officers have advised the group that all Environmental Services operatives are being encouraged to encompass improved communications into their working practices with immediate effect.

Despite this the group concurs that it is important to reiterate the need for elected Members to be kept informed about progress with issues that they have raised on behalf of local residents. This is particularly useful for elected Members as it ensures that they can keep concerned residents updated and answer any further enquiries that may be received from the local community on the subject.

CHAPTER 2: MEMBERS INFLUENCING THE DELIVERY OF LANDSCAPING SERVICES IN THEIR WARDS

Another key objective of the review was for Members to influence the delivery of landscaping services in their wards. Elected Members have knowledge about issues impacting on their wards which may not be available to Officers. This knowledge may have developed over time as a result of frequent interaction with constituents both in person and in writing. In some cases Members will be in a position to provide a solution to a problem impacting on a resident without the matter needing to be referred on to Officers.

The knowledge that elected Members have about the areas within their wards and the particular needs of local communities can be invaluable to Council services. In particular, the place intervention approach to service delivery, which involves a holistic approach to delivering services that meet the needs of the local community and the environment in which they live, could benefit from the local knowledge of elected Members.

The group recognises that elected Members can make positive contributions to services based on their local knowledge. The following two recommendations are designed to enable Members to contribute in this positive manner whilst minimising involvement in operational delivery which the group appreciates is the responsibility of Officers.

Recommendation 4	Data relating to landscaping cases reported for each area be provided for Members' consideration on an annual basis. Every Member should receive data for the areas they cover.
Financial Implications	There are no direct financial implications arising from this report except with respect to the time required from Officers to produce this data. The information is stored on the Environmental Services 'M3' system, an electronic database. Officers have provided this data for the areas within the five wards covered by Members of the group and Members were assured that it did not take much time to provide this data. Members do not feel it would be an onerous task to provide this data for every Councillor, covering the twelve wards within the Borough, if it was only required on an annual basis.
Legal Implications	There are no legal implications for the Council.

All enquiries received from residents and Councillors are recorded by Officers on the Council's M3 Environmental Services database. The information is logged by area rather than ward on the database as this reflects the current geographical remit of different teams operating in the Borough.

During the review Members received data relating to the landscaping issues that had been reported by residents for the geographical areas within their wards. The information provided in this feedback was collated and presented for Members' consideration in the form of a series of graphs (attached at Appendix 4).

There were a number of key themes that stood out to Members from this feedback. In the majority of locations problems involving trees were more frequently reported than other issues (such as hedges or overgrown grass). However, the data provided for Astwood Bank and Feckenham was different; problems with hedges were more frequently reported than trees. Woodrow was also different because whilst the majority of problems reported involved hedges the Council received more enquiries from residents (including multiple enquiries) about trees in this area.

A large number of cases had been reported for some streets more frequently than for others. In some cases this reflected the fact that a road covered a particularly large geographical area. In other cases, however, multiple reports had been received for smaller roads. Often in these instances Members were able to identify reasons for the frequency of enquiries based on their knowledge of the local topography and of the needs of the local community. The group is suggesting that if similar data for all areas was shared with all Members they would be in a position to use their local knowledge to help Officers clarify potential causes of landscaping problems as well as to identify where preventive action might be useful.

Concerns have been expressed that provision of this data on an area basis for each of the twelve wards may not represent best use of resources and could require a significant amount of Officer time. However, the group was assured when they were provided with the data for the areas within their wards that it had taken very little time to gather this information.

The group are aware that there will be issues reported for some areas that fall within a different ward; for example some properties in the geographical area of Headless Cross are located in West ward. However, the group is suggesting that Members are familiar with the boundaries of their own wards and will be able to identify relevant data in the feedback without difficulty. For this reason they are not suggesting that Officers should undertake additional work to separate data to reflect patterns on a ward basis.

Recommendation 5	One of the Environmental Services teams' performance measures should be to monitor the number of landscape cases that take longer than six months to resolve. The information obtained through this monitoring process should be reported in the strategic measures for the consideration of Senior Officers and elected Members.
Financial Implications	There are no direct financial implications arising from this recommendation except in relation to the Officer time required to obtain and monitor the information.
Legal Implications	There are no legal implications for the Council.

The group has learned during the review that wherever possible operatives will resolve a landscaping problem as quickly as possible. Members understand that delays can occur where cases are complex or as a result of a backlog developing in particular seasons. Active communication with concerned residents can provide some reassurance. However, the group concluded that where a case has been delayed for a significant amount of time there may be additional problems that need to be addressed within the wider service. The group is therefore proposing that Officers should monitor all cases that take longer than six months to resolve to ensure that any such problems can be identified and resolved as soon as possible.

The Environmental Services team is currently in the process of reviewing their service measures. Teams are encouraged to regularly review performance measures to ensure that they focus on measuring activities that will make a useful contribution to improvements in service delivery and remain relevant to current circumstances. For Environmental Services the measures should also, wherever possible, relate to one of the Council's key strategic purposes: To Keep our Place Safe and Looking Good. The group therefore believes that this recommendation is timely.

Members have also concluded that whilst Officers would need to spend some time monitoring data relating to this measure implementing this recommendation would not require any significant additional investment of resources. Indeed, Officers are already committed to investing time in monitoring the performance measures for their services. Senior Officers have also confirmed that they feel this measure could make a useful contribution to improvements in the quality of services received by the customer.

The group is aware that elected Members should in future have access to the Council's performance dashboard, a central database which monitors performance measures. This should include information about progress in relation to the performance measure that is being proposed by the group. Whilst the dashboard remains unavailable for elected Members to access the group feels that progress in relation to this measure should be reported to Members separately. This will ensure that Members can advise Officers of any local problems that may be contributing to delays whilst these issues are still relevant.

CHAPTER 3: REVENUE OPPORTUNITIES

Budget considerations have also directly informed Members' proposals in relation to two of the group's recommendations. At meetings of the Overview and Scrutiny Committee on 9th January and 4th February 2014 Officers advised Members that they would be looking at alternative ways to deliver savings whilst improving services to the community. The group agrees that in this context opportunities to generate further income from sales of landscaping materials should be investigated further.

The group is aware that there is the potential for local authorities to generate revenue from sales of logs, wood chips and other materials generated through landscaping services. Whilst researching this subject the group learned that a number of Councils already offer these types of materials for sale. This includes Warwickshire County Council, which promotes firewood and kindling sales, and Rochford District Council, which advertises sales of materials produced through woodland management.

Redditch Borough Council already sells some landscaping materials through the Council's Woodland Management Scheme to a private sector firm. This includes sales of wood chip and "waste" wood, which is wood that has not been treated in order to make it suitable for use as firewood in an open fire. In 2012, the last year for which figures were available for the group's consideration, the net revenue generated from these sales varied from £13.80 to £188.88 per month. All revenue generated through this process is reallocated to the operation of the Woodland Management Scheme.

The group has been informed that some of the materials generated through landscaping services are reused by the Council in order to maintain Council land and open green spaces. For example, wood chips can be used in flower beds or for woodland management purposes. This use of landscaping materials, whilst not generating an income, does help to save expenditure for the Council as otherwise these materials would need to be purchased from an external source.

However, Officers have advised the group that it may be possible to generate further income from both the Woodland Management Scheme and through sales of materials generated by landscaping services across the Borough. Members concur that the ideas they are proposing in the following two recommendations would enable the Council to achieve any such increase in income whilst also potentially improving services available to the customer. They recognise that in both cases the feasibility of the action proposed, together with the financial and legal implications, needs to be investigated in further detail by Officers.

Indeed during the review Members learned that local authorities are not legally permitted to generate a profit from service delivery and may not compete with the private sector. These legal constraints would need to be taken into account as part of both of the feasibility studies proposed in these two recommendations.

<p>Recommendation 6</p>	<p>Officers should undertake a feasibility study, risk assessment and cost benefit analysis to assess the potential for the Council to bulk plant trees in Council open spaces and other appropriate locations. This feasibility study should take into account the following matters:</p> <ul style="list-style-type: none"> a) The legal implications, if any, of this action. b) The financial costs involved in planting and maintaining these plants. c) The availability of grants from the government and other sources to help pay for bulk planting in the Borough. d) Demand within the market. e) Where bulk planting would take place in the Borough. f) The size of the plots available for bulk planting. g) The implications for the Council’s Planning Department in relation to the Local Plan. h) The potential revenue that could be accrued by the Council.
<p>Financial Implications</p> <p>Legal Implications</p>	<p>At this stage the group is simply proposing that Officers investigate this idea further through completing a feasibility study. There are no financial implications arising from this proposal, except with regard to the Officer time that would be required to conduct this study.</p> <p>The group is keen to ensure that this option is investigated further as Members believe that bulk planting could potentially yield revenue for the Council in the future.</p> <p>Legally local authorities are not permitted to make a profit or to compete with the private sector. These legal requirements would need to be taken into account as part of any feasibility study. The Council</p>

	would also need to ensure that if bulk planting does take place at a future date any revenue accrued from this action would be reinvested in service delivery.
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During the review Members did discuss potential options to generate further income from sales of landscaping materials with relevant Officers. Following an interview in January 2014 Officers suggested that bulk planting of trees could be considered as an option to generate revenue for the Council in future years. A mixture of softwood and hardwood trees could be planted on open spaces of land owned by the Council. The timber could start to be harvested approximately five years after planting, for softwood such as Willow trees, and 15 – 20 years after planting for hardwood trees.

The potential revenue that could be generated from harvesting trees planted in this manner would vary according to; the amount of space allocated to bulk planting, the species of trees planted, and the type of planting required, such as sustainable forestry or short term crops that could yield maximum returns. The potential revenue would need to be offset against the initial costs involved in planting the trees, which could include ground preparation works and installing stakes, as well as the financial costs involved in maintaining the trees during the growing period.

The group has been advised that there may be the potential for the Council to apply for external grant funding to help finance bulk planting of trees within the Borough. It is also possible that the Council could obtain advice from a woodland consultant about forms of grant funding available to local authorities. However, Officers have suggested that further time is required to clarify exactly which sources of grant funding are available and the eligibility criteria.

In addition, consideration would also need to be given to suitable locations for bulk planting to take place. Officers have advised that an appropriate amount of land would need to be made available to make this option financially viable. However, current uses of any land and any requirements for public access would need to be taken into account. In addition, Officers would need to consider any implications for the planning process, particularly with regard to designated use of current open spaces for future housing development in the Council's Local Plan.

Market research has not, to date, been undertaken to assess the level of demand for landscaping materials within the Borough. There is therefore no way of knowing at this stage whether local residents and businesses would be interested in purchasing extra timber from the Council. The group recognises that market research is required before any action is taken to implement bulk planting in order to assess the potential demand for timber.

For all of these reasons the Task Group has concluded that it would not be appropriate at this stage to propose that bulk planting should definitely take

place. Instead, they feel that a feasibility study, incorporating a cost benefit analysis, is required to assess the viability of this idea further.

Recommendation 7	Officers should investigate how to dispose of logs in a way that would maximise income for the Council. Part of this investigation should involve a risk assessment. Any revenue from these sales should be reinvested in landscaping services.
Financial Implications	<p>At this stage the group is simply proposing that Officers investigate this idea further through completing a feasibility study. There are no financial implications arising from this proposal, except with regard to the Officer time that would be required to conduct this study.</p> <p>The group is keen to ensure that this option is investigated further as they feel that the Council could derive more revenue from log sales. Officers have confirmed that there may be opportunities available to enable the Council to increase revenue in this area.</p>
Legal Implications	<p>Legally local authorities are not permitted to make a profit or to compete with the private sector. These legal requirements would need to be taken into account as part of any feasibility study. The Council would also need to ensure that if bulk planting does take place at a future date any revenue accrued from this action would be reinvested in service delivery.</p>

The group was advised during the review that the quality of timber determines the price at which it can be sold. High quality logs are often split, seasoned and stored for a period of approximately 12 months in order to be dried. Currently, logs sold by the Council have not been put through any of these processes and this is reflected in the price for which the logs are sold. Officers have estimated that if logs were processed in this manner the Council could generate £60.00 to £70.00 per tonne of logs sold rather than the Council's charge of £17.50 for sales of logs per cubic metre per bag (from 1st April 2014).

Capital investment would be required from the Council to improve the quality of logs processed by the Council. This would include investment in machinery to split the logs and Members have been advised that a second hand processor for this purpose would cost a minimum of £10,000. In addition the Council would need to invest in providing appropriate space in which the logs could be stored which would need to be protected using appropriate security measures to

discourage theft of the timber. At present the Council does not have access to any suitable storage facilities of this nature. Investment might also need to be made to provide transport suitable for moving timber between growing sites and timber yards as well as potentially to customers. In total, Officers have estimated that the Council would need to invest between £50,000 and £100,000 to offer high quality processed timber.

The group recognises that the Council would struggle to meet these capital costs at present and this may limit the extent to which the Council can progress to providing processed logs to potential customers. However, Officers have advised the group that there is still the potential for the Council to make improvements in this area. As part of this process Members have been advised that there are three options available to the Council in relation to selling logs:

- a) The Council could sell logs directly to the customer. This could include selling unprocessed logs. The capital investment outlined in the paragraphs above is more likely to be required for this model if Members wish to make processed timber available for sale.
- b) The Council could work in partnership with a private firm. Under this model the Council would take a share of the revenue from sales. One of Redditch Borough Council's current customers has already offered to split the logs on the Council's behalf, subject to payment of a charge for the service. This would involve splitting 35 logs over the course of three days.
- c) The Council could sell logs to a private sector firm. This is the model that Redditch Borough Council currently follows.

It was not possible during the review for Officers to confirm the exact comparative costs and potential revenue that each option could generate for the Council. Further investigation therefore would be required to clarify these details. However, as there is the potential that changes to the ways in which the Council sells landscaping materials could generate an increase in revenue the group feels that these options should be assessed by Officers as part of a further feasibility study.

CONCLUSION

The Landscaping Task Group has completed a thorough review of landscaping services in Redditch. Members recognise that to some extent it is likely that the current situation with regard to service delivery in this area will change further as transition within Environmental Services continues to progress. However, the group has concluded that this was a timely review as it has enabled Members to clarify the extent of changes that are taking place and the implications for local residents.

Evidence was gathered by the group in a variety of ways. However, a key feature of this review was the group's field trips to visit the place and trees intervention teams. Through interacting with staff and observing them in action Members obtained a practical understanding of the challenges faced by Environmental Services operatives and the benefits of the new practices pioneered through the interventions.

All of the proposals contained within the report are informed by the evidence that was gathered by the group. Members anticipate that if their recommendations are approved and implemented they will have a beneficial impact on Environmental Services in Redditch.

APPENDIX 1
Scrutiny Proposal Form

(This form should be completed by sponsoring Member(s), Officers and / or members of the public when proposing an item for Scrutiny).

Note: The matters detailed below have not yet received any detailed consideration. The Overview and Scrutiny Committee reserves the right to reject suggestions for scrutiny that fall outside the Borough Council's remit.

