

Executive Committee

Wed 26th May
2010
7.00 pm

Committee Room 2
Town Hall
Redditch



www.redditchbc.gov.uk

Access to Information - Your Rights

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

Your main rights are set out below:-

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

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

**Ivor Westmore
Committee Support Services**

**Town Hall, Walter Stranz Square, Redditch, B98 8AH
Tel: 01527 64252 (Extn. 3269) Fax: (01527) 65216
e.mail: ivor.westmore@redditchbc.gov.uk Minicom: 595528**

Welcome to today's meeting.

Guidance for the Public

Agenda Papers

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

Chair

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

Running Order

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

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

Decisions

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

Members of the Public

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

Special Arrangements

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

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

Further Information

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

Fire/ Emergency instructions

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

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

Do Not stop to collect personal belongings.

Do Not use lifts.

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

The emergency Assembly Area is on Walter Stranz Square.

Declaration of Interests: Guidance for Councillors

DO I HAVE A "PERSONAL INTEREST" ?

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

OR

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

you have a personal interest.

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

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

IS IT A "PREJUDICIAL INTEREST" ?

In general only if:-

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

and

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

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

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



Executive

Committee

26th May 2010

7.00 pm

Committee Room 2 Town Hall

Agenda

Membership:

To be appointed at the Annual Meeting of the Council on 24th May 2010.

1. Apologies	To receive the apologies of any Member who is unable to attend this meeting.
2. Declarations of Interest	To invite Councillors to declare any interests they may have in items on the agenda.
3. Leader's Announcements	<ol style="list-style-type: none">1. To give notice of any items for future meetings or for the Forward Plan, including any scheduled for this meeting, but now carried forward or deleted; and2. any other relevant announcements. <p>(Oral report)</p>
4. Minutes (Pages 1 - 6) Chief Executive	To confirm as a correct record the minutes of the meeting of the Executive Committee held on 31st March 2010. (Minutes attached)
5. Council Plan 2010 / 2013 (Pages 7 - 80) Director of Policy, Performance and Partnerships	To consider the adoption of the Council Plan 2010 to 2013 incorporating the vision, values, priorities, the strategic action plan and key performance indicators. (Report attached) All Wards

<p>6. Stratford-on-Avon District Draft Core Strategy - Consultation Response</p> <p>(Pages 81 - 92)</p> <p>Head of Planning and Regeneration</p>	<p>To consider the Council's response to Stratford-on-Avon District Draft Core Strategy consultation.</p> <p>Appendix 2 to this report contains exempt information as defined in S.100 of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, as it relates to potential negotiations for the acquisition of land or property.</p> <p>(Report attached)</p> <p>(No Specific Ward Relevance)</p>
<p>7. Employment Land Review Update</p> <p>(Pages 93 - 98)</p> <p>Head of Planning and Regeneration</p>	<p>To consider a factual update of the Employment Land Review; this ensures that the Local Development Framework evidence base is up to date.</p> <p>(Report attached – Appendix available on the Council's website and in the Group rooms. A map will be displayed at the meeting for Members' information)</p> <p>All Wards</p>
<p>8. Local Development Framework Evidence Base - Winyates Green Triangle Transport Assessment</p> <p>(Pages 99 - 104)</p> <p>Head of Planning and Regeneration</p>	<p>To seek endorsement of the Winyates Green Triangle Transport Assessment as part of the evidence base for the Local Development Framework.</p> <p>(Report attached – Appendix available on the Council's website and in the Group rooms)</p> <p>(Winyates Ward)</p>
<p>9. Worcestershire Supporting People Strategy 2010 to 2013</p> <p>(Pages 105 - 118)</p> <p>Director of Policy, Performance and Partnerships</p>	<p>To endorse the Worcestershire Supporting People Strategy 2010 to 2013 which informs and embeds the commissioning intentions and priorities for helping the most vulnerable and excluded to contribute to the wider society within Worcestershire.</p> <p>(Report attached – Appendix available on the Council's website and in the Group rooms)</p> <p>(No Specific Ward Relevance)</p>

