



Overview and Scrutiny Committee

Thu 18 Oct
2018
6.30 pm

Committee Room Two
Town Hall
Redditch

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**If you have any queries on this Agenda please contact
Jess Bayley, Louise Morris and Farzana Mughal**

**Town Hall, Walter Stranz Square, Redditch, B98 8AH
Tel: (01527) 64252 (Ext. 3268) or 01527 881412 or 01527 881407
e.mail: jess.bayley@bromsgroveandredditch.gov.uk /
louise.morris@bromsgroveandredditch.gov.uk
farzana.mughal@bromsgroveandredditch.gov.uk**

Overview and Scrutiny

Thursday, 18th October, 2018

6.30 pm

Committee Room 2 Town Hall

Agenda

Membership:

Cllrs:

Joe Baker (Chair)
Debbie Chance (Vice-Chair)
Joanne Beecham
Michael Chalk
Andrew Fry

Pattie Hill
Anthony Lovell
Gemma Monaco
Jennifer Wheeler

1. Apologies and named substitutes

2. Declarations of interest and of Party Whip

To invite Councillors to declare any Disclosable Pecuniary Interests and / or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests, and any Party Whip.

3. Minutes of the meeting held on 6 September 2018 (Pages 1 - 20)

4. Hereford and Worcestershire Sustainability and Transformation Partnership Update (Pages 21 - 28)

5. Emergency Planning (Civil Contingencies) Annual Update (Pages 29 - 32)

6. Pre-decision Scrutiny - Council Housing Growth Programme - To Follow

7. Pre-decision Scrutiny - Corporate Peer Challenge Action Plan - To Follow

8. Housing Attitude Survey - Member Discussion

9. Parking Outside Schools - Proposed Short Sharp Review (Pages 33 - 36)

10. Executive Committee Minutes and Scrutiny of the Executive Committee's Work Programme - Selecting Items for Scrutiny (Pages 37 - 70)

11. Overview and Scrutiny Work Programme (Pages 71 - 74)

12. Task Groups, Short Sharp Reviews and Working Groups - Verbal Updates

- a) Budget Scrutiny Working Group – Chair, Councillor Wheeler
- b) Performance Scrutiny Working Group – Chair, Councillor Wheeler

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13. External Scrutiny Bodies - Update Reports

- a) West Midlands Combined Authority (WMCA) Overview and Scrutiny Committee – Council representative, Councillor Chalk; and
- b) Worcestershire Health Overview and Scrutiny Committee (HOSC) – Council representative, Councillor Chalk.

14. Crime and disorder Scrutiny Panel (Pages 75 - 82)



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MINUTES

Present:

Councillor Joe Baker (Chair), Councillor Debbie Chance (Vice-Chair) and Councillors Joanne Beecham, Michael Chalk, Andrew Fry, Pattie Hill, Anthony Lovell, Gemma Monaco and Jennifer Wheeler

Also Present:

Councilor Tom Baker-Price - Portfolio Holder for Corporate Management
Councillor Mike Rouse - Portfolio Holder for Leisure and Tourism
Councillor Craig Warhurst - Portfolio Holder for Housing
Councillor Pat Witherspoon

Emma Brittain - Group Manager, Safeguarding Services, Worcestershire County Council and Sarah Wilkins – Interim Assistant Director of Early Help and Commissioning, Worcestershire County Council

Officers:

Kevin Dicks, John Godwin, Sue Hanley, Jayne Pickering and Judith Willis

Democratic Services Officers:

Jess Bayley and Farzana Mughal

33. APOLOGIES AND NAMED SUBSTITUTES

There were no apologies for absence.

34. DECLARATIONS OF INTEREST AND OF PARTY WHIP

Councillors Joe Baker and Debbie Chance declared other disclosable interests in respect of Minute No 43, Pre-Decision Scrutiny – Leisure Services Business Plan and Minute No. 44, Pre-Decision Scrutiny – Leisure Services Restructure., as they were both members of the Executive Committee when the original

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Chair

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decisions on these matters were made. During consideration of the items they took no part in the discussions and left the meeting. Councillor Pattie Hill chaired the meeting for those two items.

Councillor Tom Baker-Price declared other disclosable interest in respect of Minute No. 36 Worcestershire County Council Safeguarding and Early Help, as he was a member of both the Children and Families Overview and Scrutiny Panel and the Corporate Parenting Board for Worcestershire County Council.

35. **MINUTES OF THE MEETINGS HELD ON THE 5 JULY AND 9 AUGUST 2018**

The minutes of the Overview and Scrutiny Committee meetings held on 5th July and 9th August, 2018 were submitted for Members' consideration.

RESOLVED

that the minutes of the Overview and Scrutiny Committee held on 5th July and 9th August, 2018 be approved as a correct record and signed by the Chair.

36. **SAFEGUARDING AND EARLY HELP - WORCESTERSHIRE COUNTY COUNCIL UPDATE**

The Group Manager for Safeguarding Services and the Interim Assistant Director of Early Help and Commissioning for Worcestershire County Council presented a report in respect of Safeguarding and Early Help.

It was reported that Worcestershire Children's Services were the subject of a full Safeguarding Inspection undertaken in October, 2018 by Ofsted, and subsequently had been subject to regular monitoring visits in order to assess progress.

A summary of the inspections was highlighted in the report together with areas for development. These highlighted some of the significant challenges faced in the services provided to children and young people in Worcestershire, particularly those who were looked after.

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Whilst it was acknowledged that progress had been made in improving services for children and young people, it was recognised that further work was required to ensure that the voice of the child was heard and services were making a difference to their lives. The key issues identified were as follows:

- There was evidence that information was not being shared across all partner agencies in a timely manner.
- Children's voices were not being heard at an early stage, which was needed in order for them to receive the right services at the right time.
- Children that had been removed were not recognised on the Child Protection Plan.
- There was drift and delays in respect of the child's outcome.

It was noted that the next monitoring visit was scheduled to take place on 2nd and 3rd October, 2018. These visits would focus on the Family Front Door and relevant Partnerships. A further Ofsted inspection and peer review was also scheduled to take place the following year.

Members requested assurance that the service would not relapse into being inadequate and would be sustainable. Arising from Members' questions, the following points were addressed:

- There was a clear plan in place to address the issues and good improvement continued across the whole of the service, including a good after care service.
- There was strong leadership, commitment and clear decision making in place.
- During the transition, Worcestershire County Council would continue to challenge staff and constantly strive to improve the effectiveness of agencies' work to safeguard children and young people.
- It was important to ensure that children and young people's voices were heard and they received the right services at the right time.
- Worcestershire County Council would monitor and scrutinise progress to ensure that there was effective coordination of understanding and activity across the partnership.

The Committee commented on the open and transparent approach adopted by Worcestershire County Council. To address these problems robust action was being taken by the senior leadership team to improve safeguarding arrangements and working practices.

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Members thanked Worcestershire County Council for the improvements that had been made.

The Committee was informed that Worcestershire County Council was working with elected Members through the Corporate Parenting Board and Scrutiny Panel so that they had better oversight and understanding of the journey of children and young people. It was acknowledged that engagement with Members had to be improved in relation to raising awareness of their corporate parenting role.

Members were informed that Worcestershire County Council had agreed an Alternative Delivery Model (ADM) for Children's Social Care Services. The name of the company "Worcestershire Children First" was also approved by Cabinet.

The proposed change to a wholly owned Council company for children's social care would be implemented on 1st October, 2019. This would allow the priority to remain on improving services and outcomes for children and young people. The full range of actions which underpinned the completion of key milestones had been categorised into 13 interrelated workstreams.

Members questioned how Worcestershire Council County would ensure that children and young people were kept safe from harm and who were at risk of exploitation. Members were informed that regular feedback from children and young people and quarterly reports were shared across Children's Services. There was good engagement with missing children and young people through welfare interviews.

Worcestershire County Council acknowledged that there were significant pressures on the budget and resources which could have implications for services.

RESOLVED that

the Worcestershire County Council update on Safeguarding and Early Help be noted.

37. PRE-DECISION SCRUTINY - DRAFT COUNCIL TAX REDUCTION SCHEME AND WIDER SUPPORT FRAMEWORK

The Committee received a report in relation to the Draft Council Tax Support Scheme (CTSS) and Wider Support Framework. The

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Executive Director of Finance and Resources provided information on the work undertaken by the Customer Access and Financial Support Service to date in respect of the redesign of the CTSS for implementation by 1st April 2019. The report also set out proposals for public consultation.

The report called for the Council to undertake a formal consultation with the major preceptors and the public on the proposed design of a revised scheme, which would take place for eight weeks from 1st October, 2018. The results of the consultation would be presented to the Overview and Scrutiny Committee and Executive Committee in January 2019, with any recommendations going forward to full Council in February, 2019.

The following key issues were highlighted:

- The CTSS had replaced Council Tax Benefit from 1st April, 2013.
- Council had previously agreed a minimum council tax contribution for working age claimants of 20% and 100% for pensioners.
- There were significant changes to the Universal Credit scheme. On average 40% of Universal Credit claimants had between eight and twelve changes in entitlement per annum.
- Since the introduction of Universal Credit a number of challenges had been identified to the administration of the CTS and also the collection of Council Tax generally.

It was proposed that the current means tested scheme should be replaced by a simple income band model. The indicative example of potential Grid Model Approach was provided in the report.

The Executive Director of Finance and Resources informed Members that the Executive Committee would be asked to approve consultation in relation to the draft scheme. This would involve consultation with a number of agencies, including; West Mercia Police, Herefordshire and Worcestershire Fire and Rescue Service, members of the public and other stakeholders.

It was further reported that a new provision would be included in order to support care leavers who would be provided with 100% Council Tax support up to the age of 21. Additional support would be provided for care leavers aged 21 and up to 25, with support tapering down to the 80% by the age of 25.

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Members were advised that if the new proposals for the scheme were not approved then the current scheme would remain in place. Any liable person affected by the proposals would be supported through transitional arrangements funded from the Hardship Fund.

In response to a Member question, the Executive Director of Finance and Resources stated that generally the claimant's benefits would not be suspended unless they failed to provide all the information required. The claimant would be advised prior to any action being taken.

The Portfolio Holder for Corporate Management, Councillor Tom Baker-Price, informed the Committee that the current scheme had been challenging and had caused confusion for the claimants, where their benefits had sometimes been changed between eight and twelve times in one year. The scheme would be clear and simple to understand going forward.

In response to a Member question, the Executive Director of Finance and Resources informed the Committee that there was £25k available in the Hardship Fund and that the Council had underspent in the last financial year. It was further stated that the Hardship Fund was a statutory requirement.

Members felt that the revised scheme was prudent in order for any issues to be mitigated. Furthermore, the Committee supported the revised scheme and proposed that the Executive Committee approve the consultation.

RECOMMENDED that

the Council undertake a formal consultation with the major preceptors and the public on the proposed design of a revised scheme to take place for 8 weeks from 1st October. The results of the consultation will be presented to Overview and Scrutiny and Executive in January when it will consider any recommendations that will go to full Council in February.

38. EXECUTIVE COMMITTEE MINUTES AND SCRUTINY OF THE EXECUTIVE COMMITTEE'S WORK PROGRAMME - SELECTING ITEMS FOR SCRUTINY

Members considered the Executive Committee minutes from the meeting held on 14th August, 2018 and the Committee's Work Programme. The Senior Democratic Services Officer advised that

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the final report in respect of the Support for Care Leavers Short Sharp Review Task Group which outlined the findings had been considered by the Executive Committee at their previous meeting. The Executive Committee had amended the group's proposals and their conclusions would be reported to Council. .

The Chief Executive advised Members that the Corporate Peer Challenge Action Plan was due to be considered at the following Executive Committee meeting. He suggested that the Overview and Scrutiny Committee should pre-scrutinise this item.

The following items were agreed to be pre-scrutinised:

- Council Housing Growth Programme.
- Redditch Business Improvement District.
- Corporate Peer Challenge Action Plan.