Proposer's name and designation	Councillor Gay Hopkins	Date of referral	13/08/13
Proposed topic title	Landscaping Task Group		
Link to national, regional and local priorities and targets	Redditch Borough Council Strategic Purpose – Keep my place safe and looking good.		
Background to the issue	<p>There are a significant number of trees and green spaces in the Borough of Redditch. Trees and hedgerows were planted during the development of the new town and form a distinctive feature of the Borough. This greenery also creates an aesthetically pleasing view for both residents and visitors. However, many of these plants have now reached a mature stage and need to be managed carefully.</p> <p>Many elected Members will have experience of being contacted by local residents to discuss landscaping issues in their wards. In particular, tree maintenance, grass cutting, hedgerow management and the impact of tree roots on pavements are frequently raised by local residents. The fact that tree maintenance and landscaping were identified as being suitable for further scrutiny by three of the four elected Member groups that participated in the Overview and Scrutiny Work Programme Planning Event in June 2013 indicates that this remains a common area of interest for local residents.</p> <p>I am aware that the landscaping team at Redditch Borough Council works very hard and delivers an</p>		

	<p>excellent service to customers. Indeed, this service appears to be improving further as a result of the efforts of the transformation work on trees and the 'place' team which has recently started work in Winyates. However, Councillors are not always familiar with the team's work and therefore sometimes struggle to respond to residents' queries about this subject or to identify genuine issues that may need to be addressed through further work.</p> <p>I believe that a review of this subject would be timely. In recent weeks a number of letters and articles focusing on this subject have featured in the local press including: a letter in The Redditch Advertiser on the subject of grass cutting (26th June 2013); an article in The Redditch Standard on the subject of grass cutting (28th June 2013); and a letter to The Redditch Standard on the subject of hedge maintenance (5th July 2013). There is therefore clearly public interest in this subject at the time of writing.</p> <p>This Task Group exercise will also give Members an opportunity to learn more about the transformation work that is being carried out and to get involved and influence the process.</p>
<p>Key Objectives Please keep to SMART objectives (Specific, Measurable, Achievable, Relevant and Timely)</p>	<p>1) To investigate the Council's basic approach to maintaining trees, hedges, grass cutting and tree roots impacting on pavements.</p> <p>This could be achieved by:</p> <ul style="list-style-type: none"> a) an initial presentation to Members by managers and staff about the old and new ways of working; b) visiting the teams working on landscaping and those involved with the transformation of trees, place; and c) considering the content of relevant Council policies which can be provided to Members via a brief information sheet. <p>2) For Members to get involved and influence the environmental services interventions in their own wards as transformation proceeds and to explore actions that could be taken to improve communications between the landscaping teams and elected Members and residents.</p>

	<p>This could be achieved by: interviewing the Head of Environmental Services, other officers and the relevant Portfolio Holder as needed.</p> <p>3) To clarify the types of enquiries received by Councillors in relation to landscaping issues and to report the group's findings for consideration as part of the trees and place transformation interventions.</p> <p>This could be achieved by: circulating a survey amongst all elected Members for comment.</p> <p>4) To scrutinise the impact of tree roots on pavements and action that could be taken to address this.</p> <p>This could involve:</p> <ul style="list-style-type: none"> a) reviewing information provided by officers through a brief information sheet b) consulting representatives of Worcestershire County Council's Highways Department. <p>5) To investigate the legislative position for local authorities responding to complaints from residents about landscaping problems involving private properties and the approaches available to the Council to resolve these issues including informal arbitration and enforcement action.</p> <p>This could involve:</p> <ul style="list-style-type: none"> a) reviewing information provided by officers regarding the legal position on both hedges and trees on private property through a brief information sheet; and b) interviewing an Environmental Services Manager, a Planning Enforcement Officer and a representative of Legal Services. <p>6) To clarify the financial implications of any actions proposed by the group.</p> <p>This could involve: interviewing the Council's Director of Finance and Corporate Resources.</p>
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How long do you think is needed to complete this exercise? (Where possible please estimate the number of weeks, months and meetings required)	This review should take a maximum of six months to complete.
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Please return this form to: Jess Bayley or Amanda Scarce, Democratic Services Officers, Redditch Borough Council, Town Hall, Walter Stranz Square, Redditch, B98 8AH

Email: jess.bayley@bromsgroveandredditch.gov.uk / A.scarce@bromsgroveandredditch.gov.uk

APPENDIX 2
Witnesses

The Landscaping Task Group would like to thank the following Officers for their assistance with this review.

Emma Alldrick (Environmental Services Improvement Officer)
Wayne Beard (Senior Landscape and Grounds Maintenance Officer)
Tarek Bell (Tree Surgeon)
Gavin Boyes (Senior Arboricultural Officer)
Clare Flanagan (Legal Services Manager)
Chris Franklin (Landscape and Ground Maintenance Officer)
Sue Horrobin (Environmental Services Manager until February 2014)
Sheena Jones (Democratic Services Manager)
Elliott Kessey (Tree Surgeon)
Dave Kesterton (Environmental Senior Improvements Officer)
Neil Partridge (Environmental Operations Supervisor)
Colin Pitts (Landscape and Grounds Maintenance Officer)
Guy Revans (Head of Environmental Services)
Ailith Rutt (Development Management Manager)
Jason Simon (Arboriculture Officer)
Daniel Wagstaff (Place Operative)
Andy Walker (Environmental Operations Supervisor)
Carl Walker (Environmental Services Manager)
Andy White (Tree Surgeon)

The group would also like to thank the five elected Members who responded to their request for information about the landscaping issues that have impacted in their wards.

APPENDIX 3
Timeline of Activities

Date	Task Group Activity
14th October 2013	Scoping discussion.
25th October	Interview with Officers to discuss the place and trees interventions.
6th November	Interview with an Arboriculture Officer to discuss the trees intervention in more detail and a visit to Woodrow North, Greenlands, to observe Tree Surgeons in action.
15th November	Visit to Crossgates Depot to discuss the traditional approach to delivering landscaping services with Officers.
18th November	Visit to Winyates to discuss the place intervention approach to delivering Environmental Services with Officers.
26th November	Meeting to reflect on progress with the review, the initial lessons that had been learned and the next steps in the investigation.
4th December	Meeting to discuss the place intervention approach to delivering Environmental Services with Officers in more detail.
11th December	Interview with the Head of Environmental Services.
7th January 2014	Meeting to reflect on progress with the review. During this meeting Members identified an initial list of draft recommendations.
15th January	Interview with Officers to discuss potential opportunities for the Council to generate further income from sales of logs and other landscaping offshoots. Members also received a demonstration on use of the M3 system, the Council's electronic database for logging Environmental Services enquiries.

23rd January	Visit to Winyates to observe the place team in action.
28th January	Interview with Officers to discuss the legal position with regard to landscaping problems involving plants growing on private property and action that can be taken to address tree roots impacting on the condition of pavements.
11th February	Consideration of landscaping data for areas within the Members' wards for the period of 1st January – 31st December 2013. Discussion of the group's draft recommendations.
25th February	Consideration of feedback received from Officers regarding the financial and legal implications of the group's proposed recommendations.
20th March	Finalisation of the group's report.

APPENDIX 4: LANDSCAPING DATA 1ST JANUARY – 31ST DECEMBER 2013

Astwood Bank

Figure 1: Landscaping cases reported in Astwood Bank in the period Jan – Dec 2013. This includes data for repeat enquiries/reporting of cases during the period.

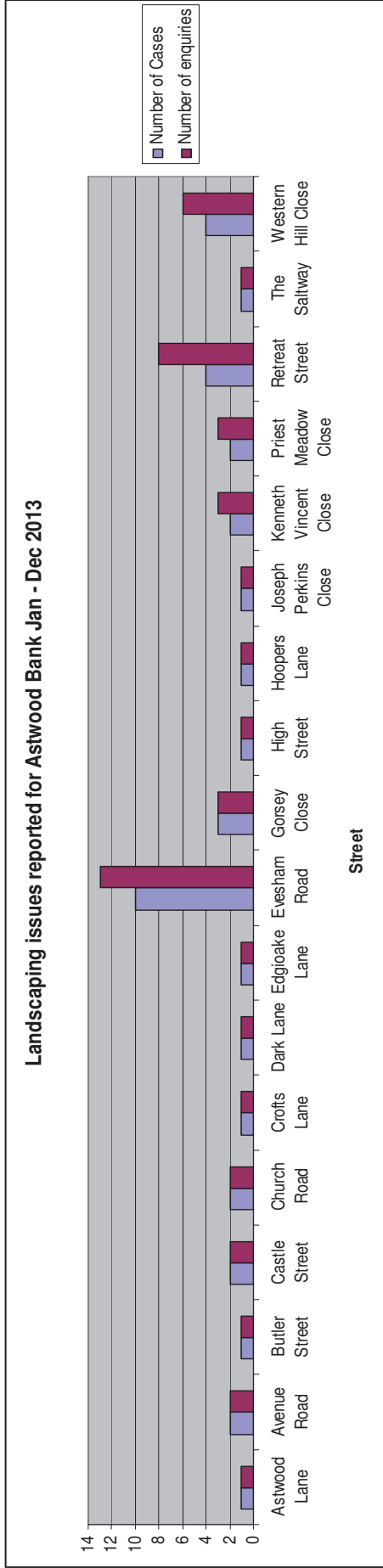
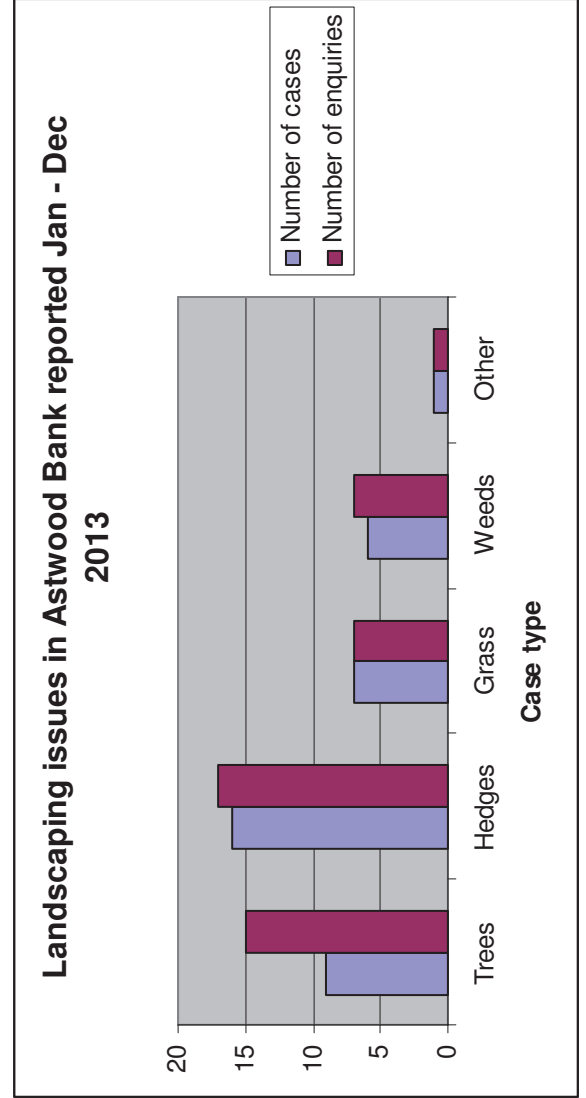


Figure 2: Landscaping Issues in Astwood Bank in the period Jan – Dec 2013. This includes data for cases that were reported more than once.



Feckenham

Figure 1: Landscaping cases reported in Feckenham in the period Jan – Feb 2013, including repeat enquiries.

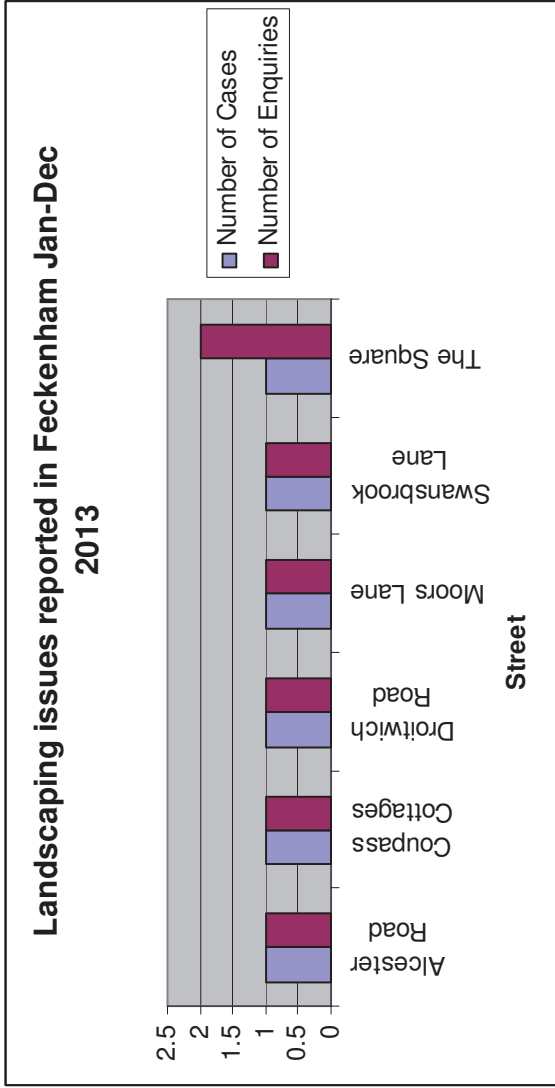
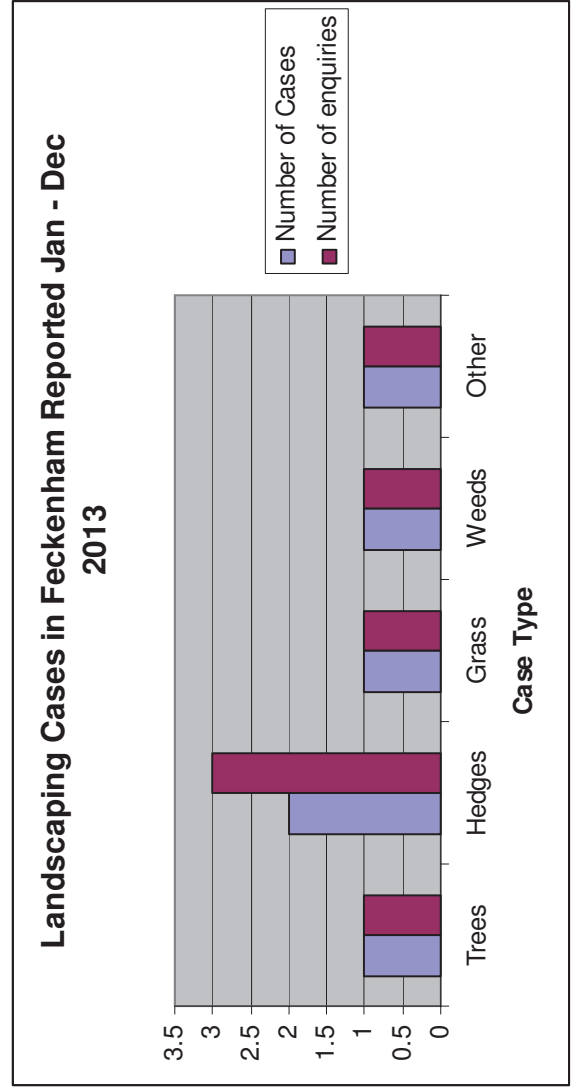


Figure 2: Landscaping cases in Feckenham reported during the period Jan – Dec 2013, including repeat enquiries.



Hunt End

Figure 1: Landscaping cases reported for Hunt End (the section of Hunt End in Astwood Bank and Feckenham ward) in the period Jan – Dec 2013. (Members are asked to note that the figures for Avonbank Close have been omitted from both of these charts as Officers have been advised that this close is located in Crabb's Cross ward).

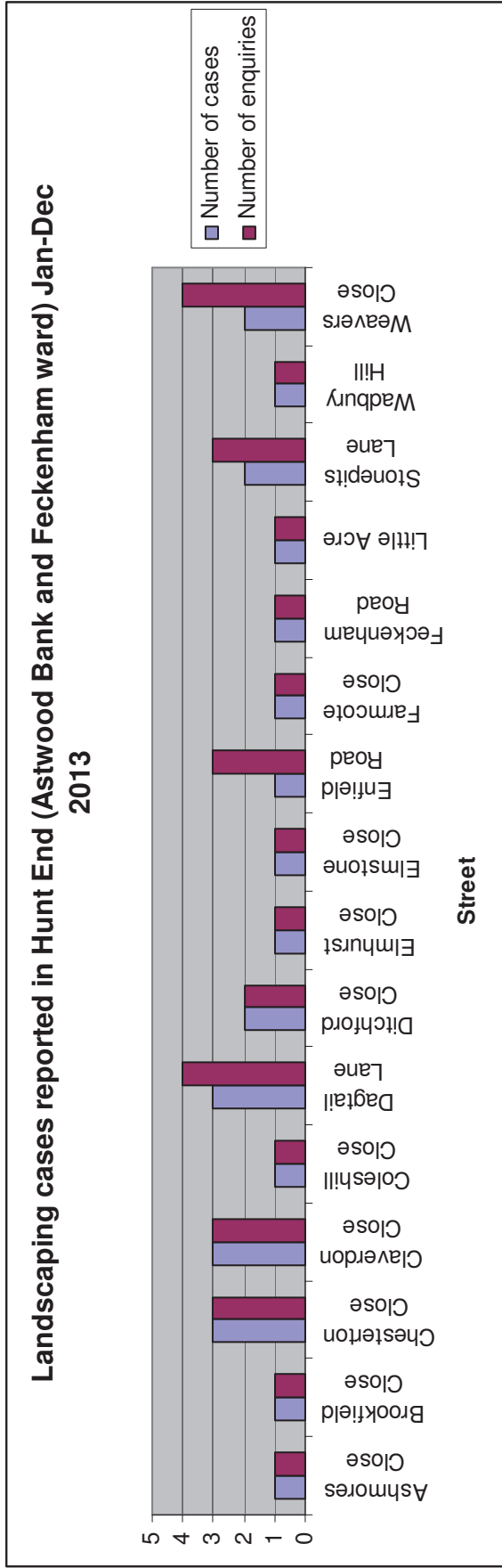
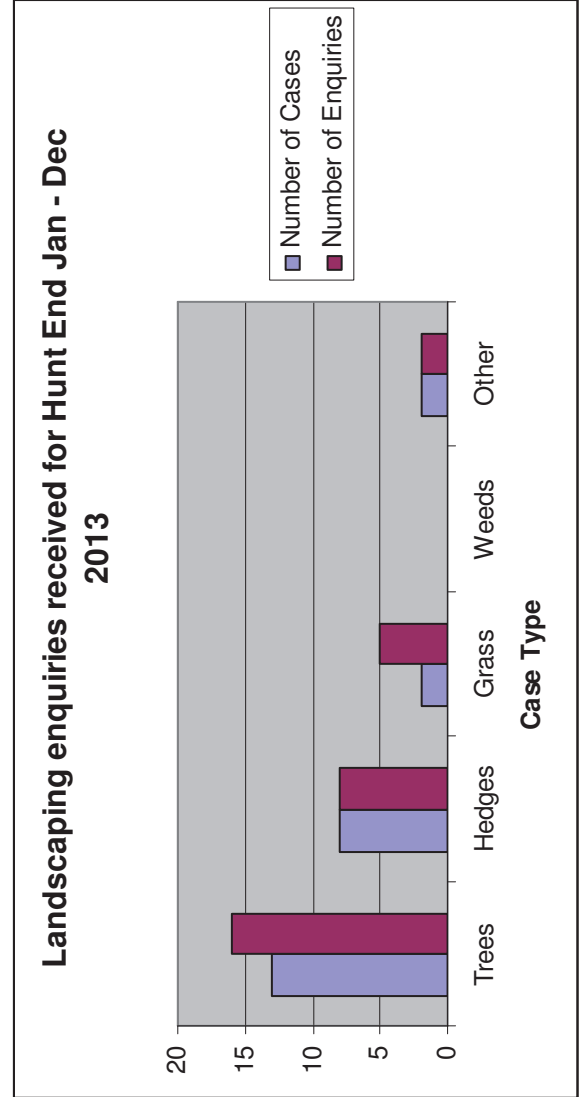


Figure 2: Landscaping issues reported for Hunt End in the period Jan –Dec 2013, including data for cases reported more than once.