Executive

Committee

26th May 2010

<p>10. Capital Budget Provision 2009/10 and 2011/12 for Asbestos Removal</p> <p>(Pages 119 - 124)</p> <p>Head of Housing</p>	<p>To report on the actual expenditure and overspend for asbestos removal in 2009/10 and seek approval for additional capital funding in 2010/11.</p> <p>(Report attached)</p> <p>(No Specific Ward Relevance)</p>
<p>11. Spring Industry Public Art Project</p> <p>(Pages 125 - 134)</p> <p>Head of Planning and Regeneration</p>	<p>To seek approval for a public art project to celebrate and commemorate the spring industry in Redditch.</p> <p>(Report attached)</p> <p>(No Specific Ward Relevance)</p>
<p>12. WETT Regulatory Service - Delegation to Joint Committee</p> <p>(Pages 135 - 140)</p> <p>Head of Legal, Equalities and Democratic Services</p>	<p>To consider delegation to the Joint Committee which has been established to deliver this service on behalf of the participating Councils, the functions of the Regulatory service that are Executive functions.</p> <p>(Report attached)</p> <p>(No Specific Ward Relevance)</p>
<p>13. Irrecoverable Debts</p> <p>(Pages 141 - 154)</p> <p>Head of Housing</p>	<p>To consider irrecoverable debts to be written off.</p> <p>The appendix to this report contains exempt information as defined in S.100 of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, as it contains the personal details of individuals.</p> <p>(Report attached)</p> <p>All Wards</p>
<p>14. Overview and Scrutiny Committee</p> <p>(Pages 155 - 180)</p> <p>Chief Executive</p>	<p>To receive the minutes of the meetings of the Overview and Scrutiny Committee held on 17th and 22nd March and 7th April 2010.</p> <p>There are recommendations for the Executive Committee to consider.</p> <p>(Minutes attached)</p>

Executive

Committee

26th May 2010

<p>15. Shared Services Board - Recommendations</p> <p>(Pages 181 - 198)</p> <p>Chief Executive</p>	<p>To consider recommendations from the Shared Services Board meeting on 20th April 2010.</p> <p>(Minutes and draft Framework Agreement attached)</p> <p>(No Specific Ward Relevance)</p>
<p>16. Minutes / Referrals - Overview and Scrutiny Committee, Executive Panels, Neighbourhood Groups etc.</p> <p>Chief Executive</p>	<p>To receive and consider any outstanding minutes or referrals from the Overview and Scrutiny Committee, Executive Panels, Neighbourhood Groups, etc. since the last meeting of the Executive Committee, other than as detailed in the items above.</p>
<p>17. Advisory Panels - update report</p> <p>(Pages 199 - 202)</p> <p>Chief Executive</p>	<p>To consider, for monitoring / management purposes, an update on the work of the Executive Committee's Advisory Panels and similar bodies, which report via the Executive Committee.</p> <p>(Report attached)</p>
<p>18. Action Monitoring</p> <p>(Pages 203 - 204)</p> <p>Chief Executive</p>	<p>To consider an update on the actions arising from previous meetings of the Committee.</p> <p>(Report attached)</p>
<p>19. Exclusion of the Public</p>	<p>It may be necessary, in the opinion of the Chief Executive, to consider excluding the public from the meeting in relation to the following items of business on the grounds that exempt information is likely to be divulged. It may be necessary, therefore, to move the following resolution:</p> <p>“that, under S.100 I of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matter(s) on the grounds that it/they involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs (to be specified) of Part 1 of Schedule 12 (A) of the said Act, as amended.”</p>
<p>20. Confidential Minutes / Referrals (if any)</p>	<p>To consider confidential matters not dealt with earlier in the evening and not separately listed below (if any).</p>



Executive

Committee

31st March 2010

MINUTES

Present:

Councillor Carole Gandy (Chair), Councillor Michael Braley (Vice-Chair) and Councillors P Anderson, J Brunner, B Clayton, W Hartnett, N Hicks, C MacMillan and M Shurmer

Also Present:

Councillor W Norton (Chair – Local Strategic Partnership Task and Finish Group)

Officers:

C Flanagan, K Dicks, S Hanley, A Marklew, E Baker and L Brockett, J Bayley

Committee Services Officer:

D Sunman

276. APOLOGIES

There were no apologies for absence.

277. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

278. LEADER'S ANNOUNCEMENTS

The Chair advised that the following item of business, scheduled on the Forward Plan to be dealt with at this meeting, had been rescheduled to a later meeting of the Committee:

- Business Centre Review;
- Church Green Improvements;
- Redditch Borough Council Logo; and
- Provision of New Accommodation for Gypsies, Travellers and Show People.

.....
Chair

279. MINUTES

RESOLVED that

the minutes of the meeting of the Committee held on 10th March 2010 be confirmed as a correct record and signed by the Chair.

280. LOCAL DEVELOPMENT SCHEME NO 4

The Committee considered a report that outlined the timescales for the production of a range of Development Plan Documents for the Local Development Scheme (LDS) No 4.

Officers were congratulated for their professionalism in the production of the LDS No 4.