RESOLVED that

- 1) **the minutes of the Executive Committee held on 14th August, 2018 be noted;**
- 2) **the Executive Committee's Work Programme be noted; and**
- 3) **the following items should be added to the Overview and Scrutiny work programme for pre-scrutiny as agreed:**
 - a) **Council Housing Work Programme;**
 - b) **Redditch Business Improvement District; and**
 - c) **Corporate Peer Challenge Action Plan.**

39. TASK GROUPS, SHORT SHARP REVIEWS AND WORKING GROUPS - UPDATE REPORTS

Councillor Jennifer Wheeler provided verbal updates in respect of the following Working Groups:

- a) Budget Scrutiny Working Group

It was noted that the next Working Group was scheduled to take place on 10th September, 2018. The Head of Environment was invited to the meeting to answer questions from Members.

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b) Performance Scrutiny Work Programme

Members were advised that previous meetings had been cancelled due to Members availability. The next was to be arranged.

40. EXTERNAL SCRUTINY BODIES - UPDATE REPORTS

The following updates were provided in respect of External Scrutiny Bodies:

a) West Midlands Combined Authority Overview and Scrutiny Committee

Councillor Michael Chalk advised that he and Councillor Julian Grubb attended the West Midlands Combined Authority (WMCA) Overview and Scrutiny Committee meeting held on 4th September, 2018.

Two reports on purple paper were presented at the meeting in respect of the Proposed Business Support Package and Bus Operator Recharging Proposal.

There was due to be a question and answer session for the WMCA Mayor in relation to Housing, Transport and Air Quality. Councillor Michael Chalk requested that if Members had any questions they should send them to him as soon as possible.

b) Worcestershire Health Overview and Scrutiny Committee (HOSC)

Members were informed that the next meeting of the Health Overview and Scrutiny Committee was due to be held on 19th September 2018.

41. OVERVIEW AND SCRUTINY WORK PROGRAMME

The Senior Democratic Services Officer presented the Overview and Scrutiny Committee's Work Programme for 2018/19. Members were informed that the Cabinet Member for Health and Wellbeing had confirmed that he would be attending the meeting of the Committee in December, 2018, together with an officer from the County Council and a representative from Worcestershire Health

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and Care Trust in order to provide an update in relation to Sexual Health Services in Redditch. He had requested guidance in relation to the points that Members wanted to address and Members were asked to notify Offices as soon as possible about this.

Officers confirmed that the items Members had requested to be pre-scrutinised would be incorporated to the work programme.

RESOLVED that

the Overview and Scrutiny Committee's Work Programme be noted.

42. 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 matters on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3 and 4 of Part 1 of Schedule 12 (A) of the said Act, as amended:

- (i) Minutes Nos. 43 and 44 - Pre-Decision Scrutiny of Leisure Services Business Plan and Leisure Services Re-Structure.**
- (ii) Minute No. 45 – Pre-Scrutiny decision of the Housing / HRA Overview and Recovery Plan.**

43. PRE-DECISION SCRUTINY - LEISURE SERVICES BUSINESS PLAN

Members considered the report in relation to the Leisure and Cultural Services – Local Authority Trading Company Business Case (LATC). The Executive Director of Finance and Resources provided an overview and highlighted the key areas.

Members were advised on the progress that had been made following approval in March, 2018, to set up a not for profit, Teckal compliant, Local Authority Trading Company (LATC/NewCo) to operate a number of the Council's Leisure and Cultural Services subject to approval of the final Business Plan.

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The Business Plan summary and detailed report had been prepared by V4 Consulting with input from officers and Members which outlined the approach proposed to the delivery of services based upon the Council's previous Committee decisions, Service Specification and Measures Dashboard.

The themes were highlighted in the report that supported the delivery of the Council's Strategic Purposes of "Provide Good Things to See, Do and Visit" and "Help me to live my Life Independently."

NewCo would be formally set up and registered following Council approval of the transfer of services to it. The Company would be constituted in accordance with the governance arrangements approved by Council.

The Council would be asked to formally delegate its powers as Shareholder to a Shareholder's Committee (constituted of Members) which would oversee the Company and exercise the Shareholder's powers on behalf of the Council.

A report would be presented to Members in October/November 2018, to establish the Shareholder Committee. It was proposed that to enable the recruitment to take place prior to going live on 1st December a Member Panel could be set up to undertake the selection process on behalf of the Shareholder Committee. Members were informed that the recruitment process had commenced this week. It was further proposed that this panel should comprise the Leader, relevant Portfolio Holder and the leader of the opposition, or their nominees. This panel would be supported by two senior officers of the Council.

The service review and restructuring report for the remaining client side functions had been finalised. Staff and union consultation had been considered at Stage 3a in preparation for future discussions. However until a formal decision had been made, the detailed consultation and engagement plans would not be formalised. They would be considered in accordance with all statutory requirements and the Council's Reorganisation and Change Policy.

Officers had consulted with leisure development experts Alliance Leisure Services Ltd (ALS) to look at the potential development opportunities across three of its major facilities.

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The investments had received appraisal by V4 to assess the rate of return on the investment to ensure financial viability and delivery of additional income to further develop the facilities in the Borough. The key investments were the Abbey Stadium Development; Palace Theatre, 3G and Parkour, Forge Mill Museum and Pitcheroak Golf Course. Clarity was provided that the Community Centres had been included in the specification since October, 2017 though the allotments would not now be included as previously planned.

Should approval be given to progress to Stage 3b, a new Risk Register would be produced to cover these aspects up to the transfer of services on the 1st December, 2018.

RECOMMENDED

- 1) **approval of the Business Plan at Appendix 5 to include the key assumptions at Section 8 and confirmation of a date of transfer as from 1st December 2018 for the following services:**
 - **Abbey Stadium Sports Centre**
 - **Palace Theatre and Palace Youth Theatre**
 - **Forge Mill Needle Museum and Bordesley Abbey Visitors Centre Inc. access to Bordesley Abbey Ruins**
 - **Community Centres at Windmill Drive, Oakenshaw, Batchley and Winyates Green; and**
 - **Pitcheroak Golf Course.**
- 2) **approval of the establishment of a member panel to undertake the recruitment of the Managing Director and Non Executive Directors. It is proposed that this panel comprises the Leader, relevant Portfolio Holder and the leader of the opposition, or their nominees. This panel will be supported by 2 senior officers of the Council;**
- 3) **approval of, in principle, the investment opportunities as detailed in Appendix 6 and request officers bring detailed business cases to the Board of Directors for final approval;**

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- 4) approval of the funding of £55k from balances to fund an Electronic Point of Sale (EPOS) system to ensure the NewCo has the functionality to enable marketing, income generation and customer insight to be at its most effective;
- 5) approval of a transfer from balances of £74k to cover the period of the initially agreed transfer date of 1st September 2018 to the revised date of 1st December 2018;
- 6) approval of the measures framework as included in Appendix 3; and
- 7) approval of the Company name as Forge Leisure Solutions trading as Forge Leisure.

(During consideration of this item Councillors Joe Baker and Debbie Chance declared other disclosable interests as they had been involved in the Executive Committee when a decision had previously been taken. As such they left the room during consideration of this item and took no part in the debate or voting thereon. In the absence of the Chair Councillor Pattie Hill chaired the meeting).

[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 during the course of the debate on the grounds that information would be revealed which relates to the financial and business affairs of the local authority and which relates to consultations and negotiations, including contemplated consultations and negotiations in relation to labour relations matters].

44. PRE-DECISION SCRUTINY - LEISURE SERVICES RE-STRUCTURE

Members considered the report in respect of the proposed service restructure for Leisure and Cultural Services. The Head of Leisure and Cultural Services provided an overview of the proposed changes in relation to the revised management structure for the delivery of Leisure and Cultural Service for both Redditch Borough Council and Bromsgrove District Council.

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It was noted that this report should be read in conjunction with the LATC report and would only require a decision on future structures should Members be minded to approve the LATC project.

It was reported that as part of the shared services arrangements between Redditch Borough Council and Bromsgrove District Council a shared Leisure and Cultural Services department was created in August, 2011 with Redditch acting as host authority. As part of the establishment of the costs for the shared service, staff time was allocated to each authority based upon the amount of work each employee was expected to undertake for that authority. Operational budgets used to deliver the services were not considered as these were treated as being a matter for each authority and were to be used by officers to deliver the services required by Members.

It was recommended that the Executive Committee should consider the detailed V4 report and all other information provided and the proposed recommendations to Council were outlined in the report.

The review would be undertaken across all Leisure and Cultural Services to reflect the need to move from a delivery based model to a contract management position. Relevant staff would be TUPE transferred into the new company.

There were key assumptions that had been used to formulate the response to the change of service model and the proposed shared services structure that was to be implemented for Leisure and Cultural Services.

In order to ensure that the service continued to deliver high quality services that met the expectations of Members and residents, that were sustainable and capable of responding to service need proactively, it was agreed that the Council needed to respond to this change of delivery model constructively and undertake a full service review to bring forward a proposed revised service structure to be implemented as part of the wider project.

A ten week gap was required after the Council took a decision in respect of the company; starting with effect from 17th September should Council approve the proposals. However, staff engagement would be undertaken at an earlier stage, which was anticipated to commence on 20th September, 2018, to ensure that staff were aware of the proposals before the start of formal consultation on 5th December 2018. An interim management structure would be put in

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place to reflect changes within the service from the 1st October, 2018.

The Portfolio Holder for Leisure and Tourism, Councillor Michael Rouse, thanked Councillor Pat Witherspoon for her work and contribution in relation to the restructure.

The Head of Leisure and Cultural Services explained that the revised model would potentially bring both Redditch Borough and Bromsgrove District Councils' Leisure and Cultural Services closer together in terms of the model in place in the two authorities.

RECOMMENDED that

the proposed management structure, timeline and associated costs contained within this report are approved.

[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 during the course of the debate on the grounds that information would be revealed which is likely to identify an individual and which relates to consultations and negotiations, including contemplated consultations and negotiations in connection with any labour relations matters. However, there is nothing in this minute which is exempt].

45. PRE-DECISION SCRUTINY - HOUSING / HRA OVERVIEW AND RECOVERY PLAN

The Deputy Chief Executive presented the Housing / HRA Overview and Recovery Plan and in so doing circulated a presentation for Members' consideration (Appendix 1). During the delivery of the presentation the following matters were highlighted for Members' consideration:

- Audit reports in 2016/17 had highlighted areas of concern in relation to Housing, particularly Housing Capital.
- A Senior Contracts Manager had been appointed who had identified issues in terms of compliance with contract management and procurement processes.
- Eight members of staff had been suspended and had subsequently left the organisation.
- No evidence had been found of criminality.
- Since August 2017 there had been a wholesale review of Housing Services.

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- A number of actions had been taken to address the problems that had been identified but more action was needed, as detailed in the report.
- Whilst the report focussed on Housing Services the findings had implications for the whole of the Council as well as elected Members.
- All of the financial and contractual issues that had been identified would be detailed in a report that was due to be considered by the Audit, Governance and Standards Committee in October 2018. The purpose of this report would be to provide Members with assurance.
- Nationally there were challenges within the housing market, particularly in terms of the availability of social and affordable housing.
- Changes to the welfare system, including the introduction of Universal Credit, were impacting on the extent to which people could afford accommodation.
- Redditch Borough Council managed its own housing stock, comprising 5,800 properties.
- The Government had introduced a policy that required rents for Council properties to decrease by one per cent per annum. This policy had been applied over a four-year period.
- The reduction in rents had had a negative impact on the Council's Housing Revenue Account (HRA).
- For the first time the Council had only been able to balance the budget for the HRA for one year rather than three consecutive years.
- There had been a number of reasons that had meant that the Council could only balance the HRA budget for one year including the reduction and the costs of recruiting interim management during the course of the review.
- The Council had agreed a business plan for Housing Services in 2012. However, at the time the financial pressures facing the Council had not been appreciated.
- Estimates had been provided regarding the financial position of the HRS moving forward depending on the rent position for both Council properties and garages. These were only indicative models.
- Culture issues within the workforce had been identified. This had been one of the most contentious issues identified in the report but Members were advised that this had been highlighted to ensure that the report was open and honest.
- The culture challenges involved complex issues, including patterns in behaviour.