Greenlands

Figure 1: Landscaping issues raised per location in Greenlands during the period Jan – Dec 2013

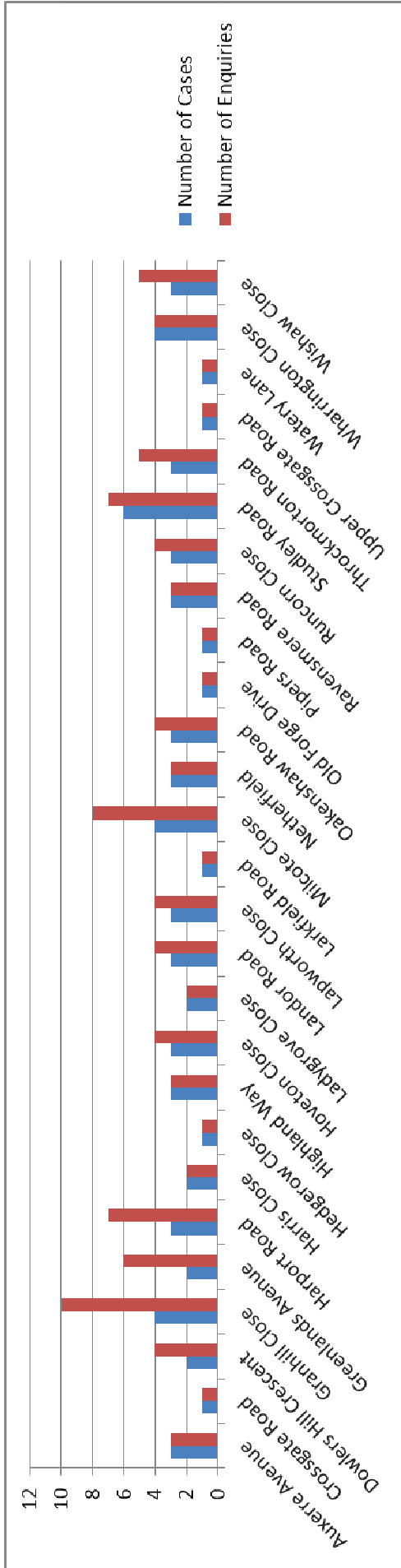
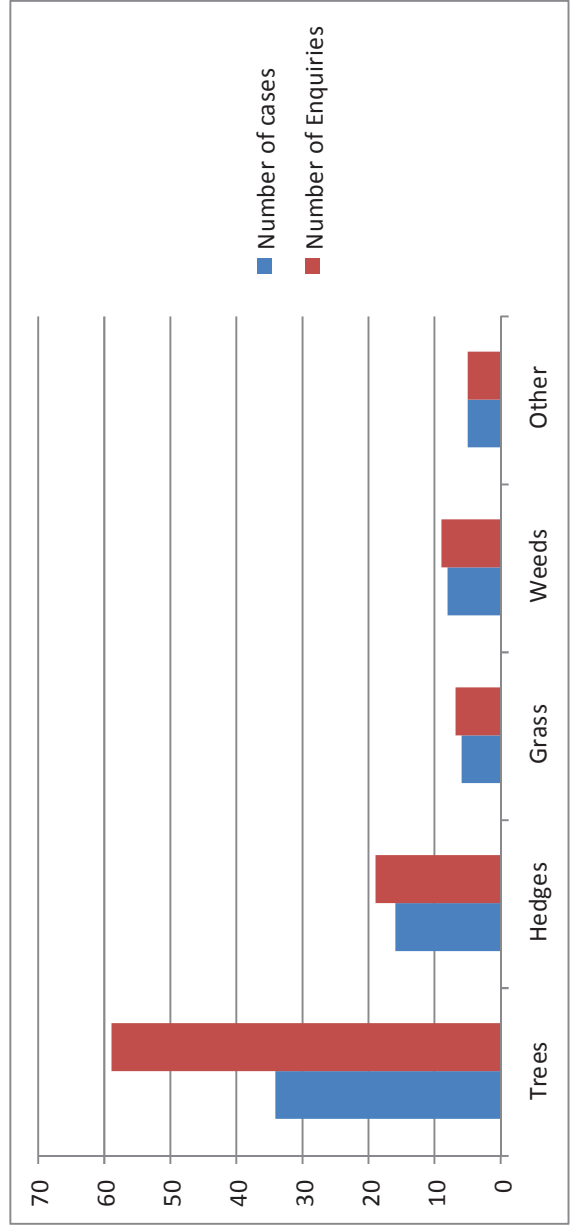


Figure 2: Landscaping Cases reported in Greenlands for the period Jan – Dec 2013



Woodrow

Figure 1: Landscaping Issues reported per location in Woodrow Jan – Dec 2013

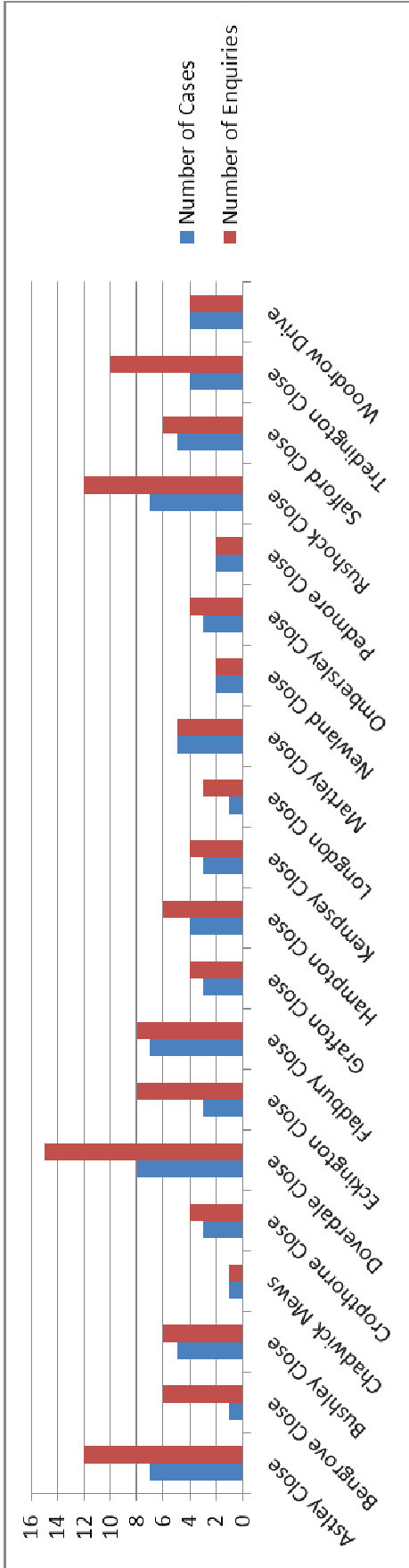
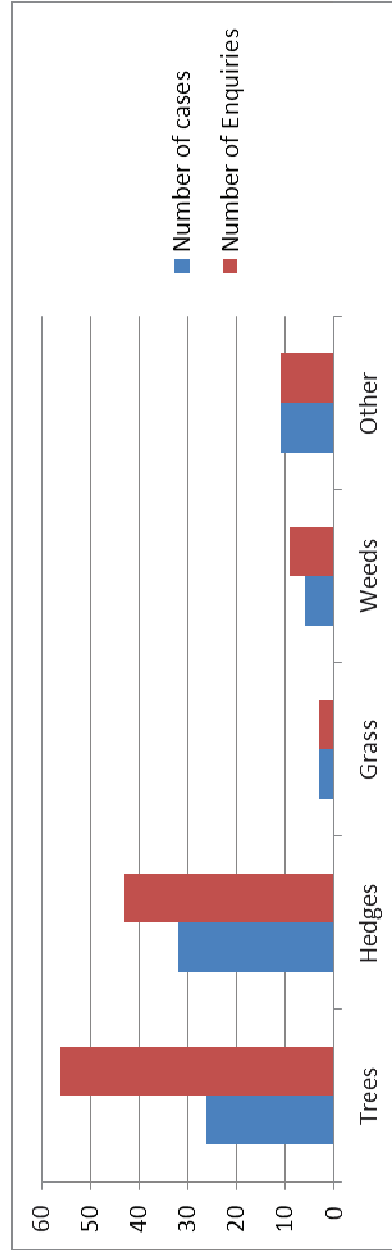


Figure 2: Landscaping Cases reported in Woodrow between Jan – Dec 2013



Headless Cross

Figure 1: The number of landscaping cases reported in Headless Cross per location in the period Jan – Dec 2013.

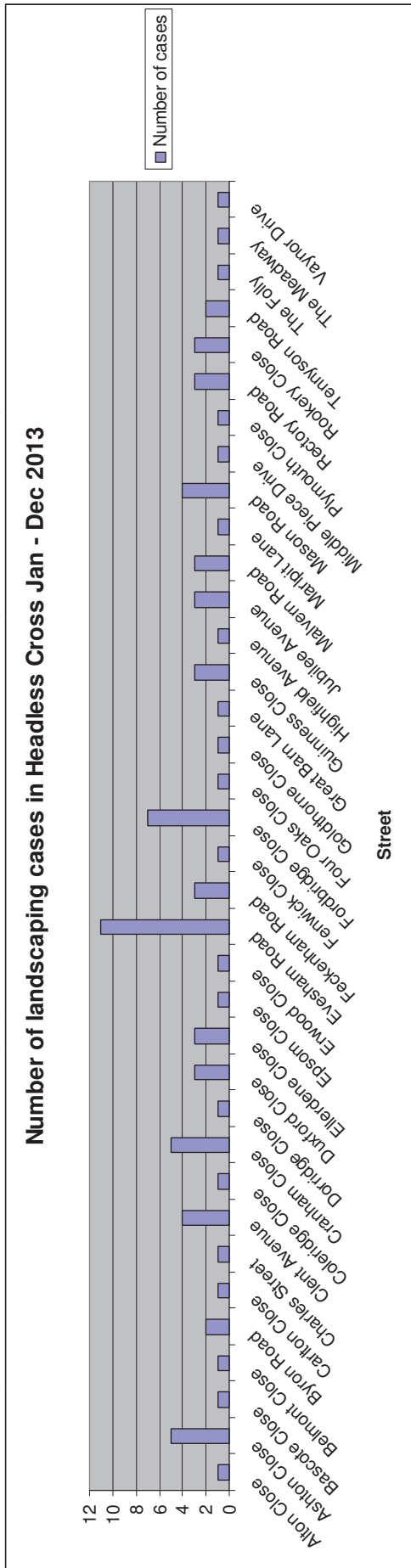


Figure 2: The number of enquiries/reports received by Redditch Borough Council from the customer about landscaping issues in Headless Cross. This includes repeat enquiries/reports about the same case.

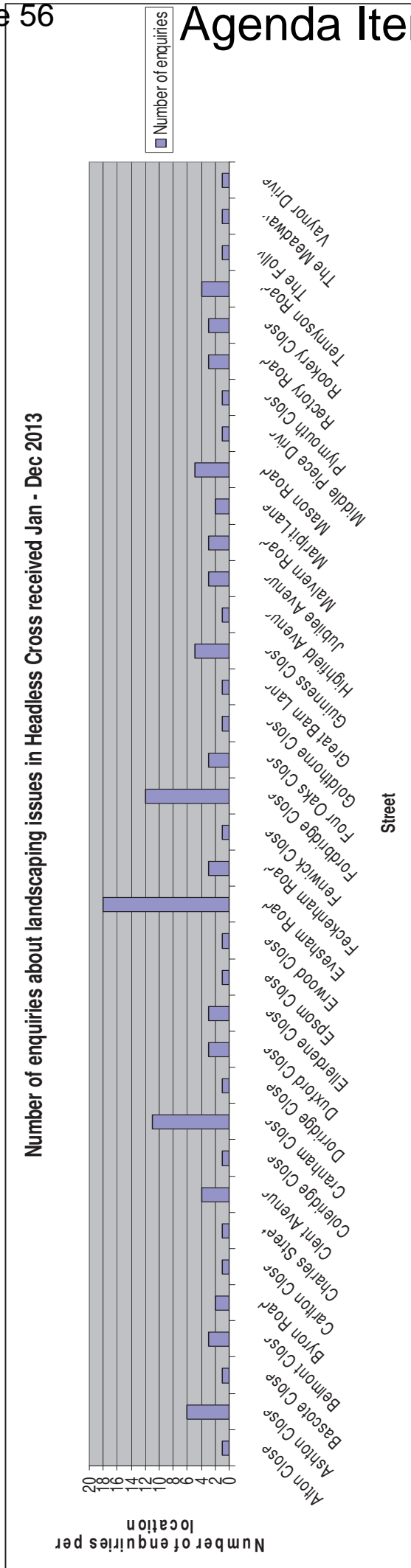
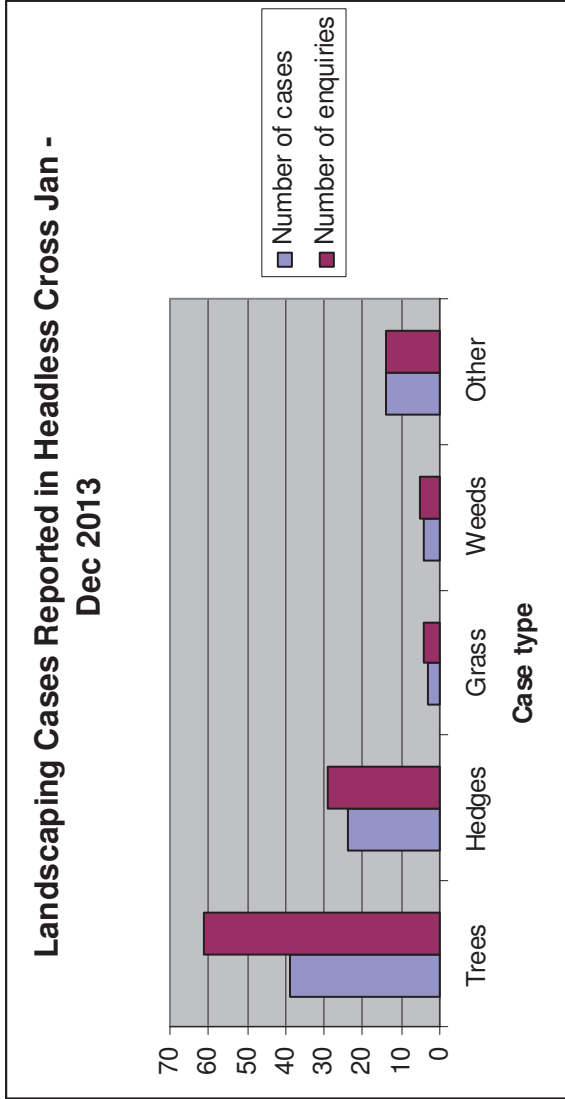


Figure 3: Landscaping Cases reported in Headless Cross in the period Jan – Dec 2013. The enquiries include repeat enquiries/reports about the same case.