RESOLVED that

- 1) the timescales detailed within the Local Development Scheme No. 4 for a range of Development Plan Documents be agreed; and**

RECOMMENDED that

- 2) Local Development Scheme No.4 be submitted to the Government Office for the West Midlands (GOWM) for approval.**

281. PREFERRED DRAFT CORE STRATEGY

Members considered a report which sought endorsement of the Officer responses to the Preferred Draft Core Strategy consultation.

Officers were asked to ensure that all Members of the Joint Planning Advisory Panel (JPAP) be made aware when further discussion would take place on specific sites and that a further report be made to Executive Committee following that meeting.

RESOLVED that

the Officer responses to the Preferred Draft Core Strategy be approved.

282. COMMUNICATIONS STRATEGY 2010 - 2013

The Committee considered a report which sought approval of a Communications Strategy and Action Plan for 2010 to 2013.

Officers reported that the Communications Strategy was needed to provide effective internal and external communications for the Council and that the Action Plan would be updated annually. Members were informed that a separate Community Engagement Strategy would be produced jointly by Bromsgrove District and Redditch Borough Councils.

Members felt it important to measure and assess the value and success of communications.

RECOMMENDED that

the Communications Strategy 2010 – 2013 be adopted and added to the Council's policy framework from April 2010.

283. OVERVIEW AND SCRUTINY COMMITTEE

RESOLVED that

- 1) **the minutes of the Overview and Scrutiny Committee held on 24th February be noted; and**

RECOMMENDED that

- 2) **Councillor J Pearce be appointed as Vice-Chair of the Crime and Disorder Scrutiny Panel.**

284. REFERRAL FROM THE OVERVIEW AND SCRUTINY COMMITTEE - LOCAL STRATEGIC PARTNERSHIP TASK AND FINISH GROUP - INTERIM REPORT

Councillor Norton, Chair of the Local Strategic Partnership (LSP) Task and Finish Group, presented an Interim Report to the Committee.

He explained that the recommendations that had been suggested by the Task and Finish Group on Engagement and Accountability, if approved, could be implemented for the new municipal year.

Members were informed that the recommendations had been designed to increase local Councillors' familiarity and involvement with the Redditch Partnership.

A further report that would include recommendations for improving performance management of the Redditch Partnership would be made to the Executive Committee in June 2010.

RECOMMENDED that

the recommendations listed below be referred to the Local Strategic Partnership (LSP) for consideration at its next meeting:

Engagement

- 1) following pre-scrutiny by the LSP Task and Finish Group, the proposed format and content of the Redditch Partnership's revamped website coverage, to be hosted by Redditch Borough Council, be endorsed;**
- 2) an event, along the lines of the 'We are Redditch' exhibition, be held every year in a form determined appropriate by Officers;**
- 3) the Redditch Partnership and appropriate partners publicise their work and invite public reaction by providing regular updates in Redditch Matters;**
- 4) the Redditch Partnership hold and advertise an Annual Meeting, as required by the terms of the Partnership's protocol, which partners, potential partners and members of the public be positively encouraged to attend;**

Accountability

- 5) a copy of the minutes of the LSP Board's minutes be attached to the full Council agenda as part of Leader's Items to deliver regular updates on the work of Redditch Partnership;**
- 6) the Leader of the Council formally provide an Annual Report to the last scheduled full Council meeting of the municipal year covering the work of the Redditch Partnership by formalising the current practice of delivering an annual "State of the Borough" address;**
- 7) information about the Redditch Partnership and LSPs be provided to for Members' consideration as part of the Member induction process; and**
- 8) a training event focusing on LSPs be provided as a standard part of the Member training programme each year.**

Executive Committee

31st March 2010

285. MINUTES / REFERRALS - OVERVIEW AND SCRUTINY COMMITTEE, EXECUTIVE PANELS, NEIGHBOURHOOD GROUPS ETC.

There were no minutes of referrals.

286. ADVISORY PANELS - UPDATE REPORT

Members received an update on the activity of the Council's Advisory Panels and other bodies.

RESOLVED that

the report be noted.

287. ACTION MONITORING

Members considered the latest Action Monitoring report.

RESOLVED that

the report be noted.

288. CONFIDENTIAL MINUTES / REFERRALS (IF ANY)

There were no confidential minutes or referrals.

The Meeting commenced at 7.00 pm
and closed at 8.40 pm

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

26th MAY 2010

COUNCIL PLAN 2010-2013

Relevant Portfolio Holder	Cllr Carole Gandy, Leader of the Council
Relevant Head of Service	Hugh Bennett, Director of Policy, Performance and Partnerships
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 To agree the Council Plan for 2010-2013 which includes a high level action plan for the Council's new priorities.