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- There had been a number of findings in the report including:
 - Management weaknesses.
 - The need for greater performance management of staff.
 - The lack of a shared purpose for Housing Services.
 - A reluctance amongst staff to report issues of concern to senior managers.
 - Some staff blaming others for the problems and not regarding the need for change as a collective responsibility.
 - There was a need to bring the various parts of the department together so that they worked holistically in the interests of the tenants rather than as separate entities.
 - There was an issue with challenge and scrutiny of the service.
 - Health, safety and welfare issues needed to be prioritised and taken far more seriously than in the past.
- The Executive Committee would be asked to consider proposed new management arrangements for Housing Services. Officers were proposing that the Head of Community Services should manage the Tenancy, Locality and Community Services and the Head of Environmental Services should manage services involved in property and compliance.
- Phased service reviews would then need to be undertaken, though the first priority would be to undertake a review of the management structure within the services.
- A number of compliance areas had previously been reported to be compliant, including for gas safety, electrical maintenance and asbestos checks. Officers had subsequently found that this was not the case and a lot of work had had to be undertaken to ensure that the Council became compliant and constant scrutiny would be required to ensure that this continued to be the case.
- Housing management needed to be refocused on all tenants not just those who were vulnerable.
- Action needed to be taken to tackle the numbers of void properties. These numbers had been masked and the turnover times were impacting on income as well as the availability of accommodation for those who needed it.
- An urgent review of Repairs and Maintenance was required, which would need to consider both productivity and performance.
- The council needed to deliver on a Tenant Engagement Strategy rather than to just have a policy.
- A business case had been included in the report which called for Members to agree to replace the Council's housing

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- system. Officers were currently using the oldest system in the country and this was not considered to be fit for purpose.
- Officers had developed an action plan designed to shape improvements to services. There would be regular reporting to the Executive Committee on the progress that was being made with this. The first of these update reports would be presented for the consideration of the Executive Committee in January 2019.
 - The capital staffing costs had been removed as they had been viewed as being inflated but they would need to be built back in to financial estimates.

Following the presentation of the report Members discussed a number of points in detail:

- The action that needed to be taken to ensure that the problems that had been identified did not happen again and the approach that had been adopted by officers to handling this. Officers advised that no one action could address the problems as wholesale system change was required.
- The requirement for action to be taken to provide assurance to both tenants and Councillors.
- The need for Members to set a strategic lead for the Housing Services which informed how those services performed.
- The fact that tenants needed to feel safe and the different ways in which various services could help residents to both feel and be safe.
- The need for Officers to be held to account if the measures identified in the action plan did not lead to the systemic change required.
- The training that existing staff within Housing Services had received and whether the Council had provided adequate development opportunities to staff to enable them to deliver the services that were needed.
- The need for staff to receive a range of training, both professional and technical to enable them to develop the expertise required to deliver services effectively.
- The extent to which the skills of staff were understood within the organisation. Members were advised that there had been limited awareness of the skills gap amongst staff and the skills of employees needed to be reviewed in order to identify what training needed to be delivered.
- The need for specialist technical support to be provided to housing services.
- The extent to which staff had been informed about the proposals. Officers explained that staff had all been briefed.

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Managers had been briefed at an earlier stage to enable them to support their staff.

- The extent to which officers would be supported to enable them to change services. Members were advised that support would be provided, including from external sources where needed, though senior officers would be uncompromising in their view that there needed to be change in order to meet the needs of tenants.
- The extent to which experienced Members had appreciated the gravity of the situation and the need for Members to learn lessons so that they could ensure that effective services were in place across the authority.
- The £350,000 in capital staffing costs that had been proposed in the recommendations within the report and the extent to which these would be sufficient to meet the needs of the service. Members were advised that at least this amount of funding would be required, though more might be necessary in the long-term, for example to pay for external technical expertise.
- The role of the locality teams in meeting the needs of tenants. Members suggested that they were keen for more staff to get involved with the work of these teams so that the focus would be more on the needs of tenants.
- The need for ward Members to visit and get involved with the work of the locality teams and the tenants they served.
- The value of appraisals for staff and the potentially positive impact that this could have on both staff morale and employees' development.
- The current approach adopted by the council to appraisals. Officers explained that a corporate approach to Personal Development Reviews (PDRs) had been introduced and was being cascaded down the organisation.
- The need for further development of managers. Officers advised that the Council was in the process of developing management role indicators.
- The need for there to be a two-way process, in terms of communication and contributions, in order for an appraisal to have a positive impact.
- The reaction of staff to the findings. Members were advised that the report and briefing had caused some staff to feel upset. There were staff who were passionate about the services that they provided and it could be difficult for them to hear about the criticisms that were being made about the department as a whole.
- The feedback that had been received from staff since they had been briefed on the findings detailed in the report.

Overview and Scrutiny Committee

Thursday, 6th September, 2018

Officers explained that some staff had reported that they were relieved the issues had been identified. A number had recognised that there were issues with Housing Capital but, for whatever reason, had not reported their concerns on to senior officers.

- The need for staff to feel comfortable and confident enough to report concerns about services to senior managers. It was noted that this should include staff feeling comfortable reporting their concerns to elected Members.
- The need for Members to work together to support the change that would be necessary over the next few months.
- The potential for mentors to be provided to support staff within the Housing Department.

During consideration of this item Members considered a proposal from the Chair that appraisals should be undertaken by an external person who could provide an independent assessment of an employee's performance. However, concerns were raised that the use of an external organisation for this purpose could be financially expensive for the Council. Members also noted that activities such as the Corporate Peer Challenge could assess the performance of the Council and ensure that staff were supported appropriately. The Committee therefore agreed not to pursue this idea further.

RECOMMENDED that Executive Committee

- 1) consider the content of the report and endorse the strategic action plan detailed at Appendix A to the report;**
- 2) support the financial actions undertaken in respect of the Housing Revenue Account and note the proposed actions subject to formal budget and rent setting processes as detailed in the strategic action plan;**
- 3) support the Director / Heads of Service remits and authorise the Chief Executive / Corporate Management Team Officers to proceed to recruit to the proposed senior managers for the service (subject to service review) with support for phased service reviews for the whole of the services detailed, over the following 12 – 18 months;**
- 4) endorse that the governance and reporting of progress on the strategic action plan be through Executive Committee; and**

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- 5) recommends that a sum of £350,000 (capital staffing costs) be built into the capital budget (HRA) for 2018/19 to resource the immediate review of Housing Capital / property and compliance team(s).**

[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 during the course of the debate on the grounds that information would be revealed which relates to the financial and business affairs of the local authority].

The Meeting commenced at 6.30 pm
and closed at 8.45 pm

Redditch Health Overview and Scrutiny Committee

Thursday 18th October 2018

Herefordshire and Worcestershire's STP update

Report author	Linda Onerhime, STP Engagement Officer
Presented by	Susan Harris, Director of Strategy and Partnerships (Worcestershire Health and Care Trust) and STP Communications and Engagement Lead Dr Frances Howie, Director of Public Health (Worcestershire County Council)

Introduction

The Sustainability and Transformation Plan (STP) Delivery Board reports from Herefordshire and Worcestershire's STP which highlights the work undertaken by each STP Workstream. The information contained in this report includes the work progress from the STP Workstreams in the last quarter.

This report provides the opportunity for stakeholders to understand the work of the STP Workstreams and to facilitate greater engagement with workstreams going forward.

The vision for Herefordshire and Worcestershire's STP is that '**Local people will live well in a supportive community with joined up care underpinned by specialist expertise and delivered in the best place by the most appropriate people.**' The STP has four priorities for health and care of its populations and within these priorities it has a number of workstreams.

Priority 1: Maximise Efficiency and Effectiveness

To maximise efficiency and effectiveness across clinical, service and support functions to improve experience and reduce cost, through minimising unnecessary avoidable contacts, reducing variation and improving outcomes.

Workstream updates:

Back Office, Infrastructure and Estates:

A Memorandum of Understanding has been created so that all Herefordshire and Worcestershire STP Partners can explore and develop opportunities to improve service outcomes and deliver savings across the back office and support functions.

Following the completion of a successful total transport pilot scheme, a review is underway on how this can be developed in future. An investigation is being held to the provision of a of a central (single) telephone number accessible by all Worcestershire residents, offering information about the range of journey options available to healthcare; surgeries, hospitals and hospital transport cost reimbursement schemes.

Diagnostic and Clinical Support:

An agreement has been reached to work on a proposal on how best to deliver radiology services across the STP footprint.



Medicines Optimisation

There are no new updates this quarter, for the previous quarter an initial meeting was held to discuss the introduction of pharmacists and pharmacy technicians to support medicines optimisation in care homes.

Digital and Innovation

Conversations with all workstream representatives within the STP have been completed to gather information on workstream digital requirements; this will help develop the Digital Workstream Delivery Plan.

Priority 2: Our Approach to Prevention, Self Care and Promoting Independence

To reshape the approach to prevention to create an environment where people stay healthy for longer, supports resilient communities, where self-care is the norm, digitally enabled where possible, and staff include prevention in all that they do.

Workstream updates:

Prevention, Self Care and Promoting Independence

Social Prescribing Schemes are now developing in both counties. Worcestershire is covering the majority of practices in the County through six pilot programmes. To date over 200 referrals have been made across the six sites. Herefordshire social prescribers have completed their induction and are working to develop the local offer working closely with Primary Care Home, Healthy Living Trainers and Community Brokers.

Lifestyle Behaviour Change Programmes – The Healthy Lifestyle Trainer Service remains in place in Herefordshire and is delivering support, focused on priority neighborhoods. In Worcestershire the Living Well Service continues to deliver support.

Making Every Contact Count (MECC) – MECC is an initiative that encourages and helps people to make healthier choices to achieve positive long-term behaviour change. To achieve this, organisations need to build a culture that supports and encourages continuous health improvement through the contacts made with individuals it comes across.

In Worcestershire, MECC has been promoted as part of the Health Living Network development, which has signed up 70 members in the first quarter. Both the online e-learning and face and face training packages have been developed and are being delivered, but delays have been caused due to viability of e-learning platforms for delivery across the County. This delivery also includes the roll out of train the trainer focusing on priority groups and deliver of the MECC offer with partner organisations and services.

Digital Inclusion and Information (Herefordshire) - Wellbeing Information and Signposting for Herefordshire (WISH) has been significantly improved and the Fastershire programme (Fastershire is a partnership between Gloucestershire County Council and Herefordshire Council to bring faster broadband to the two counties) is continuing to offer training in a range of settings and has been awarded a national award for increasing the access of high-speed broadband.

Digital Inclusion and Information (Worcestershire) - Worcestershire County Council in partnership with 29 other organisations formed Go On Worcestershire in November 2014 to ensure as many people as possible have the opportunity and support to confidently go online. In Worcestershire, the Chair and Vice Chair of the Go On Worcestershire met the Department of Public Health and Public Health Consultant for Worcestershire, a three year plan is being developed.

Priority 3: Developing out of hospital care:

Develop an improved out of hospital care model by investing in sustainable primary care which integrates with community based physical and mental health teams, working alongside social care to reduce reliance on hospital and social care beds through emphasising “own bed instead”.

Workstream updates:

Developing Sustainable Primary Care

For Worcestershire’s Internal Resilience Peer Support Team – Lessons learnt from the first 12 months are being collated in conjunction with the Local Medical Council (LMC), 7 practices have received support to date.

For Herefordshire - A number of training opportunities have been identified to develop practice mangers across the STP.

Integrated Primary and Community Services – Worcestershire

ICOPE (Integrated Care for Older People previously titled Frailty) - Initial work has focussed on the following key areas: establish integrated governance, system wide population planning, establish frailty prevalence, map local care services, develop and embed a proactive approach to assessment and intervention, develop and embed a proactive approach to acute deterioration, recovery and future



planning and identify key enablers.