Oakenshaw

Figure 1: Outlines the number of all landscaping cases in Oakenshaw reported for the consideration of the Council during this period.

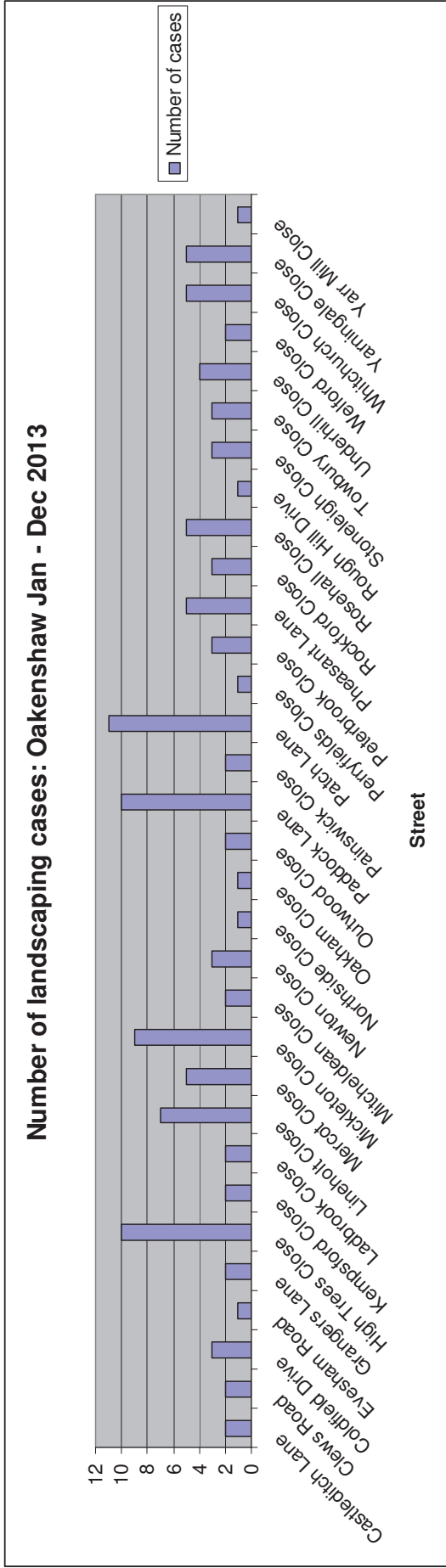


Figure 2: Number of enquiries received from the customer reporting landscaping issues in Oakenshaw in the period Jan-Dec 2013. This

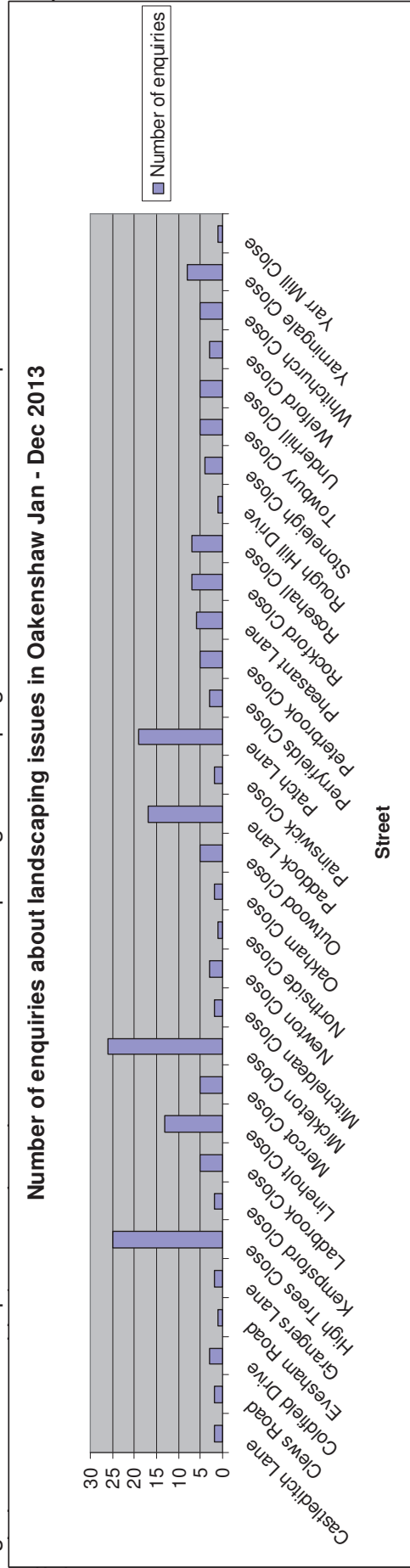
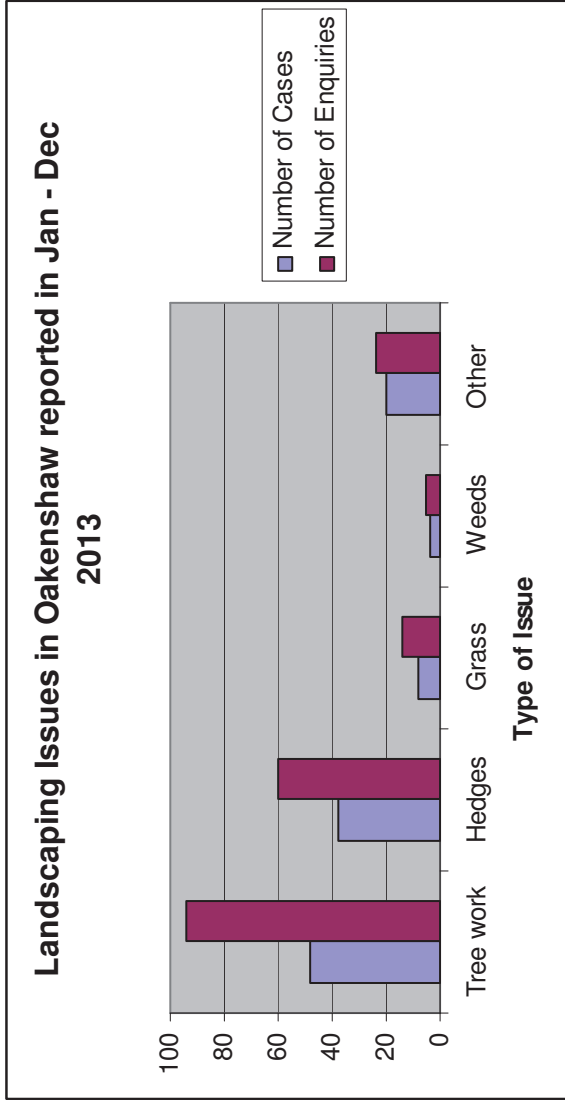


Figure 3: Landscaping issues reported in Oakenshaw in the period Jan – Dec 2013. This table also displays cases which have been reported more than once.



Webheath

Figure 1: Landscaping issues in Webheath reported per location between Jan – Dec 2013.

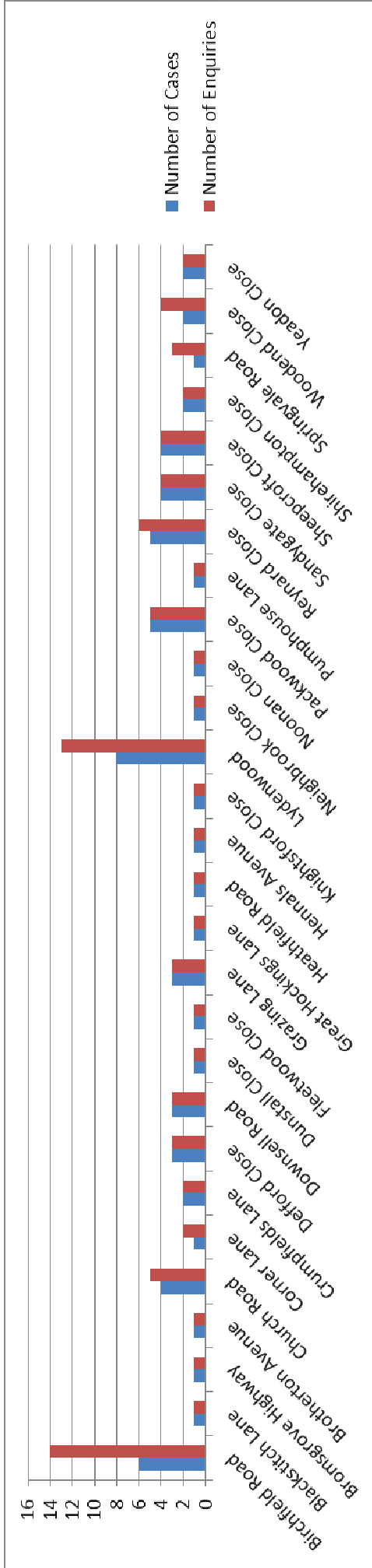


Figure 2: Landscaping Cases in Webheath reported in the period Jan – Dec 2013

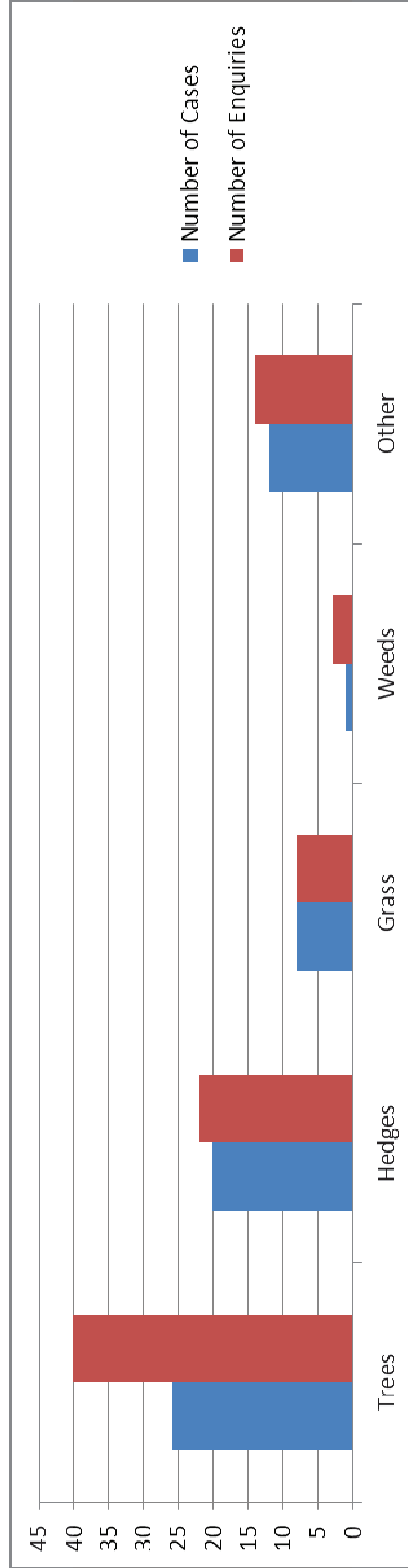
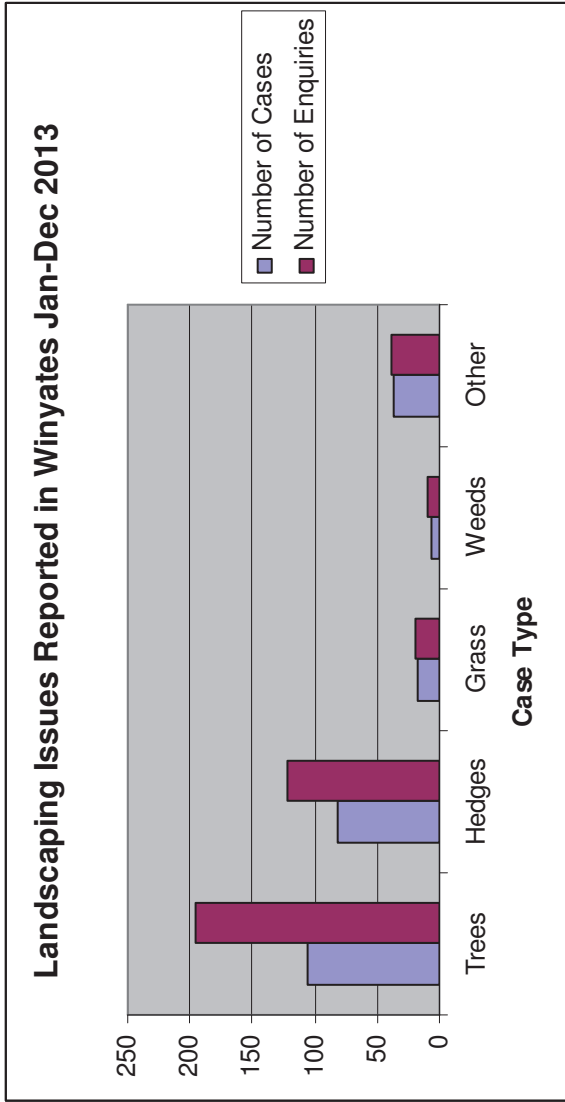


Figure 3: Landscaping issues reported in Winyates for the period of Jan – Dec 2013 by case type.



**OVERVIEW AND SCRUTINY
COMMITTEE**

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**INTEGRATED WASTE COLLECTION AND DISPOSAL SERVICE – JOINT
SCRUTINY TASK GROUP**

Relevant Portfolio Holder	Councillor Debbie Taylor, Portfolio Holder for Local Environment
Portfolio Holder Consulted	No
Relevant Head of Service	Guy Revans, Head of Environmental Services
Ward(s) Affected	No specific ward relevance.
Non-Key Decision	

1. SUMMARY OF PROPOSALS

The report provides further information about a joint scrutiny review proposed by Worcestershire County Council's Overview and Scrutiny Performance Board. This review will focus on the potential to introduce an integrated waste collection and disposal service in Worcestershire. Members are asked to determine whether Redditch Borough Council should participate in this joint review.

2. RECOMMENDATIONS

The Committee is asked to RESOLVE

- 1) whether Redditch Borough Council should participate in the Joint Scrutiny of Integrated Waste Collection and Disposal Service; and**
- 2) subject to Members agreeing to participate in the review, which member of the Redditch Overview and Scrutiny Committee should be appointed to serve on the Task Group.**

3. KEY ISSUES

Background

- 3.1 The Worcestershire Overview and Scrutiny Performance Board has invited district Councils' Overview and Scrutiny Committees to participate in a Joint Integrated Waste Collection and Disposal Service Scrutiny Task Group. Redditch Borough Council's Overview and Scrutiny Committee is therefore being asked to consider if the Committee would like to nominate a Member to participate in the Task Group on behalf of the Council.
- 3.2 The topic was initiated by the County Council following a Notice of Motion to Council on 16th January 2014. This Notice of Motion outlined how it was frequently suggested that large savings could be achieved by combining responsibility for waste collection and disposal. The topic was referred to Worcestershire COUNTY Council's overview and Scrutiny Performance Board and it was agreed at a meeting

OVERVIEW AND SCRUTINY COMMITTEE

1st April 2013

held on 30th January that a Scrutiny Task Group should be set up. Full terms of reference and the scope of the investigation are attached at Appendix 1 to this report.

Financial Implications

- 3.3 There are no direct financial implications directly relating to this report.

Legal Implications

- 3.4 There are no legal implications directly relating to this report.

Service / Operational Implications

- 3.5 This review has been proposed by Worcestershire County Council. Consequently staff at the County Council, rather than the Democratic Services team at Redditch Borough Council, will be facilitating the work of the Task Group. Members are asked to note that if the Committee decides to participate in this review the Joint Task Group will not be regarded as one of the two Task Groups or Short Sharp reviews that the Committee will be able to undertake at any one time in 2014/15.
- 3.6 In line with standard scrutiny procedures if the Committee decides to participate in this exercise a member of the Redditch Overview and Scrutiny Committee will need to be appointed to serve on the review. This Member will be invited to deliver regular updates on the progress of the review at meetings of the Redditch Overview and Scrutiny Committee.
- 3.7 Worcestershire County Council is aiming to start evidence gathering in April 2014 and to complete this review by October 2014. As such this review will overlap with the local elections in Redditch. The Committee is also asked to note that the majority of scrutiny meetings at Worcestershire County Council take place during the day rather than in the evening. Members may wish to take this into account when selecting a representative to serve on the Task Group.

Customer / Equalities and Diversity Implications

- 3.8 No direct customer or equality and diversity implications have been identified for this report.

4. RISK MANAGEMENT

No risks have been identified.