2. RECOMMENDATIONS

- 2.1 **The Executive Committee is asked to RECOMMEND that the Council Plan 2010-2013 attached at Appendix 1 be approved.**

3. BACKGROUND

- 3.1 Executive and Full Council have approved three priorities:-

- An Enterprising Community
- Safe
- Clean and Green

With a fourth overarching priority: A Well Managed Organisation.

- 3.2 The Council Plan sets out the targets relating to these priorities and the proposed strategic actions over the next three years. The same format has been followed to the previous year's corporate plan, but there are three additional appendices: a scorecard that sets out on one page of A4 the Council's priorities and enablers that support these; a strategic action plan (which is used by officers to develop the Improvement Plan, which will be reported to Executive this year by exception); and a summary of the key performance indicators and targets selected for the priorities.
- 3.3 In line with the new Comprehensive Area Assessment guidance the 'Financial' perspective" of the scorecard (Appendix 1) has been extended to encompass 'Performance' and the sections under this perspective are now 'Managing Finances', 'Governing the Business', 'Managing Resources' and 'Managing Performance'. 'Value for Money' pervades all of these priorities.

REDDITCH BOROUGH COUNCIL

EXECUTIVE COMMITTEE

26th MAY 2010

The Process perspective includes sections on the 'Shared Services' project and Worcestershire Enhanced Two Tier (WETT).

4. KEY ISSUES

- 4.1 The Council Plan should reflect strategic discussions on the budget, but represented by measures and planned actions, rather than money.

5. FINANCIAL IMPLICATIONS

- 4.1 These are as set out in the Medium Term Financial Plan approved at Full Council.

6. LEGAL IMPLICATIONS

- 5.1 There are no legal implications arising directly from this report.

7. POLICY IMPLICATIONS

- 7.1 None arising directly from this report.

8. COUNCIL OBJECTIVES

- 8.1 The Council plan outlines four Council wide priorities, key deliverables in support of each of these and specific actions and measures in relation to each key deliverable.

9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

- 9.1 The Council Plan will be supported by the Council's strategic risk register.

- 9.2 There are no Health & Safety considerations.

10. CUSTOMER IMPLICATIONS

- 10.1 The Council Plan contains a number of key performance indicators in relation to the Customer Service Centre and a series of planned actions to support the development of a customer culture across the Council.

REDDITCH BOROUGH COUNCIL

EXECUTIVE COMMITTEE

26th MAY 2010

11. EQUALITIES AND DIVERSITY IMPLICATIONS

11.1 None arising directly from this report, but the Council Plan does contain key performance indicators relating the equalities agenda.

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

12.1 None arising directly from the report, but again, the Council Plan contains key performance indicators relating to value for money, in particular, Shared Services and Worcestershire Enhanced Two Tier.

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

13.1 The Council Plan contains targets for reducing the Council's CO2 emissions.

14. HUMAN RESOURCES IMPLICATIONS

14.1 The Council Plan contains a target for increasing productivity by reducing sickness absence and improved human resource practices, including: workforce planning, the employee survey and corporate training.

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

15.1 The Council Plan is the business plan for the whole Council and forms a key part of the Council's governance arrangements.

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

16.1 The second priority is "Safe" and contains a range of actions and targets in support of this.

17. HEALTH INEQUALITIES IMPLICATIONS

17.1 The Council Plan contains an action to review the Sustainable Community Strategy and therefore map the Council's and our partners current interventions in the Borough designed to reduce health inequalities. Once mapped, the Redditch Partnership will need to agree a range of additional interventions.

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

26th MAY 2010

18. LESSONS LEARNT

18.1 As part of the 2011/2012 strategic planning process we will need to align the formats and production of the two council plans for Bromsgrove District Council and Redditch Borough Council, in order to make their production more efficient.

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

19.1 None directly in relation to this report, but the priorities are based on community engagement work.

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	At Portfolio Holder Briefing.
Chief Executive	Yes, scorecard and KPIs approved by CMT.
Executive Director (S151 Officer)	Yes, scorecard and KPIs approved by CMT.
Executive Director – Leisure, Cultural, Environmental and Community Services	Yes, scorecard and KPIs approved by CMT.
Executive Director – Planning & Regeneration, Regulatory and Housing Services	Yes, scorecard and KPIs approved by CMT.
Director of Policy, Performance and Partnerships	Yes
Head of Service	Yes, scorecard and KPIs approved by CMT.
Head of Resources	Yes, scorecard and KPIs approved by CMT.