Neighbourhood Teams (NTs) are integrated multidisciplinary teams of physical and mental care professionals for adults including over 65s, requiring community services. They work closely with GPs, primary care, social care and the third and independent sector to provide joined-up responsive, expert care and treatment.

All 14 Neighbourhood Teams (NT) are live with the triumvirate leadership model in place. Triumvirate primary care leadership and change agent programme is designed to enable a team of three multi-professional practitioners from a primary care practice to become a collaborative team of change agents. All 14 NTs have a plan in place on Verto (project management software) and these are being further developed to capture the activity of all partners.

Community Hospitals – There has been co-designed options for change with patients, the public, local clinicians and other stakeholders to support care closer to home, based on the principle that “own bed is best”.

Priority 4: Establishing clinically and financially sustainable services:

Establish sustainable services through development of the right networks and collaborations across and beyond the STP footprint to improve urgent care, cancer care, elective care, maternity services, and specialist mental health and learning disability services. We are establishing the right networks and collaborating with various partners to establish clinical and sustainable services.

Improving Mental Health:

A summary document has been produced bringing together detailed county based suicide prevention policies and actions plans, demonstrating the alignment of our two county-based approaches. A single STP Suicide Prevention Strategy will be produced to replace the two locality based policies.

In addition to this, there will be a campaign in Worcestershire to promote Improving Access to Psychological Therapies (IAPT) which will facilitate access to mental health services. This campaign may also be widened to include Herefordshire at a later date.

The work to develop a single STP Dementia Strategy across the two counties has commenced, a stakeholder event is now being planned for November to launch the strategy.

Improving Learning Disability Care



The Learning Disabilities STP group is working with self-advocacy organisations to audit primary health care (GP surgeries in Worcestershire have already participated) this will be extended to Herefordshire and results will be shared.

The Transforming Care Programme (TCP) across the STP is progressing, there are no NHS Assessment /Treatment beds, there are less than fifteen people with LD placed in hospitals and both counties have established risk registers.

A market engagement event has been arranged in September for the Learning Disabilities Workstream to identify providers to deliver a range of services to meet the needs of people on the complex needs pathway.

The Learning Disabilities workstream held an event in March 2018 with good attendance, including People with LD, Carers, independent sector, Advocacy (both County organisations) and good representation from commissioners and the clinical/operational teams). The group are planning another event with a focus on providers, carers and service users. The outcomes of the event include; networking, looking at joint supervision and service improvements and the start of real discussion around forensic services, transition and psychological therapies.

Health inequalities and workforce remain a high priority. Recent publications have again highlighted the need for reasonable adjustments and the need for quality services that are fair and impartial for people with learning disabilities and their families /carers.

Improving Urgent Care – Worcestershire

Planning continues to ensure that Frailty Assessment Unit (FAU) is fully operational for 12 hours a day and 7 days a week from the beginning of October 2018.

Overall Emergency Access standard performance at Worcestershire Acute Trust dropped in July from the previous month with 78% of patients being seen within the four hour access standard.

Improving Urgent Care – Herefordshire

An agreement across primary /secondary care to adopt ReSPECT has been established. ReSPECT stands for Recommended Summary Plan for Emergency Care and Treatment. ReSPECT is a process that creates personalised recommendations for a person's clinical care in a future emergency in which they are unable to make or express their choices.

Stroke:

In June and July 2018, a series of conversations with the public, patients and carers to gather feedback about stroke services across Herefordshire and Worcestershire was conducted. The purpose was to explore the current experiences of stroke services and what 'good should look like' across the two counties. A report



has been produced following this feedback and will inform stroke services in the future.

Maternity Care:

Two key enabling work streams are being developed to support the achievement of the ambition to reduce still birth, neonatal death, maternal death and brain injury by 50% by 2025.

The Local Maternity Systems (LMS) has identified a group of women who will benefit most from continuity of carer (consistency of the midwife and/or obstetrician who cares for a woman throughout out maternity) Staff volunteers will work in small teams of 4-8 or carry a caseload of 36 to meet the national booking target of 20% by March 2019.

A team of clinicians is being appointed to concentrate on smoking cessation, carbon monoxide testing all women at the start and middle of pregnancy, initiation of breast feeding, cardiocography training, implementing serial scanning for women over 40yrs, women who smoke and women who have a BMI over 30.

The Maternity Voices Partnership continues to work with the clinicians to ensure that the LMS is relevant to women and families and is making a difference.

Elective Care

A fortnightly teleconference between elective leads across the two counties has been established.

Herefordshire and Worcestershire Elective Care Programme Board has also been established and is operational.

Cancer:

The cancer plan for Herefordshire and Worcestershire is being finalised and upon completion, it will be made available to patients and service users. In addition, a service user engagement event is being planned later on in the year and the cancer plan will be shared with attendees.

There is a current review of 'Two Week Wait' referral forms; a 'Two Week Wait' referral is a request from your GP to ask the hospital for an urgent appointment for you. A series of workshops with service users will be arranged to ascertain feedback on the forms.

Recommendation



The Carers Advisory Group invited to approve and note this report.

DRAFT



**CIVIL
CONTINGENCIES
ANNUAL
UPDATE****SCOPE**

Following the Civil Contingencies Short Sharp Review Final Report the Overview and Scrutiny Committee considered the group's proposals at a meeting on 5th March 2018. During this meeting the Committee endorsed the group's recommendations that:

- The content of the Council's emergency plan should be reviewed on an annual basis; and
- Receive an annual update in respect of the Council's emergency planning arrangements.

SERVICE UPDATE

The role holder continues to:

- Manage a shared North Worcestershire Emergency Planning and Business Continuity Service across Bromsgrove District Council, Redditch Borough Council and Wyre Forest District Council in accordance with the Civil Contingencies Act 2004 and other relevant legislation.
- Ensure the appropriate strategies, policy, procedures and plans are in place to comply with the Civil Contingencies Act 2004, National Standards and Local Resilience Forum arrangements to ensure the councils can meet their statutory duties and stated strategies.
- Maintain and continuously develop effective multi-agency partnership working with both category 1 and 2 responders' undertaken via the representation of the three councils at multi agency planning meetings.
- Ensure internal arrangements remain fit for purpose within the stated asset management review dates. This will include regular testing, reviewing and revising of the emergency arrangements and associated procedures.
- Promote the annual review of all Council function business continuity arrangement so that they are fit for purpose and integrated within the Corporate Business Continuity Plan.
- Undertake horizon scanning for new legislation or central government initiatives and work with multi-agency partners within the LRF to identify risks and develop arrangements to manage projected impacts.

**CIVIL
CONTINGENCIES
ANNUAL
UPDATE
(CONTINUED)**

- Provide the opportunity for Duty Incident Response Officers to undertake training internally or within the multi-agency environment as appropriate to the role undertaken. Provide appropriate opportunities for training of and attendance at validation exercises of response and recovery arrangements.

INCIDENT DEBRIEF REPORTS

Two significant incidents occurred in 2018 which required both an internal and multi-agency debrief process to be commissioned. The internal debrief reports for the following will be discussed at Corporate Management Team (CMT) Meeting in November, and areas identified for development converted into an action plan for CMT management.

- Wythall Surface Water Flooding – May 2018
- Partial Building Collapse – July 2018

NATIONAL INCIDENTS

A professional localised analysis of the findings detailed within Kerslake report, an independent review into the preparedness for, and emergency response to, the Manchester Arena attack in May 2017, has identified suggested areas of identified best practice as well as pertinent recommendations.

No formal learning has been produced regarding Grenfell tower fire to date, however it is felt within the Emergency Planning Community that the findings will significantly shape emergency planning response and recovery particularly for Local Authorities.

REVIEW OF INTERNAL ARRANGEMENTS

The following arrangements are pending discussion and approval at the Corporate Management Team in November 2018:

- Corporate Emergency Plan
- Corporate Business Continuity Plan
- Redditch Borough & Bromsgrove District Council Rest Centre Operational Annex
- Bromsgrove and Redditch Flooding Response Framework
- Three debrief report suggested action plans.

MATERNITY ARRANGEMENTS

The current post holder is scheduled to undertake maternity leave in December 2018. Cover arrangements have yet to be agreed.

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**OVERVIEW AND SCRUTINY
COMMITTEE**

18th October 2018

PARKING OUTSIDE SCHOOLS – PROPOSED SHORT, SHARP REVIEW

Relevant Portfolio Holder	Councillor Brandon Clayton
Portfolio Holder Consulted	No.
Relevant Head of Service	Guy Revans, Head of Environmental Services
Ward(s) Affected	All wards.
Non-Key Decision	

1. SUMMARY OF PROPOSALS

This report provides Members with an opportunity to consider a proposal that has been received for Members to undertake a short sharp review of parking arrangements close to schools.

2. RECOMMENDATIONS

The Committee is asked to **RESOLVE** to approve one of the following options:

- 1) **Subject to any changes agreed during the meeting, the proposed Parking Outside Schools Short Sharp Review be launched.**
- 2) **Members receive a presentation on the subject of parking around schools in the Borough at a forthcoming meeting (or meetings) of the Overview and Scrutiny Committee.**
- 3) **No further action be taken by Overview and Scrutiny Members in respect of this matter.**
- 4) **Alternative action, to be identified and clearly specified during the meeting, be taken in relation to this matter.**

3. KEY ISSUES**Background**

- 3.1 The Overview and Scrutiny Committee can launch reviews of a range of topics. To ensure best use of resources Members are encouraged to focus on subjects that address the needs of the local community.
- 3.2 At the Overview and Scrutiny Work Programme Planning event in June 2018 the issue of parents and guardians parking close to schools to deliver and collect their children was raised as a potential topic for scrutiny. A number of members had received calls from officers to investigate the matter further due to concerns about some visitors parking on double yellow lines, blocking residential driveways and otherwise parking in a dangerous manner.

**OVERVIEW AND SCRUTINY
COMMITTEE**18th October 2018

Financial Implications

- 3.3 There are no direct financial implications for the Council.

Legal Implications

- 3.4 There are no direct legal implications for the Council.

Service / Operational Implications

- 3.5 There are currently no short sharp reviews or Task Groups and there is therefore officer capacity to support this review.
- 3.6 This review may require Members to engage with partner organisations, including Worcestershire County Council, as the local highways authority, and West Mercia Police.

Customer / Equalities and Diversity Implications

- 3.7 No specific customer or equalities and diversity implications have been identified.

4. RISK MANAGEMENT

No specific risks have been identified.

5. APPENDICES

Appendix 1 – Parking Outside Schools Short Sharp Review – Scoping Document.

AUTHOR OF REPORT

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

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 Baker, Chair of the Overview and Scrutiny Committee	Date of referral	18/10/18
Proposed topic title	Parking Outside Schools Short, Sharp Review		
Link to local priorities including the strategic purposes	Keep my place safe and looking good.		
Background to the issue	<p>At the Overview and Scrutiny Work Programme Planning event in June 2018 Members discussed potential topics that could be the subject of further scrutiny during the year. The issues proposed by Members were based on the areas of concern that had been raised by residents with Members over the preceding six months and during the local election period. One of the issues raised by Members was the subject of parents/guardians parking outside schools.</p> <p>There were a number of reasons why parking outside schools was proposed as a subject for scrutiny by Members. Residents have reported concerns to elected Members about parents parking outside their children's schools in an unsafe manner, in ways that restrict access to residents' driveways and garages and in illegal ways, (e.g. parking on double yellow lines). Concerns have also been raised by residents with Members about some, though certainly not all parents behaving in an aggressive manner when challenged.</p>		
Key Objectives Please keep to SMART objectives (Specific, Measurable, Achievable, Relevant and Timely)	<ol style="list-style-type: none"> 1) To review any legislation and regulations relating to parking on street and close to schools. 2) To consult with the public about any parking issues they may have experienced. This could take into account the views of both residents and those parking near schools. 3) To consult with schools over parking arrangements for parents. 		