5. APPENDICES

Appendix 1 – Topic Proposal Form

**OVERVIEW AND SCRUTINY
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AUTHOR OF REPORT

Name: Jess Bayley, Democratic Services Officer
Email: jess.bayley@bromsgroveandredditch.gov.uk
Tel.: (01527) 64252 Ext: 3268

Topic: Integrated Waste Services			
Background to the issue (what is it and why is it being considered for scrutiny)	<p>On 16 January 2014 Council agreed the following notice of motion:</p> <p><i>"It is frequently suggested that large savings can be achieved by combining District Councils' responsibility for collection of waste with the County Council's responsibility for disposal. In view of this Council requests the Overview and Scrutiny Performance Board to set up a Task and Finish Group in conjunction with the Cabinet Member with Responsibility to investigate the potential of an integrated refuse collection and disposal service across the County leading to greater efficiency and more sustainable outcomes. This review to be completed by October 2014."</i></p> <p>On 30 January the OSPB agreed that a Scrutiny Task Group should be set up, led by Councillor Ken Pollock.</p>		
Terms of reference	<p>To:</p> <ul style="list-style-type: none"> • investigate the potential for introducing an integrated waste collection and disposal service in Worcestershire • examine potential costs, savings, benefits and barriers • make recommendations to Cabinet on a way forward 		
Scrutiny Officer & Scrutiny Liaison Officer	<p>Suzanne O'Leary, Overview and Scrutiny Manager Stella Wood, Overview and Scrutiny Officer Kevin Stilgoe, Scrutiny Liaison Officer</p>		
Suitability for scrutiny. Which of the following criteria does it meet?			
<i>Is the issue a priority area for the Council?</i>	No	<i>Does it examine a poorly performing service?</i>	No
<i>Is it a key issue for local people?</i>	No	<i>Has it been prompted by new Government guidance or legislation?</i>	No
<i>Will the scrutiny have a clear impact on services?</i>	Yes	<i>Will it result in improvements to the way the Council operates?</i>	Potentially
<i>Are improvements for local people likely as a result?</i>	Possibly		
Scope of scrutiny (what issues will it cover and what won't it cover)	<ul style="list-style-type: none"> • Overview of current arrangements for waste collection and disposal in Worcestershire including the current level of joint working and future plans • Details of waste collection in each District to include type and length of contracts, assets, types of material collected, method of collection, waste collected per head and cost per head in each District • Details of waste disposal to include contract details, type of disposal facilities, methods of disposal, staff and assets, disposal data and costs etc • The potential costs, savings and benefits of and barriers to introducing an 		

	<p>integrated waste collection services in Worcestershire</p> <ul style="list-style-type: none"> • Options for models of a joint integrated waste collection and disposal service, what might work best in Worcestershire and when joint working might best be introduced • Implications for District Councils if joint working could be introduced • Task Group's view regarding potential future implications of EU Waste Framework Directive on sorting recyclables at source (rather than commingled) • How integrated waste services operate in Unitary authorities • Best practice in other authorities (i.e. Somerset Waste Partnership, East Kent and South East Wales) <p><i>N.B. O&S has committed to ensure that the following are considered in all scrutiny reviews as appropriate</i></p> <ul style="list-style-type: none"> • <i>equality and diversity issues</i> • <i>commissioning</i> • <i>localism</i>
Advantages to conducting scrutiny & Indicators of success (ie how will you know a good scrutiny has been done?)	The evidence on whether a joint integrated waste collection and disposal service would be feasible, and the potential costs, savings, benefits and barriers will be clearly understood.
Has anyone else examined the issue?	Joint Scrutiny of Partnerships in Waste Management – June 2007: (Joint scrutiny report by 4 Councils in South East Wales) LGA, CCN and WIN Case Studies (Somerset and East Kent)
Any disadvantages or pitfalls to conducting this scrutiny?	
INFORMATION NEEDS	
Key Documents, Reports & Data required	<ul style="list-style-type: none"> • Council Minute No 1534, 16 January 2014 (Notice of Motion) • Joint Municipal Waste Management Strategy • Waste Core Strategy • Overview of current situation and details of existing contracts, staff and assets involved in waste collection, types of material collected, method of collection, waste collected per head and cost per head in each District etc • Member and Officer Waste Forum discussion notes relating to advice from Worcestershire Leaders Board on pursuing partnership working in 2011 • East Kent Joint Waste Partnership (to save £30million) – WIN Case Study March 2011 • Somerset Waste Partnership (Savings £1.7million per year) – LGA Case study http://www.local.gov.uk/search/-/journal_content/56/10180/3486363/ARTICLE • Waste Information Network and Regional Improvement & Efficiency Partnerships (RIEPs) – guidance • Government Guidance
Is an expert adviser needed?	Seek expert witness possibly re options for potential models and how these might be introduced
Possible	Cabinet Member for Waste and Sustainability

interviewees	<p>John Hobbs, Director, BEC Rachel Hill, Programme Director Richard Woodward, Waste Services Manager District Council Officers responsible for waste collection Waste Collection Contractors Waste Disposal Contractor Unitary Authority representative for waste services Somerset Waste Partnership representative Expert witness (possibly from SE Wales Integrated Waste Partnership tbc)</p>
Is this an issue that young people would be interested in? If so, ask Youth Cabinet for evidence.	<p>No, the issue is about the potential for an integrated waste collection service and how the County and District Council's can work together to achieve savings.</p>
Site Visits	<p>Consider Somerset, South East Wales and East Kent waste partnerships</p>
Types of meeting/consultation needed? (eg workshops/focus groups/public meetings/questionnaires etc)	<p>Task Group Meetings</p>
Any meetings to be held outside of County Hall?	<p>Potentially</p>
Media & publicity needs?	<p>?</p>
OUTLINE TIMETABLE	
Proposal to OSPB	<p>12 March 2014</p>
Evidence Gathering	<p>April – July 2014</p>
Scrutiny Report to OSPB	<p>17 September 2014</p>
Scrutiny Report to Cabinet	<p>October 2014</p>

**OVERVIEW AND SCRUTINY
COMMITTEE**

1st April 2013

QUARTERLY RECOMMENDATIONS TRACKER

Relevant Portfolio Holder	Councillor John Fisher, Portfolio Holder for Corporate Management
Portfolio Holder Consulted	No
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 provides an update on the action that has been taken to implement recommendations made through the scrutiny process. Information is provided both about recommendations that have been implemented and recommendations where action remains to be taken.

2. RECOMMENDATIONS

**The Committee is asked to RESOLVE that
the report be noted.**

3. KEY ISSUES

Background

- 3.1 At a meeting of the Overview and Scrutiny Committee on 4th June 2013 Members considered the Committee's current approach to monitoring the implementation of recommendations that have been made through the scrutiny process. Rather than receive monitoring update reports every six months on recommendations made by the Committee and updates every 12 months on the action taken to implement recommendations made by Task Groups Members agreed to receive updates on action taken to implement all recommendations on a quarterly basis.
- 3.2 The Committee requested that the details of all recommendations already acted upon should be published on the Overview and Scrutiny section of the Borough Council's website to highlight the positive difference that the Committee was making. Information about implemented recommendations is now only reported back to the Committee once to ensure that Members can focus on encouraging action to be taken in cases where recommendations had not yet been implemented.
- 3.3 In accordance with this approach, Appendix 1 lists recommendations made through the scrutiny process that have already been implemented. Appendix 2 lists those recommendations that remain to be implemented.

OVERVIEW AND SCRUTINY COMMITTEE

1st April 2013

- 3.4 Wherever possible, as requested by Members, an estimated date for the final implementation of outstanding recommendations has been provided.
- 3.5 The Committee will be aware that there are some recommendations where it would be reasonable for Officers to require further time to implement the recommendations. For example, Officers would require some time to implement recommendations made at a recent meeting of the Committee. Where possible an explanation has been provided for the delay to implementation.
- 3.6 Members are invited to consider the updates provided regarding these recommendations and to identify whether any further action is required to facilitate the implementation of any of these recommendations.

Financial Implications

- 3.7 There are no direct financial implications directly relating to this report.

Legal Implications

- 3.8 There are no legal implications directly relating to this report.

Service / Operational Implications

- 3.9 There are no direct service or operational implications that have been identified for this report.

Customer / Equalities and Diversity Implications

- 3.10 No direct customer or equality and diversity implications have been identified for this report.

4. RISK MANAGEMENT

No risks have been identified.

5. APPENDICES

Appendix 1 – Recommendations that have been implemented.

Appendix 2 – Recommendations that remain to be implemented.

Appendix 3 – Promoting Sport Task Group update

AUTHOR OF REPORT

Name: Jess Bayley, Democratic Services Officer

**OVERVIEW AND SCRUTINY
COMMITTEE**

1st April 2013

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Overview and Scrutiny Recommendations Tracker
Recommendations that have been implemented

Dial a Ride Extended Service – Feasibility Study
 (considered by the Executive Committee on 16/10/12)

<p><u>Recommendation 4</u>: 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.</p>	<p>The extension of the service took place in early 2013. A monitoring update report was presented for the consideration of the Overview and Scrutiny Committee on 4th March 2014.</p>
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Arts and Culture Centre Task Group (considered by the Executive Committee on 09/04/13)

All nine of the group's recommendations were ENDORSED by the Executive Committee. However, the Committee could not decide on all of the recommendations as it is not the decision making body for outside organisations.

The following conclusions have been reached: Recommendation 2a, 4, 5, 6, 8 and 9 were APPROVED. Recommendations 1, 2, 4a, and 7 were recommendations to the Arts in Redditch Network. The Arts in Redditch Network has considered the Task Group's recommendations. The network has reserved the right to submit a more detailed response at a later date and may adapt their response accordingly at this stage. A final decision on these recommendations therefore remains PENDING.

<p><u>Recommendation 3</u>: an online Redditch Arts Map, including an arts trail, outlining the location of public art works and venues in the Borough and linked to an icon on the new information kiosks in the town centre, should be introduced.</p>	<p>The Arts in Redditch Network has been trialling a version of the Arts Location Map using Google Maps and is currently live on the AIR website. The map is due to be developed over the coming months.</p>
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Scrutiny Task Group Recommendations Monitoring Process

(Considered by the Executive Committee 15th October 2013)

Recommendation: the reference that “the Overview and Scrutiny Committee will review implementation of recommendations made in any report not sooner than twelve months after consideration of its report by the Executive Committee” be removed from the Council’s Constitution.

The recommendation was approved in December 2013. The constitution is in the process of being changed accordingly.

Housing Revenue Account 2014/15

(Considered by the Executive Committee 11th February and subsequently by Council on 24th February)

Recommendations:

- 1) the draft 2014/2015 Estimates for the Housing Revenue account attached to the report at Appendix A, be approved
- 2) the actual average rent increase for 2014/015 be 5.13% (3.2% RPI plus 1.93% due to rent restructuring); and
- 3) the £3.5m be transferred to a reserve as a Revenue Contribution to Capital to fund the future Capital programme and repay borrowing.

This recommendation will be implemented as of 1st April 2014.

Overview and Scrutiny Recommendations Tracker
Recommendations that remain to be implemented

<u>Promoting Sporting Participation Task and Finish Group</u> (considered by Executive Committee on 26/6/12)	
<p><u>Recommendation 2:</u> That the Council look to maximise the benefits of parks and green spaces in Redditch by introducing more informal games areas and additional equipment to help increase sporting participation and physical activity in the local area</p>	<p>A detailed update on the action that has been taken and will continue to be taken until Easter 2014 in response to this recommendation has been detailed in Appendix 3 to this report.</p>
Access for Disabled People Task Group (considered by the Executive Committee on 21/08/12)	
The following recommendation remains to be implemented.	
<p><u>Recommendation 6:</u> a disability awareness session should be delivered as part of the Member Development Programme at Redditch Borough Council.</p>	<p>The Executive Committee agreed on 11th June 2013 that disability awareness training should be delivered to elected Members as part of the induction process for new Councillors. The training is due to be delivered as part of the new Member induction process in June 2014, following the next local Council elections.</p>

Sickness Policy Short, Sharp Review
(considered by Executive Committee on 20/11/12)

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

Officers have investigated the potential for an A5 laminated guide to the council's Sickness Absence Policy to be provided. Unfortunately, Officers have found that it is not possible to fit sufficient information about the process onto a single card.

Under these circumstances Officers were wondering whether Members would be willing to allow Officers to issue reminders to all staff and managers electronically about the policy?

Redditch Market Review
(considered by Executive Committee on 12/3/13)
(Seventeen recommendations)

All of the recommendations were all APPROVED subject to the Portfolio Holder for Planning, Regeneration, Economic Development and Transport taking the lead on working on the detail of proposals and on the adoption of a bold and radical approach to recommendations 1 and 2 in particular, including a full assessment of the options for delivering a vibrant and viable market.

The following update has already been provided for Members' consideration on the remaining recommendations: In addition to arrangements being in hand to form the working group to develop the five year strategy and as part of the "full assessment of the options for delivering a vibrant and viable market", the North Worcestershire Economic Development and Regeneration Service's Client Management Group has instructed Officers to explore various options with a view to potentially externalising the markets function.

<p><u>Recommendation 1</u>: a new strategy for the market be developed which clearly sets out how the market can be revitalised over the next five year period.</p>	<p>The potential exists to incorporate a strategy for the market within a wider town centre strategy, jointly with the Town Centre Partnership and the Kingfisher Shopping Centre. In addition, and following initial consideration of the proposal to examine options to outsource the Market, a further political steer and input will be required. In the first instance in this regard, the Head of Planning and Regeneration, the Town Centre Coordinator and Economic Development Manager are to meet the company that operate Kidderminster’s outsourced outdoor market.</p>
<p><u>Recommendation 3</u>: the number of general retail market operating days should be reduced to no more than three days a week. The working group to consult with existing regular traders about which particular days should be retained.</p>	<p>The feedback from traders is that they do not want a reduction from five to three days. However, before any reduction in trading days is to take place, the following need to be considered:</p> <ul style="list-style-type: none"> • The need to purchase demountable stalls that can be taken up and taken down for three days and stored for four days. • The potential number of specialist markets that can operate on other “non market” days, is potentially limited. • A reduction in stall numbers would potentially result in a reduction in income. • A resource is required to initially purchase new stalls. • A resource is required to put up/take down stalls etc.

<p><u>Recommendation 4</u>: consideration is given to holding more speciality markets to take place on non general retail market operating days on a regular basis to help create a niche for the Redditch market. The working group to consider how such markets would be managed within the available resources.</p>	<p>A list of the types of potential specialist markets that exist have been circulated to the working group. There is concern that Redditch may not attract regular and large numbers of speciality markets.</p> <p>Furthermore, there is a resource issue associated with bringing in specialist markets that would require a budget bid.</p>
<p><u>Recommendation 5</u>: the market working group considers the feasibility of introducing an on-site Redditch Market information point.</p>	<p>If this was to be progressed, the group felt this could be located on an "enclosed stall" rather than a permanent structure.</p> <p>Consideration needs to be given to using/adapting an existing stall. However, the Senior Market Operative's other responsibilities mean that he is not on site all of the time, which means that such a facility could not be "manned" all of the time. As such a facility never existed previously; there is potentially no demand and no meaningful purpose for it.</p>
<p><u>Recommendation 11</u>: the market working group explores the possibility of realigning and extending the layout of the market past its current location.</p>	<p>A resource does not exist to purchase and to put up and take down extra stalls (there would need to be a budget bid). The matter has been considered but as there is currently not a waiting list of traders requesting additional stalls it is considered there is no demand requirement for additional space at present.</p>

<p><u>Recommendation 12</u>: the market working group explores the feasibility of introducing a covered food court area.</p>	<p>There is no resource to build such a facility (there would need to be a budget bid). Also existing relevant hot food traders currently deliberately operate apart from each other, as competitors.</p>
<p><u>Recommendation 13</u>: the market working group explores the suitability of the design of the current market stalls and to consider whether the introduction of alternative stalls would improve the overall visual appearance of the stalls.</p>	<p>This would require a budget bid. However, it is considered better to implement the Town Centre Landscape Strategy before changing the market stalls, which are currently, still regarded to be of a satisfactory standard.</p>
<p><u>Recommendation 15</u>: the market working group works with local bus operators to help further promote the market.</p>	<p>The response from the main bus operator is that they do not have many final destinations that say “Redditch Town Centre”. They try to be more specific about where the final destination of the bus is. All their buses are now DDA compliant which means they have working destination blinds. The relevant Act stipulates that destinations should be as clear as possible and they advise the best way to do this is to have as few words as possible on the blind. Adding “Redditch Town Centre & Market” or “Town Centre Market” would be difficult to read and, with certain types of blind, would be too many characters to display. They advise that this is not something they would be particularly keen to do.</p>

Recommendation 16: the Council should engage with the Public Fundraising Regulatory Association with a view to reaching an agreement to regulate the working days and areas of charity street fundraisers in Redditch Town Centre.