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

26th MAY 2010

Head of Legal, Equalities & Democratic Services	Yes, scorecard and KPIs approved by CMT.
Corporate Procurement Team	N/a

21. WARDS AFFECTED

All

22. APPENDICES

Appendix 1 Council Plan 2010-2013

23. BACKGROUND PAPERS

Corporate Plan 2009-2012

24. KEY

CMT – Corporate Management Team

KPIs – Key Performance Indicators

MTFP – Medium Term Financial Plan

AUTHOR OF REPORT

Name: Hugh Bennett, Director of Policy, Performance and Partnerships
 email: h.bennett@bromsgrove.gov.uk
 Tel: (01527) 881400

Council Plan 2010-13



www.redditchbc.gov.uk



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

CONTENTS

1. The Council's Vision
2. Note from the Chief Executive
3. What is the Council Plan?
4. Redditch - Introducing the Borough
5. Who We Are
6. Our Priorities 2010-2013
7. What We Do
8. Partnership Working
9. Redditch Partnership
10. How We Will Deliver Our Priorities
11. Risk Management
12. Equalities
13. Performance Management Framework
- Appendix 1 – Performance Scorecard
- Appendix 2 – Strategic Action Plan
- Appendix 3 – Performance Measures Summary

1. The Council's Vision

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

The Council Plan for 2010-13 is the ‘bedrock’ for Redditch Borough Council’s work, programmes and activities over the next three years; from what we stand for and represent (our vision and priorities) to what we aim to achieve (our strategic action plan) and how we will know if we have been successful and delivered great outcomes for the people of Redditch (our corporate performance indicators and value for money strategy).

Continuing the building analogy, we have much to look forward to as a Council over the next three years. In fact one of our major projects is the transformation of Abbey Stadium, one of our three leisure centres, to incorporate a state-of-the-art swimming pool and revamped leisure offering from 2012 - in time for the Olympics - and providing a modern swimming facility the people of Redditch fully deserve.

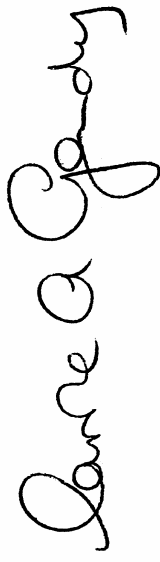
We have embarked on the rejuvenation of the Church Hill shopping centre, and are busy following up interest from the private sector to develop a site that emerged during our new town development in the 1970s but now needs revitalising for the 21st century.

We have high hopes for the development of Winyates and have supported a successful £850,000 bid through the Redditch Partnership and Worcestershire Partnerships, the local and county strategic partnerships. The external funding will be spent on improvements to the physical appearance and security in parts of this Ward. A five year project, it will also aim to boost community participation and involvement in the work to be carried out.

The Council is keen to raise the profile of Redditch. Our priority of ‘enterprising community’ is being progressed with ambitious plans to develop the town centre through a Town Centre Partnership. Under the priority ‘clean and green’, there is the entry in the Britain in Bloom competition which grows - excusing the pun - our reputation for green spaces and colourful floral beds. While for ‘safe’, we will continue to support efforts to further reduce crime levels and make Redditch a safe place to live.

There is indeed much to be proud about in Redditch. I sincerely hope you enjoy

reading our Plan and ambitions for the next few years.

A handwritten signature in black ink that reads "Carole Gandy". The script is fluid and cursive.

Councillor Carole Gandy
Leader of Redditch Borough Council

2. Note from the Chief Executive

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

As Chief Executive for Redditch Borough Council and Bromsgrove District Council, I am working with my new single management team to develop a three year programme of shared services across both councils. Shared Services is about making better use of existing resources, in order to better meet the needs of our residents. We embarked on this programme in advance of the credit crunch, which means we are now well placed to respond to the anticipated reductions in public spending; however, I expect the next five years to be a difficult time for local government, as we balance the need to reduce the public sector borrowing requirement, whilst trying to maintain services to our residents.

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



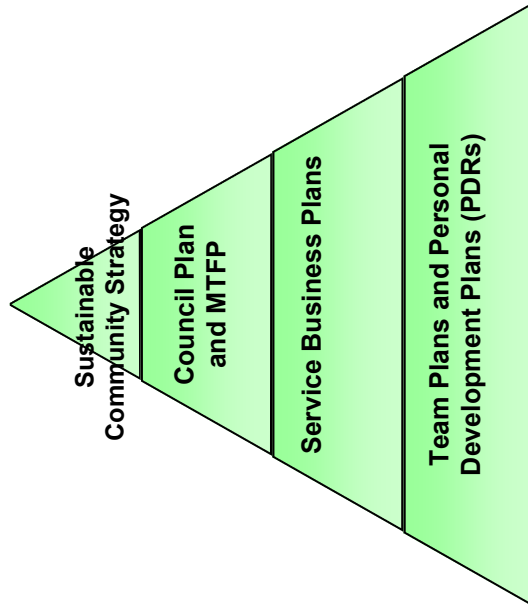
A handwritten signature in blue ink, which appears to read 'K. Dicks'. The signature is written in a cursive style and is positioned to the left of the portrait photo.