	<p>4) To consult with Worcestershire Council, as both the local education authority and the highways authority, about any action that could be taken to address this problem.</p> <p>5) To assess the actions taken by other Councils to review parking issues close to schools and to determine whether the actions they took to address this problem could be replicated in Redditch.</p>
<p>How long do you think is needed to complete this exercise? (Where possible please estimate the number of weeks, months and meetings required)</p>	<p>I am proposing that this review should be completed in three or four months.</p>

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



Executive Committee

Tuesday, 11 September
2018

MINUTES

Present:

Councillor Matthew Dormer (Chair), Councillor David Bush (Vice-Chair) and Councillors Tom Baker-Price, Greg Chance, Brandon Clayton, Bill Hartnett, Gareth Prosser, Mike Rouse and Craig Warhurst

Also Present:

Roger Bennett, Michael Chalk and Anthony Lovell

Officers:

Kevin Dicks, Clare Flanagan, John Godwin, Sue Hanley, Mark Hanwell, Rachel Hines, Bev Houghton, Karen Jones, Jayne Pickering, Guy Revans, David Riley and Judith Willis

Democratic Services Officer:

Jess Bayley

25. APOLOGIES

There were no apologies for absence.

26. DECLARATIONS OF INTEREST

There were no declarations of interest.

27. LEADER'S ANNOUNCEMENTS

The Leader circulated a list of his announcements for Members' consideration.

28. MINUTES

RESOLVED that

the minutes of the meeting of the Executive Committee held on Tuesday 14th August be approved as a correct record and signed by the Chair.

.....
Chair

29. REDDITCH LOCAL LOTTERY

The ICT Transformation Manager presented the Redditch Local Lottery report together with Mr Nigel Ashton from Aylesbury Vale District Council. During the presentation of the report the following points were highlighted for Members' consideration:

- Aylesbury Vale District Council had been the first local authority to establish a local lottery scheme three years previously.
- The lottery scheme had been very successful in Aylesbury and the officers from that authority had provided support to Redditch Borough Council in developing the business case for a Redditch local lottery scheme.
- Under the proposed scheme anybody could buy a lottery ticket on the website.
- Lottery tickets would cost £1 and 50 per cent of that would be contributed to supporting good causes.
- The Council would need to spend £10,000 on set up costs and a further £2,500 per year on running costs.
- There was the potential that the Council could secure £60,000 per annum from the scheme.
- The odds of winning the £25,000 jackpot were one million to one.
- All lottery funds would be managed by an external company on behalf of the Council.
- There would be no roll over but if more than one person had the winning numbers they would all receive £25,000.
- There was a risk that people might choose not to participate in the lottery which would impact on income. The Council could then choose to end the service.

Following the presentation of the report Members discussed a number of points in detail:

- The Council lottery scheme could provide consistent funding to local charities on a monthly basis. This might help voluntary and community sector (VCS) groups to secure more sustainable funding.
- The potential to raise £60,000 for the Council from a local lottery could have a positive impact on the Council's finances.
- Local lottery schemes had been delivered successfully in other parts of the country when following the model of delivery detailed in the report.
- Concerns were raised about potential moral and ethical issues arising from the introduction of a local lottery scheme which could potentially encourage gambling. Officers suggested that as the scheme involved payments online of small sums

Executive Committee

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participants would not have the instant gratification that might come from playing on fruit machines.

- Members were advised that participants would be restricted to purchasing up to £5 of tickets only.
- Concerns were raised about funds raised from gambling being used to provide financial support to public services.
- Questions were raised about the number of people who would need to buy a ticket in order to generate £60,000 for the Council. Officers explained that 2,046 players would need to participate per week to achieve this figure.
- Members also asked about the amount of local market testing that had been undertaken in Redditch to test demand for the service. Whilst there was little information available about this Members were advised that Redditch was not very different to the 57 other places in the country where a local lottery scheme had been introduced.
- There had been no complaints in Aylesbury in the three years that their lottery scheme had been in place.
- Concerns were raised about the potential for the local lottery to encourage young people to gamble. Members were advised that the lottery would not be open to those aged under 16 and participants would be required to have a bank account.
- Whilst some people would participate in the local lottery in order to make money many would be taking part to raise funding for local good causes and in other parts of the country some had returned their prize and asked for it to be given to charity.
- Participants could choose the charity that received the funding, though 30 per cent of participants did not make a selection.
- It would take time to raise awareness of the local lottery and this would require effective marketing.
- Local charities would need to promote the scheme to residents as this would be in their interests.
- Members noted that the Grants Panel already provided grants to local VCS organisations and this ensured that services were provided in the community that the Council might not otherwise be in a position to support.
- Concerns were raised that vulnerable people on low incomes might spend their limited resources on lottery tickets. Members were advised that the company managing the lottery would do their best to make sure that people in this position did not use up their finances on the lottery.
- Members questioned how the management company had been selected and whether this had involved a proper procurement process. Members were advised that there were very few suppliers of this service and this was the most frequently used company across the country.

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- The arrangements in place at local authorities in other parts of the country, in terms of management of these schemes, were briefly discussed. Members were informed that the schemes tended to fail where Councils opted to manage the lottery.
- Questions were also raised about what happened to funds when there was no jackpot winner as there was no rollover. Members were advised that over the past three years the jackpot had only been won twice. There was the potential to offer bonus prizes where funds built up.

RECOMMENDED that

- 1) the associated business case and the establishment of a local lottery be approved;**
- 2) the preferred option to appoint an External Lottery Management (ELM) is approved and the appointment of Gatherwell Ltd is progressed;**
- 3) two officers are appointed to be responsible for holding the license and submit the necessary application to the Gambling commission.**

30. ANTI SOCIAL BEHAVIOUR CRIME AND POLICING ACT 2014 - IMPLEMENTATION OF PROVISIONS

The Community Safety Manager presented a report in respect of implementing the provisions of the Anti-Social Behaviour Crime and Policing Act 2014. The guidance in relation to this legislation had been issued in 2017 and the report detailed the implications for the Council, including a requirement to change the list of officer delegations for anti-social behaviour.

One of the key issues that had been addressed in both the legislation and the guidance was the previously inconsistent approach that had been adopted by Councils across the country to establishing protection orders against anti-social behaviour. The government had concluded that there needed to be a similar approach in all areas and the Government guidance recommended that the Executive Committee and Council to consider and agree any future requests for Public Space Protection Orders (PSPOs). Members were advised that there were five PSPOs in Redditch on the date of the meeting which mainly related to alcohol consumption and anti-social behaviour. All of these would need to be reviewed.

Following the presentation of the report Members discussed the proposals in detail. Questions were raised about the new Closure Power in the Anti-Social Behaviour Crime and Policing Act 2014 and Officers confirmed that Closure Notices could only be request

by a police officer in the position of an Inspector or in a higher position and any follow up action could be only be undertaken by a Chief Inspector or someone more senior.

Members noted that many of the powers detailed in the report would be delegated to Officers and they suggested that the use of these powers needed to be monitored. An additional proposal was therefore brought forward for a monitoring update to be undertaken which would be reported to the Crime and Disorder Scrutiny Panel. Some discussion was held about how frequently this monitoring should take with some suggesting that this could occur on an annual basis. However, Members concluded that this should instead take place every six months.

RESOLVED that

- 1) the powers available to the Council under the Anti Social Behaviour, Crime and Policing Act 2014, as amended in December 2017 be noted;**

RECOMMENDED that

- 2) the Council's Scheme of Delegation is amended, in accordance with the recommendations outlined in Section 3.6 of this report, to allow relevant officers to apply these tools and powers; and**
- 3) a monitoring update report, detailing action taken in relation to the powers provided in the scheme of delegations to officers (as outlined in recommendation 2 above), should be delivered to the Crime and Disorder Scrutiny Panel on a biannual basis.**

31. DRAFT COUNCIL TAX SUPPORT SCHEME AND WIDER SUPPORT FRAMEWORK

The Financial Support Manager presented the draft Council Tax Support Scheme and Wider Support Framework for Members' consideration. Members were advised that there were a number of drivers for change including the proposed changes to the scheme that had been made following the Care Leavers Scrutiny Task Group's review of arrangements. The roll out of Universal Credit across the Borough had also been taken into account. People in receipt of Universal Credit were entitled to receive a review of their finances on a monthly basis which had implications for Council Tax. The existing scheme required significant administration to enable staff to manage the demand arising through Universal Credit. The new arrangements proposed in the draft Council Tax Support scheme would place a less onerous administrative burden on staff.

Members noted that the introduction of Universal Credit had impacted on both residents and Council Services. Universal Credit could be quite complex, with some recipients receiving different assessments multiple times in a year. The proposed changes to the scheme could help to address these problems. Members also praised the Council's Hardship Fund, noting that this could provide a lifeline for residents experiencing difficult circumstances.

During consideration of this item the Chair noted that the Overview and Scrutiny Committee had pre-scrutinised the report and had supported the proposal detailed in the report from officers.

RESOLVED that

to undertake a formal consultation with the major preceptors and the public on the proposed design of a revised scheme to take place for 8 weeks from 1st October. The results of the consultation will be presented to Overview and Scrutiny and Executive in January when it will consider any recommendations that will go to full Council in February.

32. WRITE OFFS APRIL 2017 TO MARCH 2018 - ANNUAL REPORT

The Financial Support Manager presented the annual report in respect of write offs in the period 1st April 2017 to 31st March 2018. Members were advised that the main reason for writing off debts was insolvency.

RESOLVED that

the report be noted.

33. FINANCE MONITORING QUARTER 1 2018/19

The Executive Director of Finance and Corporate Resources presented the financial monitoring update for the first quarter of 2018/19. In preparing the report Officers had attempted to link figures to strategic purposes. The figures recorded for Enabling Services listed a shortfall of £169,000. This related to the unidentified savings that had been built into the Medium Term Financial Plan (MTFP) for the year.

The Budget Scrutiny Working Group had an important role to play in monitoring the authority's financial position and would be informed about any variances over £25,000. Further monitoring update reports would also be reported to the Executive Committee and officers would aim to provide assurance that the Council would deliver the unidentified savings.

The Housing Revenue Account (HRA) was listed as having a surplus of £171,000. However, there were a number of areas where expenditure would be required from the HRA and therefore this continued to be in a financially challenging position.

Heads of Service were in the process of reviewing reserves listed in the budget. Where these were found to no longer be required they would be drawn down into balances.

Members noted that the Council needed to achieve £1.6 in savings over the course of the MTFP's four-year plan. Difficult decisions would be required to ensure that the authority's budget continued to be balanced moving forward.

RECOMMENDED that

- 1) Council approve an increase in the 2018-19 Capital Programme of £10k, to be funded from reserves, towards the existing capital scheme for the new Haven online booking system; and**
- 2) Council approve an increase in the 2018-19 Capital Programme of £25k s106 monies for various public realm improvements in the vicinity of Elvington Close, Matchborough.**

34. PERFORMANCE REPORT

The Deputy Chief Executive presented the performance report which focussed on the strategic purpose 'help me live my life independently'. A number of measures had been included in the report for Members' consideration, both those relating to the strategic purpose and some corporate measures.

Members were advised that the Council was doing a lot of work with partner organisations to tackle low to medium mental health problems within the community. Reference was also made to sickness absence levels at the Council which in some cases were considered to be concerning. A new sickness absence policy was in the process of being developed to address some of these issues.

During consideration of this item the need for training to be provided to Members in respect of the dashboard was discussed. This had been requested at a meeting of the Executive Committee in the previous municipal year. In response to that a session focusing on the dashboard had been built into the new Member induction programme, a copy of which had been sent to every Member, and that training had been delivered in June. However, the Member

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Support Steering Group would be asked at their next meeting to consider holding another training session.

RESOLVED that

the report be noted.

35. OVERVIEW AND SCRUTINY COMMITTEE

Officers confirmed that there were no outstanding recommendations from the meeting of the Overview and Scrutiny Committee held on 9th August 2018.

RESOLVED that

the minutes of the meeting of the Overview and Scrutiny Committee held on Thursday 9th August be noted.