A draft Site Management Agreement (SMA) has been prepared following discussions with representatives of the Public Fundraising Regulatory Association (PFRA). The SMA will enable the regulation of who, where and how many charity fundraisers are allowed to collect in the town centre on any given date.

Officers have consulted with the Chair of Licensing Committee and the relevant Portfolio Holder regarding the details of the agreement. Negotiations with the PFRA are now taking place to agree the SMA and ensure it meets the needs of Redditch Town Centre as well as being reasonable for the PFRA's Members. Once finalised, the SMA will be reported to Licensing Committee for ratification.

Arts and Culture Centre Task Group (considered by the Executive Committee on 09/04/13)

All nine of the group's recommendations were **ENDORSED** by the Executive Committee. However, the Committee could not decide on all of the recommendations as it is not the decision making body for outside organisations.

The following conclusions have been reached: Recommendation 2a, 4, 5, 6, 8 and 9 were **APPROVED**. Recommendations 1, 2, 4a, and 7 were recommendations to the Arts in Redditch Network. The Arts in Redditch Network has considered the Task Group's recommendations. The network has reserved the right to submit a more detailed response at a later date and may adapt their response accordingly at this stage. A final decision on these recommendations therefore remains **PENDING**.

Recommendation 4: art exhibition space, where local artists can display their work, should be introduced at the Palace Theatre and the Abbey Stadium:

- a) the Arts in Redditch Network should promote opportunities to display local artists' work.

The Abbey Stadium exhibition space has been up and running since approximately the beginning of 2012. The exhibition space is currently displaying artwork by a community group and permanent artwork by a local artist. The Arts Development Service is currently promoting the opportunity for other local groups and artists to use the exhibition space via the council's website.

Quotes have been received to create a permanent exhibition space at the Palace Theatre. The cost to deliver this project will now be met in the next financial year, pending budget pressures.

<p><u>Recommendation 7</u>: in an ideal world an arts centre would be established in Redditch by a community group. However, in order for this objective to be achieved the community group needs to be aware of and to address the following barriers:</p> <ul style="list-style-type: none"> a) the extent to which local arts groups would make use of an arts centre; b) the financial costs involved in establishing and maintaining an arts centre; c) funding application requirements; d) creating a sustainable business case; e) legal liability and accountability issues; f) availability of volunteers to operate the centre; and g) management arrangements for the centre. 	<p>The establishment of an Arts Centre remains the clearly stated long-term objective of the Arts in Redditch Network. This commitment is featured in the ‘About Us’ pages of the website, and was re-stated at the launch event on the 22nd October 2013.</p> <p>To further promote the profile of the arts community in Redditch, the Arts in Redditch Network is promoting a ‘pop-up gallery’ at the Kingfisher Centre, over the period 10th - 19th May. This will help to showcase the visual arts scene in the town, help bring participants together and also encourage greater participation in arts activities.</p>
<p><u>Recommendation 9</u>: the ‘Creative Redditch’ artwork should be prioritised for use on the next bus shelter that is installed in Redditch town centre.</p>	<p>The Community Safety team of the Council is currently working with Choose How You Move to install a covered cycle shelter in the town centre, to include the ‘Creative Redditch’ piece. A likely location was identified during October and officers are currently working on redesigning the area to accommodate the shelter and dealing with some concerns raised about the location. The shelter will, for a trial period, be fitted with transparent panels to monitor any anti-social behaviour relating to the shelter and to inform the decision to upgrade the panels to those featuring the ‘stain glassed’ artwork.</p>

	<p>The hard landscaping works are complete for the cycle shelter. Rather than undertake the 'Creative Redditch' artwork there is an opportunity for the Community Safety team to work with an artist to create artwork inspired by the New Town designation 50th anniversary.</p>
<p style="text-align: center;">Access for Disabled People Task Group – Monitoring Update Report <i>(considered by the Executive Committee on 11/06/13)</i></p> <p>The recommendations were endorsed, subject to changes to the wording of both recommendations.</p>	
<p><u>Recommendation 1</u>: a disability awareness session should be delivered on an annual basis as part of the Member Development Programme at Redditch Borough Council; and</p>	<p>The Executive Committee agreed on 11th June 2013 that disability awareness training should be delivered to elected Members as part of the induction process for new Councillors. The training is therefore not due to be delivered until June 2014, following the next local Council elections.</p>
<p><u>Recommendation 2</u>: an in year bid, to be paid for from balances, should be made to fund the installation of a canopy over the ramp access to Shopmobility.</p>	<p>The Executive Committee recommended on 11th June that a canopy should be installed at this location. However, the Committee proposed that the installation of this canopy should be paid for using funds from the Shopmobility donated reserves.</p> <p>Approval will be required from the Kingfisher Centre due to the land being in their ownership. Following this planning permission would also be required. Estimated to be completed April 2014.</p>

Local Strategic Partnership Monitoring Update Report
 (Considered by the Executive Committee 2nd September 2013)
The Executive Committee APPROVED this recommendation, subject to a slight amendment to the wording.

Recommendation: the Council identify suitable sources of funding, including from external partner organisations such as Worcestershire County Council, that could be used to fund the installation of adult exercise equipment in Morton Stanley Park.

The Executive Committee agreed the following: “Officers be requested to try and identify suitable sources of funding, including from external partner organisations such as Worcestershire County Council, that could be used to fund the installation of adult exercise equipment in Morton Stanley Park”.

Medium Term Financial Plan
The recommendation was endorsed by the Executive Committee
 (Considered by the Executive Committee 11th February)

Recommendation: the current position for 2014/15-2016/17 be noted and Officers be requested to review the savings that can be delivered to achieve a balanced budget.

Officers are working to review potential savings. The Overview and Scrutiny Committee is due to receive the Future Financial Plan report in September / October which will contain further information on this subject.

APPENDIX 3

Overview and Scrutiny Recommendations Tracker

Recommendations that remain to be implemented: Promoting Sport, (considered by Executive Committee on 26/6/12)


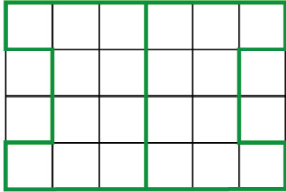
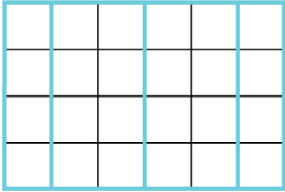
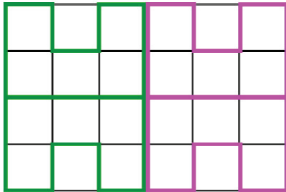
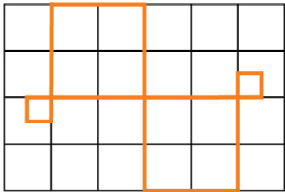
Recommendation 2: That the Council look to maximise the benefits of parks and green spaces in Redditch by introducing more informal games areas and additional equipment to help increase sporting participation and physical activity in the local area.

<p>In response to this recommendation Officers have arranged to do the following:</p> <ul style="list-style-type: none">• A circular table tennis table will be installed by Easter Holidays 2014.• Volleyball posts are due to be installed at the Arrow Valley and Morton Stanley Parks by April 2014.• Sports Grids will be installed at suitable locations by Easter 2014.• Improvements are due to be made to the new disc golf course including signage, course markings and revised GM work and completed by Easter 2014.• A giant chess board location had not been identified the last time Officers reported to the Committee – Members suggested consideration of Forge Mill• Orienteering	<p><u>Action to date:</u></p> <ul style="list-style-type: none">• A circular table tennis table was installed at Morton Stanley park on 10/3/14 (see photograph).• Volleyball posts and nets have been received in stock. Installation of the posts is programmed to commence by the contractor (Kelbec) the week commencing 24/3/14. (The specification for the posts and nets that were procured were as recommended by the Volleyball Association for outdoor use). <p>Marking indicators are to be used to support line marking of the court. The line marking is to be completed once installation of posts has been carried out</p>
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	<ul style="list-style-type: none">• Marking indicators is to be used to support the line marking of the Spots Grids. Interpretation boards have been purchased (see attached image) for the grids going into Morton Stanley and Arrow Valley Parks. (The line marking is to be completed by the in house grounds maintenance team at the same time as the Volleyball court markings are put in place).• The Disc Golf Welcome signage and course markings are all complete. Score cards and information has been uploaded and details are on the Redditch Borough Council webpages. (see attached)• A permanent giant chess board has been installed at Forge Mill near to the play and activity area (See attached photograph). Chess pieces have been ordered and are scheduled for delivery to the Forge Mill Museum on 20th March 2014. They will then be available and ready for use.• An orienteering course for adults and children has been installed. Leaflets and course maps have been completed. (See attached). The final details are to be uploaded onto the Council's webpages before the week commencing 31/3/14. The opening event is to be held by Harlequins Orienteering Club (the designers of the course) on Saturday 29th March.
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	<ul style="list-style-type: none">• The Orienteering Family Art Trail in Arrow Valley is to be completed by 28th March 2014 in readiness for the opening activity event on 29th March. Work is scheduled to commence the week commencing 24th March on the installation of the artwork trail. (See attached artwork and leaflet draft).
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<p>GRID CAN BE USED FOR INFORMAL AND FORMAL PLAY AND GAMES</p> <p>USE MARKERS AS REQUIRED FOR SPECIFIC PITCHES</p> <p>THE FOLLOWING ARE PITCH EXAMPLES OR MAKE UP YOUR OWN</p> <p>EACH SQUARE IS 10M X 10M</p>	 <p>Tel: 01527 64252</p> <h2 style="margin: 0;">SPORTS & GAMES GRID</h2>	<p>GRID CAN BE SPLIT INTO THE FOLLOWING</p> <p>1 PITCH = 6 X 4 SQUARES</p> <p>2 PITCHES = 4 X 3</p> <p>3 PITCHES = 4 X 2</p> <p>4 PITCHES = 3 X 2</p> <p>6 PITCHES = 2 X 2</p> <p>12 PITCHES = 2 X 1</p> <p>24 PITCHES = 1 X 1</p>																								
<p style="text-align: center;">FOOTBALL / HOCKEY</p> 	<p style="text-align: center;">RUGBY</p> 	<p style="text-align: center;">COLOURS</p> <table border="1" style="margin: auto; border-collapse: collapse; text-align: center;"> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td style="background-color: red; color: white;">R</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="background-color: green; color: white;">G</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="background-color: cyan; color: white;">B</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>		1	2	3	4	5	R						G						B					
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<p style="text-align: center;">FOOTBALL / HOCKEY</p> 	<p style="text-align: center;">SOFTBALL / ROUNDERS</p> 	<p style="text-align: center;">OTHER OPTION</p> <table border="1" style="margin: auto; border-collapse: collapse; text-align: center;"> <tr> <td>A</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>B</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>C</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>D</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>	A	1	2	3	4	5	B						C						D					
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Course designed by
Catch the Spirit Ltd

Hole #	Hole Name	Par	Distance	Player			
				Player 1	Player 2	Player 3	Player 4
1	Play Park	3	64m				
2	The Invisible Lake	3	56m				
3	Monte Carlo	3	55m				
4	Crafty Corner	3	69m				
5	Shoot Out	4	88m				
6	Valley Glider	3	69m				
7	Pinball Pines	3	51m				
8	Tree Cruiser	3	34m				
9	Ace Runner	3	72m				
TOTAL		28	558m				



Safety & Out-of-Bounds (O.B) Rules

Non-players and passers-by have 'right of way'. Do not throw until the space ahead is clear. Please use a spotter ahead of each tee to ensure it is safe to throw. When another player is throwing their disc the safest place to stand is at least 5 metres behind them. Please note that some novice players may be unpredictable - it is not unheard of for discs to fly out of the hand in completely the wrong direction! Have spotters on holes 4, 5, 6, 8 ahead of the tee to check the fairway and green is clear and safe.

Hole 2 has an invisible lake which is marked on the tee sign as O.B. On or over all roads, footpaths and car parks are O.B. If you disc enters a play facility or the 'real' lake then this is also O.B. A disc shall be considered O.B. when it comes to rest and it is clearly and completely surrounded by the O.B. area. Throws may not be taken from inside an O.B. area. Add one penalty stroke to your score and take your next throw from the point where it entered the O.B. area, up to 1 metre from the O.B. line.

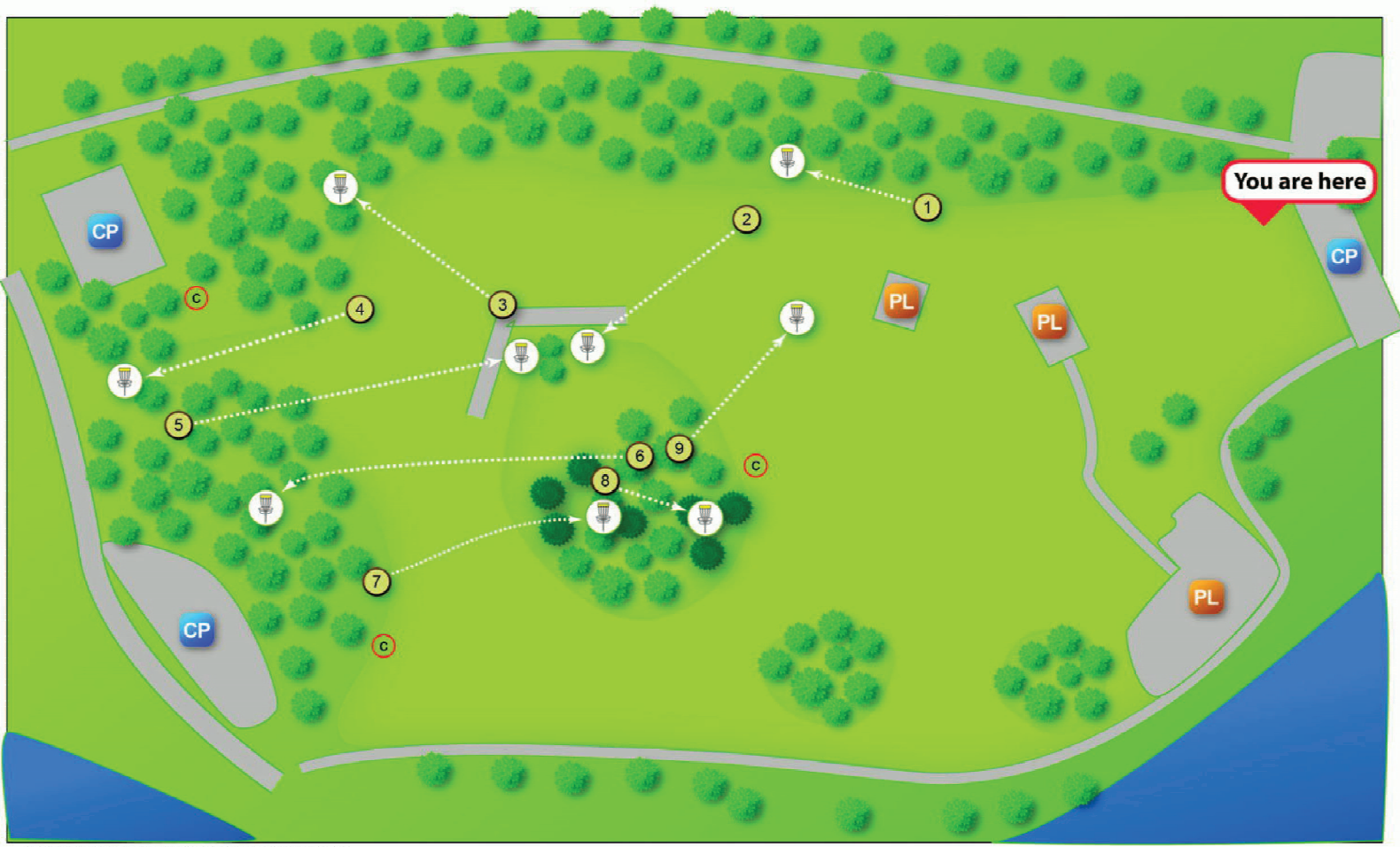
Where a disc becomes stuck in a tree, the next throw should be taken from the ground directly below, with no penalty throw.

If a disc enters the lake, players are strongly advised NOT to attempt to retrieve their disc. The water is deep and dangerous. And finally, please do not litter, use the bins provided or take your waste home.



Golf Discs & Accessories

www.CatchTheSpirit.co.uk



Arrow Valley Country Disc Golf Course
9 Holes, Par 29.