Kevin Dicks
Chief Executive

3. What Is The Council Plan?




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

The hierarchy of plans and strategies



Redditch Borough Council Plan for 2010 to 2013 is effectively the business plan for the Council and demonstrates how the Council will work towards achieving the overall vision for the Borough set out in the Sustainable Community Strategy which was developed on the basis of extensive consultation with our residents.

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

-  Enterprising Community
-  Safe
-  Clean and Green

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

The Council Plan will be updated on an annual basis. A separate Annual Report will report on our performance against our targets demonstrating our 'direction of travel' against our priorities. The Plan sets out one to three year targets, demonstrating that continued improvement of the Borough is not a quick fix, but the result of focussed, long-term ambition.

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

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

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

4. Redditch – Introducing the Borough

Economy

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

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

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

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

Figure 1: Map of Redditch District



Geography

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

Redditch, although a New Town, has retained many important ecological and landscape features, with the native flora retained and largely unaltered from that of an ecological survey in 1966. Ponds, hedges and green spaces all help to hold together the important ecological infrastructure. Redditch has 5.7 hectares of open space per 1,000 population.



Leisure

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



5. Who We Are

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

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

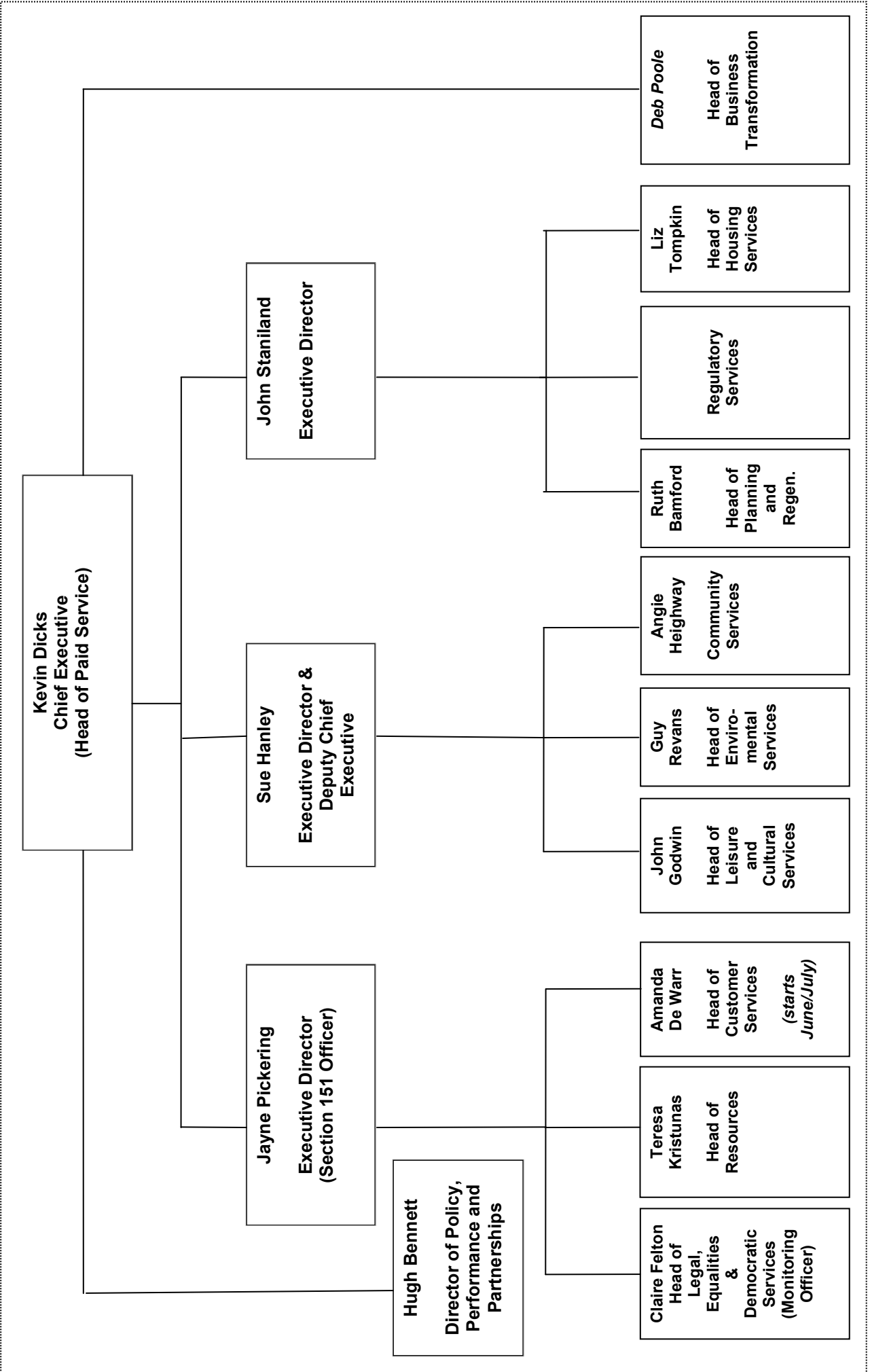
Portfolio Holders are appointed annually by the Council and between them cover all areas of the Council’s work and responsibility. “Portfolio” indicates a specified area of responsibility allotted by formal resolution, for the purposes listed below:

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

The six Portfolios and the functions they cover are:

- **Community Leadership and Partnership**
This portfolio covers the Council’s relationships with other partners and stakeholders, both locally within the County, regionally and nationally.
- **Community Safety**
This portfolio covers the areas of Crime & Disorder, Safer Communities and the Licensing function.
- **Corporate Management**
This portfolio covers internal systems and support services, including Administration, Audit, Finance, Human Resources, IT Services, Asset Management and Customer Services.
- **Housing, Local Environment and Health -**
This portfolio covers the Council’s Housing Management role as Landlord, Strategic Housing responsibilities, Health-related Services, Sustainability, Better Environment, Landscape, Cleansing, Waste Management, Open Space and Local Agenda 21.
- **Leisure and**
This portfolio covers Culture and Recreation, Community Training, Education, Learning and Skills, the Voluntary Sector and Children’s Centres.
- **Planning, Economic Development and Transport**
This portfolio covers Planning, Economic Development and Public Transport.

CORPORATE MANAGEMENT TEAM STRUCTURE



6. Our Priorities 2010-2013

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

- Enterprising Community
- Safe
- Clean and Green

These priorities remain unchanged.

These priorities encompass the following aims:-

Enterprising Community

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

Safe

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

Clean and green

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

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

A Well Managed Organisation

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

The Council's Values

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

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

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

7. What We Do

Our Services

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

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

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

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

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

8. Partnership Working

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

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

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

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

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

- Worcestershire Partnership
- Redditch Partnership
- Redditch Community Safety Partnership
- Hereford and Worcestershire County Sports Partnership

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

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

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



9.

Working together to help shape the future of Redditch

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

Working together to help shape the future of Redditch

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







The Redditch Sustainable Community Strategy

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

The Redditch Sustainable Community Strategy can be viewed at www.redditchpartnership.org.uk.

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

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

	Communities that are safe and feel safe	Safe
	A better environment – for today and tomorrow	Clean and green
	Economic success that is shared by all	Enterprising Community
	Improving health and wellbeing	Safe Clean and green
	Meeting the needs of children and young people	Enterprising Community Safe Clean and green
	Stronger Communities.	Enterprising Community Safe

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

Comprehensive Area Assessment

The Government has recently changed the regulatory framework for local services and introduced Comprehensive Area Assessments (CAA). As the name suggests, these provide an assessment of the quality of life for residents in any given area of England. In December 2009 the CAA for Worcestershire gave a "red flag" to Redditch, identifying that our children's educational attainment was comparatively low and that there were greater health inequalities in Redditch, compared to other areas of the County. Although the Borough Council is not directly responsible for either of these service areas, we have a role to play, both through partnership working and through service delivery that supports these, for example, improved leisure provision which improves our residents' health.

The Borough Council is leading on updating the Redditch Partnership Sustainable Community Strategy, so that it maps how we are currently tackling these issues and how we can work better with our partners to increase the focus on educational attainment, improving our children's aspirations and on health outcomes for our residents. Equally, we will expect our partners to bring there thinking, expertise and focus to the table on how they can tackle the issues identified by the CAA.

As part of our research we will be visiting other areas that have a track record in social regeneration and work with specialist advisers who can offer us insight into what has worked elsewhere. We are also engaging with local school heads and teachers and finally, we are looking to start a range of actions now, for example, careers fairs, health checks and seeking more school governors.