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

The Chair noted that the Overview and Scrutiny Committee had pre-scrutinised the draft Council Tax Support Scheme, the Leisure Business Plan, the Leisure Services Restructure and the Housing / HRA Overview and Recovery Plan during a meeting on 6th September. The recommendations in respect of each of these would be considered accordingly when discussing the relevant items. Members were asked to note that in each case the Overview and Scrutiny Committee had endorsed the proposals in the reports that had been produced by Officers.

37. ADVISORY PANELS - UPDATE REPORTS

Members provided verbal updates in respect of the following bodies:

- a) Constitutional Review Working Party – Chair, Councillor Matthew Dormer

Councillor Dormer advised that the Constitutional Review Working Party had met in August and had proposed a number of recommendations. These would be considered by Council on 17th September 2018.

- b) Corporate Parenting Board – Council Representative, Councillor Gareth Prosser

Councillor Prosser advised that a training session for members of the board would be taking place shortly.

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c) Grants Panel – Chair, Councillor Greg Chance

Members were advised that there was no update.

d) Member Support Steering Group – Chair, Councillor Matthew Dormer

Councillor Dormer advised that the following meeting of the group would take place in October.

e) Planning Advisory Panel (PAP) – Chair, Councillor Matthew Dormer

Councillor Dormer advised that the latest meeting of PAP had been cancelled due to lack of business.

38. 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 matters on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 2, 3 and 4 of Part 1 of Schedule 12 (A) of the said Act, as amended:

- a) **Leisure Services Business Plan**
- b) **Leisure and Cultural Services – Proposed Service Restructure**
- c) **Housing / HRA Overview and Recovery Plan**

39. LEISURE SERVICES BUSINESS PLAN

The Executive Director of Finance and Corporate Resources presented the Leisure Services Business Plan for Members' consideration.

The Committee was advised that the business plan provided further detail about the arrangements for the Local Authority Trading Company (LATC) that would be established to provide a number of leisure services on behalf of the Council. The same services had been included in the business plan, as they had in March, with the exception of the allotments service, and the Council wanted the company to operate on a not-for-profit basis. A number of new activities, to be provided at locations such as Forge Mill Needle Museum, had been identified and included within the Business Plan which were designed to attract more customers and to enhance

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services. The company would be expected to maintain an effective working relationship with the Council and a suite of strategic measures had been developed to enable the authority to monitor performance.

The Council had already placed an advert in the national press inviting people to apply to become the Managing Director of the company. Formal consultation with existing staff affected by TUPE arrangements was due to begin on 24th October 2018, though the Council would aim to start informal engagement in respect of this matter at an earlier stage. Relevant staff would subsequently be transferred to the company in December.

Members were advised that the Council was considering naming the company Forge Leisure. There were some legal implications in relation to naming the organisation and therefore Officers were keen to alter one of the proposals in the report to provide the Head of Leisure and Cultural Services, Executive Director of Finance and Corporate Resources and the Portfolio Holder for Leisure and Tourism with the power to name the company after investigating these issues further.

After the report had been presented Members raised the following matters:

- The hard work that had been undertaken in relation to the LATC over the last 18 months. Councillor Mike Rouse thanked his predecessors as Portfolio Holder for Leisure and Tourism, Councillors Roger Bennett and Pat Witherspoon, for their work.
- The key assumptions and the changes that had been made to these. Officers advised that these were largely the same as they had been in March 2018.
- The identity of the project sponsors. Members were advised that this was the Executive Director of Finance and Corporate Resources.
- The potential for redundancies to occur following the introduction of the LATC and how the redundancy payments would be funded. Officer explained that any redundancy payments would be provided from balances.
- The potential for the LATC to charge people to attend events and the implications for Morton Stanley Festival. The Committee was informed that there were no plans to charge for attending the festival.
- The need for the LATC to report any changes in respect of charging for to the Shareholders Committee for approval.
- The potential for ticket sales to generate more income that could be reinvested in services.

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- The foreword to the business plan and who would sign it. Officers explained that the Council would expect the Managing Director to sign this once s/he had been appointed.
- The potential to include a measure that demonstrated the Council's commitment to work with people who volunteered to help with providing services at venues like the Palace Theatre. Members were advised that an operational measure focusing on volunteers could be developed.
- The need for the Council to provide the company with the flexibility it required to deliver good quality services that met the needs of residents whilst operating as an effective business.

During consideration of this item Councillor Bill Hartnett proposed an amendment to the proposals detailed in the report. This amendment was seconded by Councillor Greg Chance.

The amendment proposed that the final recommendation listed in the report should be changed to the following:

“The Council arrange a local competition with a normal prize asking the public to suggest a company name and logo for the proposed new company”.

In proposing the amendment Councillor Hartnett suggested that it would be good to engage with the public as part of the introduction of the company. The competition could last for two to three weeks and might be appreciated by local residents.

Members subsequently discussed the proposed amendment and concerns were raised that this type of competition could follow the national campaign in 2016 to name a polar research ship, where the most popular name had been Boaty McBoatface. Concerns were also raised about the timeframes available and it was suggested that there may not be sufficient time available to run a competition.

On being put to the vote the amendment was lost.

During consideration of this matter a further amendment was proposed by Councillor Tom Baker-Price. This was seconded by Councillor David Bush.

The amendment proposed that the final recommendation listed in the report should be changed to the following:

“The naming of the company is delegated to the Executive Director Finance and Resources after consultation with the Portfolio Holder

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for Leisure and Tourism and the Head of Service for Leisure and Cultural Services.”

During consideration of the amendment Members questioned whether the choice of name for the company should be postponed until the Managing Director of the LATC had been recruited. However, Officers noted that this could delay progress with the introduction of the company. As an alternative the potential for the Managing Director to rename the company once s/he had been appointed was discussed. However, Officers advised that the company could be renamed various times at Companies House after it had been registered but there would be a need for consistency in terms of the trading name and branding of the LATC communicated to the public, in order to build awareness amongst potential customers.

On being put to the vote the amendment was agreed.

RECOMMENDED

- 1) **approval of the Business Plan at Appendix 5 to include the key assumptions at Section 8 and confirmation of a date of transfer as from 1st December 2018 for the following services:**
 - **Abbey Stadium Sports Centre**
 - **Palace Theatre and Palace Youth Theatre**
 - **Forge Mill Needle Museum and Bordesley Abbey Visitors Centre Inc. access to Bordesley Abbey Ruins**
 - **Community Centres at Windmill Drive, Oakenshaw, Batchley and Winyates Green.**
 - **Pitcheroak Golf Course**
- 2) **approval of the establishment of a member panel to undertake the recruitment of the Managing Director and Non Executive Directors. It is proposed that this panel comprises the Leader, relevant Portfolio Holder and the leader of the opposition, or their nominees. This panel will be supported by 2 senior officers of the Council;**
- 3) **approval of, in principle, the investment opportunities as detailed in Appendix 6 and request officers bring detailed business cases to the Board of Directors for final approval;**
- 4) **approval of the funding of £55k from balances to fund an Electronic Point of Sale (EPOS) system to ensure the NewCo has the functionality to enable marketing,**

income generation and customer insight to be at its most effective

- 5) approval of a transfer from balances of £74k to cover the period of the initially agreed transfer date of 1st September 2018 to the revised date of 1st December 2018;**
- 6) approval of the measures framework as included in Appendix 3 of the report; and**
- 7) the naming of the company is delegated to the Executive Director Finance and Resources after consultation with the Portfolio Holder for Leisure and Tourism and the Head of Service for Leisure and Cultural Services.**

[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 during the course of the debate on the grounds that information would be revealed which relates to the financial and business affairs of the local authority and information relating to consultations or negotiations, including contemplated consultations or negotiations in relation to labour relations matters].

40. LEISURE AND CULTURAL SERVICES - PROPOSED SERVICE RESTRUCTURE

The Head of Leisure and Cultural Services presented the Leisure and Cultural Services Proposed Restructure and explained that this report focussed on the staff who would not be joining the new leisure company. These staff would be working in shared services across Redditch Borough and Bromsgrove District Councils. The restructure would follow similar timelines to the leisure company to ensure a smooth transition. Should Members approve the restructure it would result in a small financial saving for both Councils.

The restructure of the remaining posts had impacted on the grades of some positions due to a change to responsibilities. Some posts would be made redundant, though staff would have an opportunity to apply for the new posts and this would help to reduce potential redundancies. The costs of any redundancies would be met from reserves.

During consideration of this item questions were raised about why this report had not been considered by the Shared Services Board. Officers advised that the report did not need to be considered by Shared Services Board as the proposals did not result in any

changes for Bromsgrove District Council. The report would however bring the two Councils closer together in terms of the ways in which they delivered Leisure and Cultural services as Bromsgrove District Council commissioned many of their services.

The Chair highlighted that the Overview and Scrutiny Committee had pre-scrutinised the item and had supported the recommendation in the report.

Members were advised that an additional recommendation had been tabled for the Committee's consideration. This was endorsed.

RECOMMENDED that

- 1) the proposed management structure, timeline and associated costs contained within this report are approved; and**
- 2) if there is a redeployment from Newco back into Leisure & Cultural Services within Redditch Borough Council within the 3 month period that employee's continuity of service and pension rights will be protected.**

[During consideration of this item Members noted that there were appendices to the report that, if discussed, necessitated the disclosure of exempt information that could reveal the identity of an individual and information relating to consultations or negotiations, including contemplated consultations or negotiations in relation to labour relations matters. However, Members did not discuss any exempt matters during consideration of this item and there is nothing exempt in this minute].

41. HOUSING / HRA - OVERVIEW AND RECOVERY PLAN

The Deputy Chief Executive presented the Housing / HRA Overview and Recovery Plan. Whilst presenting the report she highlighted the following matters for Members' consideration:

- As a result of audits carried out in 2016/17, which had identified issues with non-compliance with contractual matters, a Contracts Manager had been appointed by the Council.
- A number of problems with compliance had subsequently been identified within Housing Capital and eight members of staff had been suspended and had then left the organisation.
- The Council had undertaken a wholesale review of the Housing Department and during this time all work had been suspended except in relation to essential health and safety matters.

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- The Chief Executive had delegated the task of reviewing and managing Housing Services to the Deputy Chief Executive, Head of Environmental Services and Head of Community Services.
- All contractual issues and how these had been addressed would be the subject of a report to the Audit, Governance and Standards Committee in October 2018.
- Nationally there were challenges in relation to housing and the proposals in the report also aimed to address these. The government had described the national housing market as being broken.
- Key issues nationally with housing included a lack of available social housing, limited affordable housing and the need for the right advice to be provided.
- The requirements within the Homelessness Reduction Act 2017 also created challenges for all Councils.
- There continued to be pressures on the HRA. This was largely due to the reduction in rents for Council housing of one per cent per annum that had been imposed by the government over a four year period since 2016/17. This had led to a loss of £130 million from the HRA compared to the income that had been envisaged.
- There had also been an issue with delays in turning around voids which had had a negative impact on the Council's finances as well as causing delays in terms of housing people in need.
- The Council had published a business plan in 2012 which had been based on previous assumptions regarding the HRA.
- In February 2018 the Council had agreed a one year budget for the HRA and funding had had to be drawn down from balances to achieve a balanced budget for 2018/19.
- Officers had started a five year review of the budget for Housing Services and there were various options available to the Council moving forward.
- There were cultural issues within Housing Services that needed to be addressed. This had been one of the most controversial issues that had been raised but it was felt that honesty in relation to this matter was needed.
- Problems had been identified in relation to the performance management of staff which needed to be addressed.
- Senior officers recognised the need to take staff with them in changing the service's culture and working practices. There was also a need to enable staff to feel confident and comfortable enough to report any concerns about services to senior officers.
- To date there had been issues with staff taking a lack of ownership of the issues.
- Some staff had a lack of understanding of the legal issues relevant to Housing.