- Line of Disc
- Walk Route
- Water
- Building
- Footpath/Bridleway
- You are here
- Welcome Sign
- Tee
- Basket
- Car Park
- Play Facility
- Toilets
- Caution Sign





Control Sites	15. Path junction
1. Path junction	16. South.West depression
2. Path junction	17. Mown track junction
3. Gate	18. Path bend
4. Mown track junction	19. Thicket, East side
5. Path junction	20. Path junction
6. Road / path junction	21. Group of trees
7. Fence Bend	22. Path / Ditch junction
8. Eastern path junction	23. East most path end
9. Bridge, W. end	24. Path junction
10. Path junction	25. Ditch crossing
11. Bridge, North side	26. Metal object
12. Middle path junction	27. Ditch junction
13. Path bend	28. Bend on Eastmost path
14. Tree, East side	29. Small lake, East side

Beginners - Dist: 1.3km. Time: 30mins

1	2	3	4
5	6	7	

A bit harder - Dist: 2.8km. Time: 1hour

3	5	14	15
16	17	19	12
13			

Challenge - Dist:4.3km. Time: 2hours

4	14	15	20
21	22	29	16
17	18	11	13

What to do:

You can either follow one of the suggested courses opposite or just wander around with the map and see what posts you find.

△ Firstly, you need

To locate the start which is on the path at the west end of the car park.



○ Then, by following paths and landscape features, navigate to each numbered control post on your course. Note down the code on the post in the appropriate box for your course.

● The finish is by the main entrance to the visitor centre.

Ready for more?

Redditch Borough Council have created many other outdoor sporting facilities in our parks:

- Family Art Trail, Disc/Frizby Golf, Table Tennis, Volleyball and Sport Grids all at Arrow Valley
- Table tennis, volleyball and sports grids at Morton Stanley Park and Giant Chess at Forge Mill Museum

For more information on the above visit our website: www.redditchbc.gov.uk

If you would like to learn more about orienteering then contact one the friendly team at www.harlequins.org.uk .



Orienteering at Arrow Valley Park Courses for all ages



For free-range kids (and grown-ups)!

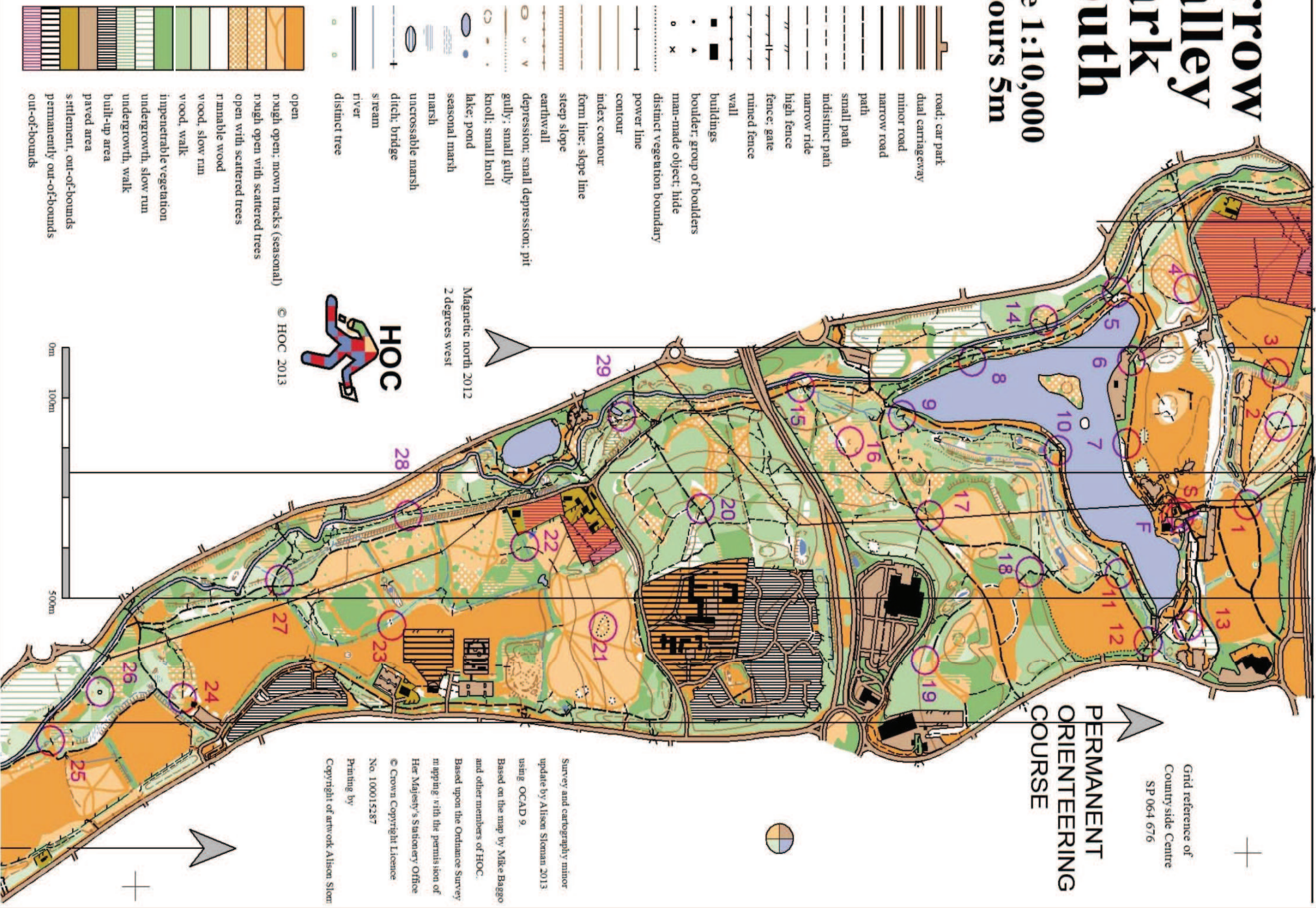
Test yourself!

Can you find your way around the woods?

Orienteering is very family friendly and suitable for almost all ages. For children in particular it promotes self-reliance and independent decision-making, besides getting them out into the fresh air to burn off some energy.

Arrow Valley Park South

scale 1:10,000
contours 5m



- road: car park
- dual carriageway
- minor road
- narrow road
- path
- small path
- indistinct path
- narrow ride
- high fence
- fence: gate
- ruined fence
- wall
- buildings
- boulder; group of boulders
- man-made object; hide
- distinct vegetation boundary
- power line
- contour
- index contour
- form line: slope line
- steep slope
- earthwall
- depression; small depression; pit
- gully; small gully
- knoll; small knoll
- lake; pond
- seasonal marsh
- marsh
- uncrossable marsh
- ditch; bridge
- stream
- river
- distinct tree
- open
- rough open; mown tracks (seasonal)
- rough open with scattered trees
- open with scattered trees
- runnable wood
- wood, slow run
- wood, walk
- impenetrable vegetation
- undergrowth, slow run
- undergrowth, walk
- built-up area
- paved area
- settlement, out-of-bounds
- permanently out-of-bounds
- out-of-bounds



© HOC 2013

Magnetic north 2012
2 degrees west

PERMANENT
ORIENTEERING
COURSE

Grid reference of
Country side Centre
SP 064 676

Survey and cartography minor update by Alison Sloan 2013 using OCAD 9

Based on the map by Mike Baggo and other members of HOC.

Based upon the Ordnance Survey mapping with the permission of Her Majesty's Stationary Office

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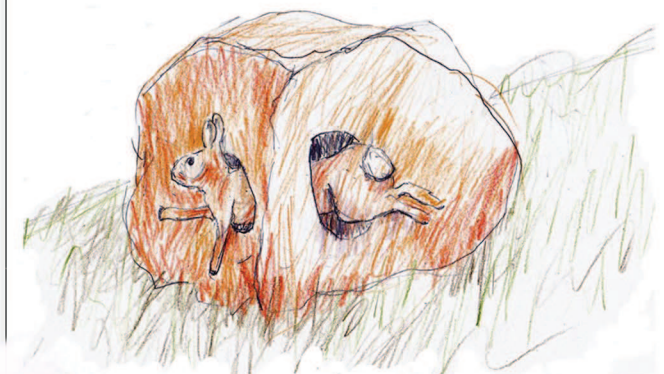
Printing by

Copyright of artwork Alison Sloan

The Hidden Creatures Family Art Trail



Drifting Newt



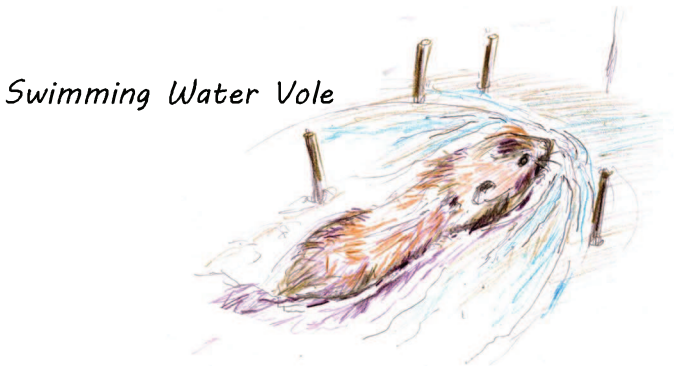
Running Rabbit



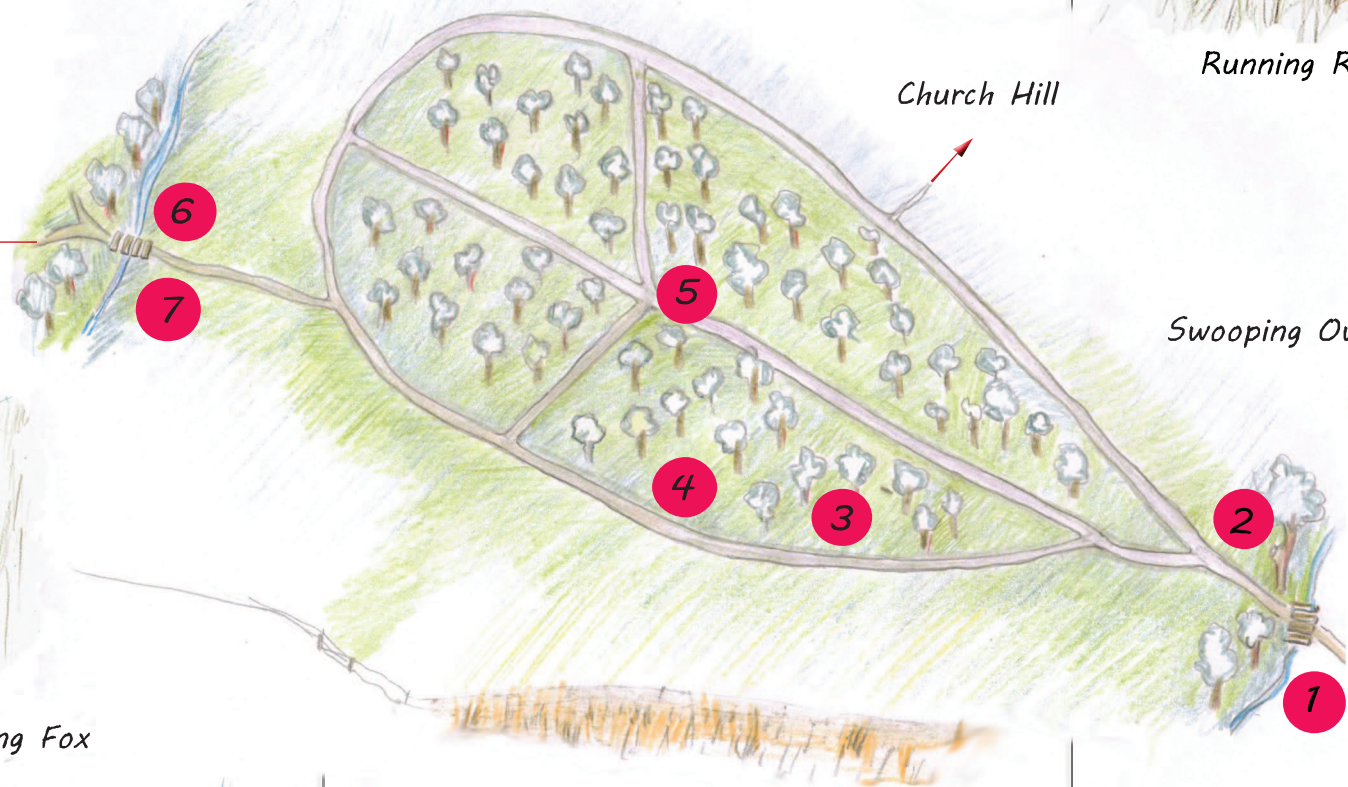
Procter's Barn Meadow



Sleeping Fox



Swimming Water Vole



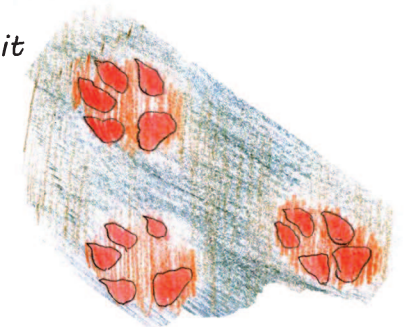
Church Hill

Swooping Owl



The Countryside Centre

Fox and Rabbit Footprints



The sculptures are made from recycled red sandstone, mahogany wood and cast iron. They were created by sculptors Keith Ashford and Elizabeth Turner. A different sculpture by Keith and Elizabeth about the Arrow Valley Lake can be found on the other side of the lake path.

The Hidden Creatures Family Art Trail

When you enter the Arrow Valley Country Park all seems peaceful and quiet. But behind the trees, in the lake and even underground there is a hidden world of creatures leading very busy lives! Explore the Family Art Trail to discover some of the animals and birds that inhabit the park.



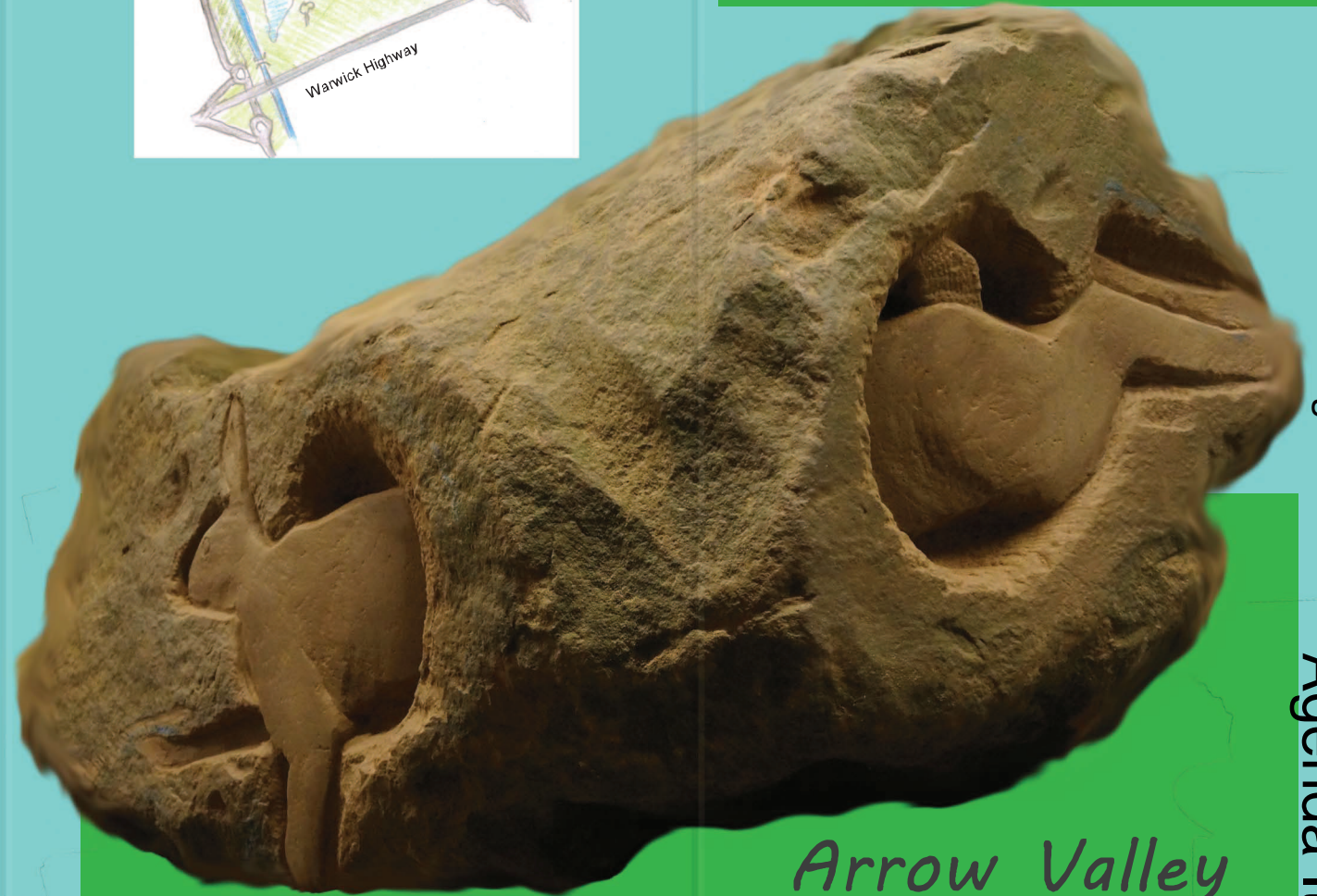
1. At the entrance to the Trail look down. Which animals do you think have just run in ahead of you?
2. Look up to see the Barn Owl swooping out from the tree.
3. Find a creature swimming across the surface of the stone.
4. Ssshh! Who is asleep behind this stone?
5. Be quick! The rabbit dives down into his burrow.
6. Can you see the newt drifting in and out of the reeds?
7. At the end of the trail look for the footprints of a water bird that has walked across your path.

We hope you enjoyed your journey around the sculpture trail and discovered lots of creatures along the way!

Artists

Keith Ashford and
Elizabeth Turner

www.sculpturelogic.co.uk



Arrow Valley
Countryside
Park



Executive Committee

11th March 2014

MINUTES

Present:

Councillor Bill Hartnett (Chair), Councillor Greg Chance (Vice-Chair) and Councillors Juliet Brunner, Brandon Clayton, John Fisher, Phil Mould, Mark Shurmer and Debbie Taylor

Also Present:

Councillor Andy Fry

Jim Stobie, Head of Estates Services, Warwickshire and West Mercia Police

Officers:

C Flanagan, S Hanley, J Pickering and A de Warr

Committee Services Officer:

I Westmore

145. APOLOGIES

Apologies for absence were received on behalf of Councillor Rebecca Blake.

146. DECLARATIONS OF INTEREST

There were no declarations of interest.

147. LEADER'S ANNOUNCEMENTS

The Leader advised that there were two matters which had appeared on the Executive Work Programme but which were not included on the agenda for consideration at this meeting as it had subsequently become apparent that Officers had the necessary authority to act in each case.

These were the approval of the West Mercia Police and Crime Panel Budget, where authority had been previously delegated to Officers by Council, and the Nomination of an Asset of Community

.....
Chair

Executive Committee

11th March 2014

Value, where Officers had applied statutory tests to the nomination, in accordance with the Council's agreed policy, which demonstrated that the application could not proceed.

148. MINUTES

RESOLVED that

the minutes of the meeting of the Executive Committee held on 24th February 2014 be approved as a correct record and signed by the Chair.

149. JOINT PROPERTY VEHICLE

Jim Stobie, Head of Estates Services for Warwickshire and West Mercia Police, attended the meeting to provide Members with a brief explanation of the proposed Joint Property Vehicle (JPV) which was being put forward as a property management solution for public sector organisations in Worcestershire and the surrounding area. At the outset it was reported that the County Council had recently agreed to move towards a Full Business Case. Should the Borough Council decide to progress the initiative, the Full Business Case would be presented for approval in approximately 12 months time.

Jim Stobie explained that the JPV represented a unique proposition, an arms-length company limited by shares, wholly owned and governed by the participating public sector partners. Those partners who were in at the outset would have control of the function of the JPV and each partner would possess an equal vote and voice on the shareholder group. There would be scope for other public sector organisations to come on board over time but this would be with the agreement of the existing partners.

The most obvious benefit of this approach would be efficiency savings together with those realised from the rationalisation of management structures. Property portfolio costs could be reduced in all areas other than for Non-Domestic Rates. The JPV would contribute to the local environment and economy through the contracting of services from local suppliers, would lead to revenue savings and would also contribute towards regeneration through the Worcestershire LEP. The one town approach was a further benefit of the proposal.

Members were generally supportive of the proposal and sought assurances and clarification on a number of areas. It was made clear that only public sector partners would be able to collaborate as part of the JPV in order to be Teckal compliant. It was also explained that it was up to each authority who was appointed to the

Shareholder group but that the current proposal was for this to be a Director of the public body in question.

RESOLVED that

- 1) **the Worcestershire Capital and Asset Partnership Outline Business Case for a Joint Property Initiative for the development of a joint Estates function across public sector organisations across the Worcestershire region, attached at Appendix 1, be noted;**
- 2) **the development of a Full Business Case, to be brought back to Members in due course, be agreed; and**
- 3) **the Executive Director for Finance and Resources and Head of Legal, Equalities and Democratic Services, following consultation with the Portfolio Holder for Corporate Management be delegated to work with partners to support the development of the Full Business Case for a Joint Property Vehicle, to include exploring hosting and proposed governance arrangements.**

150. GRANTS PROGRAMME 2014/15

The Committee considered a report setting out the recommendations of the Grants Assessment Panel in awarding grants to voluntary sector organisations for 2014/15. An update report was considered which provided the outcomes of a meeting of the Grants Assessment Panel following dispatch of the original agenda.

In view of the fact that two applications had not even reached what was considered an acceptable standard, it was recommended that all future applications meet a minimum level before they might go forward for consideration by the Panel.

Members expressed their admiration for the work carried out by the voluntary sector in the Borough and thanked those involved for enhancing the lives of those within Redditch.

RESOLVED that

- 1) **grants be awarded to voluntary sector organisations as detailed in Section 4.6 of the report submitted; and**
- 2) **a minimum score of 50% of the available points be approved for all applications submitted to Redditch**

Borough Council's Voluntary and Community Grants Programme.**151. TREASURY MANAGEMENT STRATEGY, PRUDENTIAL INDICATORS AND MINIMUM REVENUE PROVISION POLICY**

Members received a report which enabled them to scrutinise the Treasury Management Strategy, Prudential Indicators and the Minimum Revenue Provision and consider a number of Capital Bids.

The Committee was informed that there was a statutory obligation upon Officers to produce this report on an annual basis. There was little change in the information contained within the report year on year but it did provide Members with reassurance that the Council was managing its borrowing, investment and cash-flow effectively. Members' attention was drawn to the Council's investment strategy which demonstrated that an appropriate balance was being struck between risk and return.

RESOLVED that

- 1) the Treasury Management Strategy, Prudential Indicators and Minimum Revenue Provision Policy for 2014/15 be approved; and**
- 2) the Capital Bids detailed in Appendix A to the report be approved.**

152. PAY POLICY 2014/15

Members considered the Council's Pay Policy for 2014/15. This report was a requirement of the Localism Act 2011.

It was noted that around 100 staff were receiving below the Living Wage at present, but this situation would be remedied once Job Evaluation had been concluded and implemented and Officers hoped to achieve this within the next few months.

RECOMMENDED that

the Pay Policy as detailed in Appendix 1 to the report be approved.

**153. FINANCE MONITORING REPORT 2013/14 - APRIL - DECEMBER
(QUARTER 3)**

Officers presented what was a new-style Finance Monitoring Report which provided considerably more detail around departmental spending than had been the case previously.

The Leader commented that Members were taking a greater role in actively monitoring their relevant budgets of late and this was increasingly being evidenced.

Staff were thanked for achieving the savings to date which had resulted in a projected outturn for 2013/14 in line with the budget for the current year.

It was noted that there was still a small amount of ongoing expenditure in respect of Hewell Road Pool Works. Officers reported that they had raised this with the Housing Strategy Team and a position statement was expected within the current week. This position statement would be forwarded on to all Executive Committee members.

RESOLVED that

- 1) the current financial position on Revenue and Capital, as detailed in the report, be noted; and**
- 2) identified savings be used to offset the savings requirement that has not been fully identified, where available in discussion with Heads of Service.**

**154. QUARTERLY MONITORING OF WRITE-OFFS - THIRD
QUARTER 2013/14**

The Committee considered a report which detailed the action taken by Officers with respect to the write off of debts during the first nine months of 2013/14 and which set out the profile and levels of outstanding debt.

Officers advised that much of the information contained within the report could only usefully be reported on an annual basis as in-year reporting only served to provide a misleading impression of the levels of outstanding debt. To this end it was proposed that the Executive Committee move to annual rather than quarterly reporting of this information henceforward.

RESOLVED that

- 1) the contents of the report be noted; and**

- 2) **an amendment be made to the Write Off Policy to allow for annual reporting of the write offs rather than quarterly.**

155. CUSTOMER SERVICES - 3RD QUARTER MONITORING REPORT

Members considered details of customer feedback data for the third quarter of 2013/14, along with transactional data relating to the Customer Service Centre.

One of the headline figures for the third quarter was a reduction in complaints which was linked to the bedding in of new waste collection arrangements and a reduction in the complaints about that particular service change. Only one complaint that quarter had been escalated to the Head of Service and no complaints had been forwarded to the Local Government Ombudsman. There had, however, been a considerable number of compliments.

Customer Services staff were complimented on the report, which demonstrated the benefits flowing through from transformation, and also on the changes to the arrangement in the Town Hall Reception area which had resulted in much reduced queuing in that space.

RESOLVED that

the contents of the report be noted.

156. OVERVIEW AND SCRUTINY COMMITTEE

The Committee received the minutes of a recent meeting of the Overview and Scrutiny Committee.

RESOLVED that

the minutes of the meeting of the Overview and Scrutiny Committee held on 4th February 2014 be received and noted.

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

There were no minutes or referrals under this item.

158. ADVISORY PANELS - UPDATE REPORT

The regular update on the activity of the Council's Advisory panels and similar bodies was considered by the Committee.

**Executive
Committee**

11th March 2014

RESOLVED that

the report be noted.

159. ACTION MONITORING

The Committee's Action Monitoring report was considered by Members.

RESOLVED that

the report be noted.

The Meeting commenced at 7.00 pm
and closed at 8.35 pm

.....
Chair

EXECUTIVE COMMITTEE LEADER'S WORK PROGRAMME

3 April 2014 to 31 July 2014

(published as at 3 March 2014)

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.

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; or
- (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.redditch.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@toms.govandredditch.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 Hornett	Leader of the Council and Portfolio Holder for Community Leadership & Partnership
Councillor Greg Chance	Deputy Leader and Portfolio Holder for Planning, Regeneration, Economic Development, Public Transport
Councillor John Fisher	Portfolio Holder for Corporate Management
Councillor Rebecca Blake	Portfolio Holder for Community Safety & Regulatory Services
Councillor Mark Shurmer	Portfolio Holder for Housing
Councillor Stephen Taylor	Portfolio Holder for Local Environment & Health
Councillor Phil Mould	Portfolio Holder for Leisure & Tourism
Councillor Sallie Brunner	
Councillor Brandon Clayton	

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any).	Documents submitted to Decision Maker/ Background Papers List	Contact for Comments
Joint Property Vehicle Key: Yes	Executive 11 Mar 2014 Council 31 Mar 2014		Report of the Head of Customer Access and Financial Support	A de Warr, Head of Customer Access and Financial Support. Tel: 01527 64252 ext 3177
Grants Programme 2014/15 Key: Yes	Executive 11 Mar 2014		Report of the Head of Community Services	J Willis, Acting Head of Community Services Tel: 01527 64252 ext 3284
Treasury Management Strategy, Prudential Indicators and Minimum Revenue Provision Policy Key: Yes	Executive 11 Mar 2014		Report of the Head of Customer Access and Financial Support	S Morgan, Financial Services Manager Tel: 01527 64252 ext 3790
Pay Policy 2014/15 Key: Yes	Executive 11 Mar 2014 Council 31 Mar 2014		Report of the Executive Director, Finance and Resources	J Pickering, Exec Director (Finance and Corporate Resources) Tel: 01527 881207
Customer Services - 3rd Quarter Monitoring Report Key: No	Executive 11 Mar 2014		Report of the Head of Customer Access and Financial Support	A de Warr, Head of Customer Access and Financial Support Tel: 01527 64252 ext 3177

3

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt Information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Finance Monitoring Report 2013/14 - April - December (Quarter 3) Key: No	Executive 11 Mar 2014		Report of the Head of Customer Access and Financial Support	S Morgan, Financial Services Manager Tel: 01527 64252 ext 3790
Quarterly Monitoring of Write-offs - Third Quarter 2013/14 Key: Yes	Executive 11 Mar 2014		Report of the Head of Customer Access and Financial Support	A de Warr, Head of Customer Access and Financial Support Tel: 01527 64252 ext 3177
Overview and Scrutiny Committee Annual Report Key: No	Council 31 Mar 2014		Report of the Overview and Scrutiny Committee	J Bayley, Overview and Scrutiny Support Officer Tel: 01527 64252 ext 3268
Review of the Town Hall Concessionary Use Key: Yes	Executive 8 Apr 2014		Report of the Head of Leisure and Cultural Services	J Godwin, Head of Leisure and Cultural Services Tel: 01527 881762
Planning Response to Stratford-on-Avon District Core Strategy - Focussed Consultation: 2011 - 2033 Housing Requirement and Strategic Sites Options Key: Yes	Executive 8 Apr 2014		Report of the Head of Planning and Regeneration	S Green, Development Plans Officer Tel: 01527 881342

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt Information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Gym Extension - Abbey Stadium Sports Centre Key: No	Executive, Council 24 Jun 2014		Report of the Head of Leisure and Cultural Services	J Godwin, Head of Leisure and Cultural Services. Tel: 01527 881762
Recovery Policy Key: Yes	Executive 24 Jun 2014		Report of the Head of Customer Access and Financial Support	A de Warr, Head of Customer Access and Financial Support Tel: 01527 64252 ext 3177
Discretionary Rate Relief Policy Key: Yes	Executive 24 Jun 2014		Report of the Head of Customer Access and Financial Support	A de Warr, Head of Customer Access and Financial Support Tel: 01527 64252 ext 3177
Job Evaluation Key: Yes	Executive		Report of the Head of Business Transformation and Organisational Development	B Talbot, Human Resources and Development Manager Tel: 01527 64252 ext 3385
Tenancy Policy Key: No	Executive		Report of the Deputy Chief Executive and Executive Director (Leisure, Environmental & Community Services)	D Allen, Strategic Housing Manager Tel: 01527 881276
Housing Allocations Policy - Review Key: No	Executive Council			L Tompkin, Head of Housing. Tel: 01527 64252 ext 3304



Overview and Scrutiny Committee

No Direct Ward Relevance

1st April 2014

WORK PROGRAMME

(Report of the Chief Executive)

Date of Meeting	Subject Matter	Officer(s) Responsible for report
ALL MEETINGS	REGULAR ITEMS	(CHIEF EXECUTIVE)
	Minutes of previous meeting Consideration of the Forward Plan Consideration of Executive Committee key decisions Call-ins (if any) Pre-scrutiny (if any) 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
	REGULAR ITEMS Update on the work of the Crime and Disorder Scrutiny Panel. Quarterly Tracker Report	Chair of the Crime and Disorder Scrutiny Panel Relevant Lead Head(s) of Service

Overview and Scrutiny

Committee

1st April 2014

	<p>REGULAR ITEMS</p> <p>Updates on the work of the Worcestershire Health Overview and Scrutiny Committee</p> <p>Bi-Annual Monitoring Report – Redditch Sustainable Community Strategy</p>	<p>Redditch Borough Council representative on the Health Overview and Scrutiny Committee</p> <p>Relevant Lead Head(s) of Service</p>
OTHER ITEMS - DATE FIXED		
1st April 2014	Football Task Group – Interim Report	Councillor Bush
1st April 2014	Integrated Waste Collection and Disposal Service – Topic Proposal for Joint Scrutiny	Relevant Lead Head of Service
1st April 2014	Landscaping Task Group – Final Report	Councillor Hopkins
1st April 2014	Members' IT - Presentation	Relevant Lead Head of Service
1st April 2014	Quarterly Recommendation Tracker Report	Relevant Lead Head of Service
10th June 2014	Overview and Scrutiny Training	Relevant Lead Head of Service
17th June 2014	Abbey Stadium Task Group – Final Report	Councillor Gandy

Overview and Scrutiny

Committee

1st April 2014

17th June 2014	Joint WRS Scrutiny Task Group – Final Report	Councillor Mason
17th June 2014	Positive Activities Update Report	Relevant Lead Head of Service
22nd July 2014	Voluntary Sector Task Group – Final Report	Councillor Witherspoon
2nd September 2014	Leisure Services Fees and Charges Report	Relevant Lead Head of Service
2nd September 2014	Sustainable Community Strategy – Monitoring Update Report	Relevant Lead Director
September / October 2014	Future Years Financial Plan – Pre-Scrutiny	Relevant Lead Head of Service
OTHER ITEMS – DATE NOT FIXED		
	Former Covered Market Area – Update Report	Relevant Lead Head of Service
	Healthwatch Worcestershire – Update Report	
	Land Maintenance Service Level Agreement - Update Report	Relevant Lead Head of Service
	Proposed Housing Review – Submission of Scoping Document	Councillor Brazier

Overview & Scrutiny

Committee

4th November 2009