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- Health, safety and welfare issues needed to be given greater priority than had been the case in the past.
- Tenants needed to be placed at the centre of service delivery.
- Housing management needed to be refocused.
- Locality working was important but services needed to be delivered to all tenants, not to a small number.
- The Housing department was using the oldest IT system in the country which was not fit for purpose and this needed to be replaced.
- The problems that had been identified in the Housing department had built up over many years and would take time to change.
- Over the next two years there were a number of policies that would need to be reviewed including the Housing Allocations Policy and the Tenancy Engagement Strategy and then staff needed to act on those policies.
- A data suite needed to be developed for Housing Services and better governance needed to be introduced to provide Members and tenants with assurance.

During consideration of this matter Members were advised that the Overview and Scrutiny Committee had pre-scrutinised this matter at a meeting on 6th September 2018. The Committee had debated the matter in detail and had concluded by supporting the recommendations detailed in the report.

Following the presentation of the report Members discuss a number of issues in detail:

- The need to be positive and to look forward by making constructive changes to Housing Services.
- The safety of residents was paramount and this needed to be recognised in service delivery.
- The complex legal issues that had had to be addressed during the investigation in relation to the compliance issues within housing and the hard work of the Investigating Committee and Employment Appeals Committee.
- The need to learn lessons from the issues that had been identified to ensure that services met the needs of residents.
- The potential to use the situation as an opportunity to review the strategic purposes that applied to Housing Services. This would involve staff reframing what they did.
- The progress that had been made recently in terms of managing voids and the current number of void properties. Officers advised that there were 130 void properties at the time of the suspensions and now that number had fallen to approximately 70.
- The need to bring the whole of the Housing Service together so that staff and services operated in a holistic manner.

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- The need to review why many void properties were returned to the Council in a poor condition.
- The potential to increase the speed of bringing void properties back into a habitable state so that they could be leased to tenants.
- The impact of the backlog in the turnaround of voids on the Council's finances; over the past five years. Members were informed that this had cost the Council £300,000.
- The need for practical measures in the action plan.

RESOLVED that

- 1) the strategic action plan detailed at Appendix A be endorse;**
- 2) the Executive Committee support the financial actions undertaken in respect of the Housing Revenue Account and note the proposed actions subject to formal budget and rent setting processes as detailed in the strategic improvement/action plan.**
- 3) the Executive Committee support the Director / Heads of Service service remits and authorise the Chief Executive/Corporate Management Team Officers to proceed to recruit to the proposed senior managers for the service (subject to service review) with support for phased service reviews for the whole of the services detailed, over the following 12 – 18 months;**
- 4) the Executive Committee endorse that the governance and reporting of progress on the strategic action plan be through Executive Committee.**

RECOMMENDED that

- 5) a sum of £350,000 (capital staffing costs) be built into the capital budget (HRA) for 2018/19 to resource the immediate review of Housing Capital/Property and Compliance team(s).**

[During consideration of this item Members agreed an exempt recommendation which could not be revealed on the grounds that information would be revealed which relates to the financial and business affairs of the local authority].

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By virtue of paragraph(s) 2, 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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EXECUTIVE COMMITTEE LEADER'S WORK PROGRAMME

1 November 2018 to 28 February 2019

(published as at 1st October 2018)



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

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

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

The Executive Committee's meetings are normally held 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: 3268 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 Matthew Dormer, Leader and Portfolio Holder for Planning, Governance and Partnerships
Councillor David Bush, Deputy Leader and Portfolio Holder for Economic Development, Town Centre and Commercialism
Councillor Tom Baker-Price, Portfolio Holder for Corporate Management
Councillor Michael Rouse, Portfolio Holder for Leisure and Tourism
Councillor Brandon Clayton, Portfolio Holder for Environmental Services
Councillor Gareth Prosser, Portfolio Holder for Community Safety and Regulatory Services
Councillor Craig Warhurst, Portfolio Holder for Housing
Councillor Greg Chance
Councillor Bill Hartnett

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
Fees and Charges 2019/20 Key: No	Executive 11 Dec 2018 Council 28 Jan 2019		Report of the Executive Director of Finance and Corporate Resources	Chris Forrester, Financial Services Manager Tel: 01527 881673
Finance Monitoring Quarter 2 2018/19 Key: No	Executive 11 Dec 2018		Report of the Executive Director of Finance and Corporate Resources	Chris Forrester, Financial Services Manager Tel: 01527 881673
Medium Term Financial Plan 2019/20 to 2022/23 - Update Report Key: No	Executive 11 Dec 2018		Report of the Director of Finance and Corporate Resources	Chris Forrester, Financial Services Manager Tel: 01527 881673
Private Sector Home Repair Assistance Policy Update Key: No	Executive Not before 12th Dec 2018 Council Not before 12th Dec 2018		Report of the Head of Community Services	Judith Willis, Head of Community Services Tel: 01527 64252 ext 3284
Redditch Business Improvement District Key: No	Executive Not before 11th Dec 2018 Council Not before 21st Jan 2019		Report of the Executive Director of Finance and Corporate Resources	Lyndsey Berry, Town Centre Co-Ordinator/Planning Officer Tel: 01527 587002

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
Review of the Policy for Leases of Council Land and Property at a Concessionary Rent Key: No	Executive 11 Dec 2018 Council 28 Jan 2019		Report of the Head of Community Services	Helen Broughton, Redditch Partnership Manager Tel: 01527 64252 ext 3237
Service Delivery Options - HRA Gas Maintenance Key: Yes	Executive Not before 11th Dec 2018	Likely to be considered in exempt session.	Report of the Deputy Chief Executive	Guy Revans, Head of Environmental Services Tel: 01527 64252 ext 3292
Capital Programme 2019/20 to 2022/23 Key: No	Executive 8 Jan 2019 Council 28 Jan 2019		Report of the Executive Director of Finance and Corporate Resources	Chris Forrester, Financial Services Manager Tel: 01527 881673
Council Tax Base 2019/20 Key: No	Executive 8 Jan 2019 Council 28 Jan 2019		Report of the Executive Director of Finance and Corporate Resources	Chris Forrester, Financial Services Manager Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881673 Tel: 01527 881207

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
Housing Revenue Account Initial Budget 2019/20 to 2021/22 Key: No	Executive 8 Jan 2019 Council 28 Jan 2019		Report of the Executive Director of Finance and Corporate Resources	Chris Forrester, Financial Services Manager Tel: 01527 881673
Matchborough and Winyates District Centre Redevelopment Consultations Key: Yes	Executive Not before 15th Jan 2019		Report of the Head of Planning and Regeneration	Ruth Bamford, Head of Planning and Regeneration Tel: 01527 64252
Medium Term Financial Plan 2019/20 to 2022/23 - Update Report Key: No	Executive 8 Jan 2019		Report of the Executive Director of Finance and Corporate Resources	Chris Forrester, Financial Services Manager Tel: 01527 881673
Performance Report Key: No	Executive 8 Jan 2019		Report of the Head of Business Transformation	Deb Poole, Head of Business Transformation and Organisational Development Tel: 01527 881256
Voluntary and Community Sector Grants Programme - Funding Recommendations 2019/20 Key: No	Executive 8 Jan 2019 Council 28 Jan 2019		Head of Community Services	Helen Broughton, Redditch Partnership Manager Tel: 01527 64252 ext 3237

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
Council Tax Support Scheme and Wider Support Framework Key: No	Executive 5 Feb 2019 Council 25 Feb 2019		Report of the Head of Customer Access and Financial Support	Amanda Singleton, Head of Customer Access and Financial Support Tel: 01527 64252
Medium Term Financial Plan 2019/20 to 2022/23 and Council Tax Setting Key: No	Executive 5 Feb 2019 Council 25 Feb 2019		Report of the Executive Director of Finance and Corporate Resources	Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881207
Pay Policy Statement 2019/20 Key: No	Executive 5 Feb 2019 Council 25 Feb 2019		Report of the Executive Director of Finance and Corporate Resources	Kate Goldey, Senior Business Support Accounting Technician Tel: 01527 881208
Finance Monitoring Quarter 3 2018/19 Key: No	Executive 26 Mar 2019		Report of the Executive Director of Finance and Corporate Resources	Chris Forrester, Financial Services Manager Tel: 01527 881673
Tenancy Conditions for Council Housing Tenants and Tenants' Handbook Key: No	Executive 26 Mar 2019 Council 15 Apr 2019		Report of the Head of Community Services	Jayne Baylis, Housing Services Manager Tel: 01527 64252 ext 3825

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
Overview and Scrutiny Committee's Annual Report 2018/19 Key: No	Council 15 Apr 2019		Report of the Chair of the Overview and Scrutiny Committee	Jess Bayley, Senior Democratic Services Officer (Redditch) Tel: 01527 64252 ext 3268

Overview & Scrutiny

Committee

18th October 2018

WORK PROGRAMME 2018/19

(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 Executive Committee Work Programme Call-ins (if any) Pre-scrutiny (if any) Task Groups / Short, Sharp Review Groups – feedback Working Groups - feedback Committee Work Programme	Chief Executive Chief Executive Chief Executive Chief Executive Chair of Task Group / Short, Sharp Review Chair of Working Group Chief Executive
	REGULAR ITEMS Update on the work of the Crime and Disorder Scrutiny Panel Tracker Report Updates on the work of the Worcestershire Health Overview and Scrutiny Committee Annual Monitoring Report – Redditch Sustainable Community Strategy	Chair of the Crime and Disorder Scrutiny Panel Relevant Lead Head(s) of Service Redditch Borough Council representative on the Health Overview and Scrutiny Committee Relevant Lead Head(s) of Service

Overview & Scrutiny

Committee

18th October 2018

MEETING DATE	ITEM TO BE CONSIDERED	RELEVANT LEAD
18 th Oct 2018	Housing Attitude Survey	Councillor Baker
18 th Oct 2018	Hereford and Worcestershire Sustainability and Transformation Partnership Update	Director & Deputy Director of Strategy & Partnerships, Worcestershire Health & Care NHS Trust
18 th Oct 2018	Emergency Planning (Civil Contingencies) Annual Update	Relevant Lead Head(s) of Service
18 th Oct 2018	Pre-decision Scrutiny – Corporate Peer Challenge Action Plan	Relevant Lead Head(s) of Service
18 th Oct 2018	Pre-decision Scrutiny – Council Housing Growth Programme	Relevant Lead Head(s) of Service
18 th Oct 2018	Parking outside Schools – Proposed Short Sharp Review	Councillor Baker
6 th Dec 2018	Pre-Decision Scrutiny - Redditch Business Improvement District (BID)	Relevant Lead Head(s) of Service
6 th Dec 2018	Pre-decision Scrutiny - Service Delivery Options – HRA Gas Maintenance	Relevant Lead Head(s) of Service
6 th Dec 2018	The public bus service in Redditch	Diamond Bus Company

Overview & Scrutiny

Committee

18th October 2018

6th Dec 2018	Homelessness Policy (Homelessness Reduction Act)	Relevant Lead Head(s) of Service
6th Dec 2018	Sexual Health Services in Redditch	Relevant Lead Head(s) of Service
3rd Jan 2019	Waste collection for houses of multiple occupation	Relevant Lead Head(s) of Service
3rd Jan 2018	Pre-decision Scrutiny - Matchborough and Winyates District Centre Redevelopment Consultation	Relevant Lead Head(s) of Service
Feb 2019	Medium Term Financial Plan – Proposed Budget	Relevant Lead Head(s) of Service
OTHER POSSIBLE ITEMS FOR SCRUTINY – DATE NOT FIXED	<ul style="list-style-type: none"> • Eastern Gateway • Parking on roads inappropriately • Landscaping • Local Hospital Service Provision – outcome of Health Commission • Mental health services • Health services for young people • Cuts to school budgets and parental choice • Council owned shops and rateable values • The night time economy 	

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Crime and Disorder Scrutiny Panel

Wednesday, 26 September
2018

MINUTES

Present:

Councillor Pattie Hill (Chair), and Councillors Julian Grubb,
Gemma Monaco and Jennifer Wheeler

Officers:

Bev Houghton

Democratic Services Officer:

Jess Bayley

1. APOLOGIES AND NAMED SUBSTITUTES

An apology for absence was received on behalf of Councillor
Debbie Chance.

2. DECLARATIONS OF INTEREST AND OF PARTY WHIP

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

3. MINUTES OF PREVIOUS MEETING

RESOLVED that

**the minutes of the meeting of the Crime and Disorder Scrutiny
Panel held on 27th September 2017 be approved as a correct
record and signed by the Chair.**

4. NORTH WORCESTERSHIRE COMMUNITY SAFETY PARTNERSHIP - UPDATE REPORT

The Community Safety Manager presented the latest update from
the North Worcestershire Community Safety Partnership and in so
doing highlighted the following:

.....
Chair

Crime and Disorder

Scrutiny

Panel

Wednesday, 26 September 2018

- The partnership had responsibility for the three districts in north Worcestershire including the Borough of Redditch.
- The Council was involved in holding the Police and Crime Commissioner (PCC) for the West Mercia Police force to account, via the Portfolio Holder for Community Safety and Regulatory Services' participation in meetings of the West Mercia Police and Crime Panel.
- Since the previous meeting of the panel a new sub-group of the partnership, the North Worcestershire Serious Organised Crime Joint Action Group (SOCJAG), had been introduced.
- There were also a number of operational sub-groups. The Blue Light Group had only been established very recently and was part of a county wide initiative that had been trialled in Worcester to tackle the issue of street drinking.
- Members were advised that the Partnership Plan 2017 – 20 was in the second year of implementation and all of the projects that were delivered by the Partnership linked to their priorities.
- The partnership also received funding from the PCC which had to be spent on specific projects matching his priorities.
- The PCC was not a member of the partnership but had a duty to work closely with all the community safety partnerships in the areas he served.
- The partnership had been allocated funding of £200,000 to spend on local CCTV schemes and a report about this would be presented for Members' consideration in due course.
- Officers were aiming to upgrade the CCTV suite and to move to digital systems like the Police control room.
- There was one lead Community Safety Project Officer for Redditch.
- The Safer Redditch Group had provided funding for a project to tackle youth anti-social behaviour (ASB) in Matchborough. Community groups such as Redditch Boxing Club had provided assistance with this.
- The nominated neighbour scheme was very successful with 80 residents signed up. It was designed to tackle rogue traders and was a scheme that had been piloted in Redditch and Bromsgrove at the request of the PCC.
- Problems with ASB in Smallwood had been reported by residents and Councillor Debbie Chance at PACT meetings. Investigations had found drugs paraphernalia, including discarded needles. The Environmental Services team were disposing of used needles safely and looking for patterns in behaviour.
- The Community Safety Partnership was working with Swanswell on a local pharmacy incentive scheme for drug

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addicts. These involved offering a voucher for every five used needles that were returned safely to the pharmacy which then had to be exchanged for clean needles.

- Redditch Pub Watch continued to meet, with the latest meeting having been attended by representatives of 18 organisations. Participants could share information about those who had been thrown out of a public house or of those suspected of committing crimes such as theft.
- A project to tackle ASB in Abbeydale had taken place in March and April 2018 based on concerns reported by a resident. There had been positive feedback from the local community about this project.
- Following a meeting between Councillors, the Police and residents in a local park, action had been taken to tackle ASB in Astwood Bank with a positive outcome.
- The Community Safety Team had worked with the housing Locality Teams over the summer to tackle ASB involving Council tenants.
- The team also took part in the Young Citizens Challenge every year, with children visiting the fire station and learning about issues such as fire and water safety.
- The Safer Places Scheme, which provided a safe place in public buildings to those with learning disabilities, continued to be supported in the Borough.
- Hate Crime Awareness Week had been relaunched in 2017 with a range of events.
- The Hate Crime Awareness Week in 2018 would take place on 19th October. Some celebrities would be attending to raise awareness of hate crime whilst Frank Bruno had donated boxing gloves which would feature in the week's events.
- Later in the year there would be 16 days of action as part of the White Ribbon Campaign to help raise awareness of domestic abuse. Professionals would be provided with training to help them identify the signs that might indicate that a person was being abused.
- A youth event was due to take place on 16th December. During this event a survivor of the Rotherham child sexual exploitation case would talk to young people at risk of exploitation about her experiences.
- The Community Safety Partnership undertook evaluations and performance monitoring of every project in line with the PCC's requirements.

Following the presentation Members discussed a number of points in detail:

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- The action that should be taken to initiate PACT meetings in local communities. Members were advised that generally the police organised the meetings, though partners worked together at the meetings.
- The changing nature of PACT meetings, which were moving away from a traditional Committee meeting structure to more flexible gatherings that met the needs of local communities.
- The support provided by the Council to PACT meetings. Members were advised that Officers attended PACT meetings where relevant. Significant support was also provided by the elected Members who attended these meetings.
- The difficulty for Members that could arise when PACT meetings were booked to take place on the same evening as the Council's Committee meetings which were booked months in advance.
- The potential for a PACT meeting to be arranged for residents living in Abbeydale.
- The extent to which the partnership advertised the Nominated Neighbour Scheme. Members were advised that there were leaflets which Members could distribute and staff in the Housing Service, Police and the fire service had received training in respect of this matter. However, due to limited resources it had not been further promoted.

RESOLVED that

the report be noted.

5. CHILD SEXUAL EXPLOITATION

The Community Safety Manager delivered a very detailed presentation in respect of Child Sexual Exploitation (CSE) and in so doing highlighted the following:

- CSE could involve gangs or individuals sexually exploiting children.
- Contrary to popular myth boys could be just as vulnerable to CSE as girls, but were less likely to report the issue and more likely to be criminalised.
- CSE was happening in nearly every town and city in the country.
- There had been some cases of CSE in Redditch, including one where the perpetrator had been sentenced to eight years in prison.
- It was often assumed that those from migrant communities would be trafficked but young people from all backgrounds could be trafficked across local authority boundaries.

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- Frequently children would view their initial contact with their perpetrators as being exciting.
- Sometimes children would not recognise that they were being abused but would think that they were in a relationship with an adult.
- Where family breakdowns occurred children were often at increased risk of CSE, with some searching for a father figure.
- Children who had been victims of bullying were also at an increased risk of CSE as they would welcome the initial attention from what might appear to be a friendly adult.
- There had been a lot of cases in the national press of perpetrators targeting looked after children, including those in foster care, as they were particularly vulnerable and viewed as being easier to entice.
- The Community Safety Partnership had been advised that anywhere where children and young people gathered was a high risk location for CSE.
- There were a number of risk factors which could indicate that a child was the victim of CSE, or at risk of exploitation. This included a child mentioning the name of an adult not previously referenced in conversation, increased visits to sexual health services and teenage pregnancy.
- The sexual health service team monitored those using their services and this could help staff to identify children and young people who were potentially at risk.
- Regular meetings were held at the safeguarding hub in Worcestershire to help target and support those children at greatest risk of exploitation.
- SOCJAG focused on CSE as part of its remit in relation to serious organised crime. A key part of their approach was to protect, prepare, preview and prevent CSE.
- Where there was a suspicion that CSE was occurring but there was no evidence to support an arrest, disruption of group gatherings was important to help prevent exploitation.
- The Community Safety Partnership commissioned mentors to help support those children at risk of CSE.
- The Local Government Association had produced a resource pack for elected Councillors to help them recognise the signs of CSE.
- Workers in the public sector had been advised by the government to be careful about the language that they used. For example it was important to recognise that children were being coerced into CSE; they were not in relationships.

Members subsequently discussed the following points relating to CSE:

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- The process that was followed when children did not attend school and whether data protection rules created barriers to reporting concerns about truancy to the relevant authorities. Members were advised that data protection rules should not prevent schools from raising concerns about persistent truants and consent was not always needed, particularly in cases where there was a risk of CSE.
- The arrangements in schools to identify those at risk of CSE. Members noted that many schools, including academy schools, employed Education Enforcement Officers who picked up on issues such as truancy.
- The progress achieved over the last ten years in terms of raising awareness of the risk of CSE, with increasing recognition that CSE could occur anywhere.
- The fact that perpetrators could come from any background and the need to avoid stereotyping the type of person or groups of people who would commit this crime.
- The safeguarding lead for the Council. Members were advised that the Head of Community Services was the lead Safeguarding Officer. In her absence the Head of Leisure and Cultural Services could be contacted and in their absence the Children's Centre Manager.

Members concluded by noting that the Local Government Association's resource pack in relation to tackling CSE would be helpful for all Councillors. Therefore it was agreed that a copy should be circulated for the consideration of all Members.

RESOLVED that

- 1) **the Local Government Association's 'Tackling Child Sexual Exploitation: A Resource Pack for Councils' should be circulated for the consideration of every member of the Council; and**
- 2) **the report be noted.**

6. ANTI-SOCIAL BEHAVIOUR DATA

The Chair opened this item by explaining that the Overview and Scrutiny Committee had requested that the Crime and Disorder Scrutiny Panel should receive a report about ASB in the Borough. This item would help Members to ascertain whether further investigation of ASB was needed.

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The Community Safety Manager subsequently delivered a presentation for Members' consideration:

- Statutory guidance had been issued in December 2017 in relation to the provisions within the Anti Social Behaviour Police and Crime Act 2014.
- The Home Office had provided three definitions of ASB in the guidance; the first related to ASB against an individual, the second related to ASB in relation to housing and the third related to ASB in a public place.
- The government had recognised the need for different ASB incidents to be appropriately recorded, primarily in response to the case of Fiona Pilkington. Ms Pilkington had been harassed to the extent that she had committed suicide and killed her daughter who had disabilities and it had been found that whilst she had reported incidents to the police these had not been linked.
- Councils could apply for a court order in relation to ASB but would need to provide evidence in order to be successful.
- The community Safety team received data from the West Mercia Police analyst group which was based in Worcester.
- The data provided by the police clarified that ASB occurred in seasonable patterns. This tended to peak at around Halloween but was lower in the spring and summer months.
- Whilst people often assumed that ASB in the community was getting worse the data indicated that the levels and patterns in behaviour remained similar every year.
- The data in terms of ASB per ward helped to identify area where ASB was more prevalent in the Borough.
- Members were asked to note that the Abbey ward could be expected to have higher rates of ASB as the town centre was located within the ward. ASB incidents on Unicorn Hill and in the Market Place tended to be quite high.
- ASB was not distributed evenly across wards. In each ward there could be a particular area where ASB was more likely to occur. For example in Greenlands ward this was more likely to occur in parts of Woodrow.
- All of the district centres in Redditch featured in the areas where ASB was most likely to be reported.
- The level of ASB in Redditch was less than in Wyre Forest District but more than in Bromsgrove District.
- The Community Safety team had access to a small fund which could be used to support local targeted activities that could help to tackle issues such as ASB.
- The team had helped to secure derelict buildings, including former public houses.

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- The Gate Order relating to the gate that had been installed in 2012 on a footpath in Crabbs Cross to address ASB at that location was now permanently open and no reports had been received of ASB.

RESOLVED that

the report be noted.

7. ANTI-SOCIAL BEHAVIOUR CRIME AND POLICING ACT 2014 - IMPLEMENTATION OF PROVISIONS - IMPLICATIONS FOR THE CRIME AND DISORDER SCRUTINY PANEL

Members noted that at a meeting of the Executive Committee on 11th September a report in respect of implementing the provisions in the Anti-Social Behaviour Crime and Policing Act 2014 had been considered. During consideration of this item it was proposed that the Crime and Disorder Scrutiny Panel should receive monitoring update reports every six months in respect of the implementation of the provisions, including use of officer delegated powers as well as updates on Public Safety Protection Orders. This proposal was agreed by Council on 17th September 2018.

The first such update would be provided for Members' consideration at the next meeting of the Panel on 27th March 2018. The Chair proposed that once this monitoring arrangement had been in place for 12 months the Panel should review the process to assess how effectively it was working.

The Meeting commenced at 6.30 pm
and closed at 7.50 pm