10. How We Will Deliver Our Priorities

-  Enterprising Community
-  Safe
-  Clean and Green

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

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

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

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

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

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

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

PRIORITY AREA: Enterprising Community (EC)	<p>Key Deliverables:</p> <ul style="list-style-type: none"> Improving educational attainment, improving our children's aspirations and reducing health inequalities. Better utilisation of our Council housing stock. Supporting long term economic growth. Supporting existing Redditch businesses. First class leisure facilities. Supporting a prosperous town centre. Council's grant policy
---	--

Key Deliverable: EC1	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Improving educational attainment, improving our children's aspirations and reducing health inequalities.	✓	✓	Indicators to be detailed as part of development of "Closing the Gap" strategy or Sustainable Community Strategy	N/a	N/a	N/a
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Development of "Closing the Gap" Strategy or Sustainable Community Strategy. 			31 March 2011	TBD	Kevin Dicks	

Key Deliverable: EC2	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Better utilisation of our Council housing stock.	✓	✓	<ul style="list-style-type: none"> NI 156 No. of households living in temporary accommodation NI160 Local authority tenants satisfaction with landlords service 	15	15	15
				TBC	TBC	TBC

Key Actions	Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> Housing Quality Network Assessment and Joint Benefits / Housing Audit Commission Inspection 	31 May 2010 01 October 2010		John Staniland
<ul style="list-style-type: none"> Resolution of long term financing of Housing Service. 	31 March 2011		John Staniland
<ul style="list-style-type: none"> Development of Tenant Involvement Strategy 	31 August 2011		John Staniland

Key Deliverable: EC3	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Supporting long term economic growth	✓	✓	<ul style="list-style-type: none"> NI151 – overall employment rate (working age) NI152 – Working age people on out of work benefits NI153 – Working age people claiming out of work benefits in the worst performing neighbourhoods NI171 – New business registration rate NI172 - % of small businesses in an area showing employment growth NI173 – flows onto incapacity benefits from employment NI141 - % of vulnerable people achieving independent living 	Maintain at above Gross Value Added average	Maintain at above Gross Value Added average	Maintain at above Gross Value Added average

Key Actions	Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> North Worcestershire Economic Development Strategy proposals approved. 	September 2012	TBD	John Staniland
<ul style="list-style-type: none"> Ensure an adequate supply of land for economic growth 	2012 (dependent on Regional Spatial Strategy)	TBD	John Staniland
Key Deliverable: EC4	Key Impacts		Target 2012/13
Supporting existing Redditch businesses	Community Strategy	Local Area Agreement	Target 2011/12
	✓	✓	Maintain at above GV average
	<ul style="list-style-type: none"> NI151 – overall employment rate (working age) NI152 – Working age people on out of work benefits NI153 – Working age people claiming out of work benefits in the worst performing neighbourhoods NI171 – New business registration rate NI171 - % of small businesses in an area showing employment growth 		Maintain at above GV average
Key Actions	Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> Minimum of 3 business events per year. 	31 March 2011 (and annually thereafter)		John Staniland
<ul style="list-style-type: none"> Review operation of business centres. 	June 2010		John Staniland

Key Deliverable EC5	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
To open the proposed new Abbey Stadium Leisure Centre	✓		NI 8 – increase adult participation in sport	21% of Borough's adult population	+ve	+ve
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Delivery of project plan for opening of stadium. 			January 2012	£6.6m approved capital scheme.	Sue Hanley	

Key Deliverable EC6	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
To develop the Town Centre and Church Hill District Centre	✓					
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Annual review of Town Centre Strategy action plan Completion of existing public realm studies and development of programme of work. Redevelop Church Hill district centre. 			31 March 2011 31 March 2011 March 2013		John Staniland John Staniland John Staniland	

Key Deliverable EC7	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
To review the Council's grant policy in line with shopping, investing and giving.	✓		NI6 Participation in regulator volunteering. NI7 Environment for a thriving third sector.	+ve +ve	+ve +ve	+ve +ve
Key Actions			Timescales	Resources additional to base budget		
• Scope issues relating to current policy.			31 August 2010.	Sue Hanley.		
• Complete new policy.			30 September 2010	Sue Hanley.		
• Consult stakeholders on policy.			30 September 2010	Sue Hanley.		
• Committee to adopt policy.			31 October 2010	Sue Hanley.		
				Lead Officer		

PRIORITY AREA: Safe (S)	Key Deliverables: <ul style="list-style-type: none"> • Reducing actual crime levels. • Addressing perceptions of crime. • Reducing re-offending. • Developing community cohesion. • Reducing anti-social behaviour. • Managing the night time economy. 			
--------------------------------	---	--	--	--

Key Deliverable S1	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Reducing actual crime levels	✓	✓	Total Crime	TBC	TBC	TBC
Key Actions			Timescales	Resources additional to base budget		
• Revise and update Community Safety Partnership Plan.			by 31 st March 2011	Lead Officer		
				Sue Hanley		

Key Deliverable S2	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Addressing perceptions of crime	✓	✓	NI17 Perceptions of anti-social behaviour. NI21 Dealing with local concerns about anti social behaviour. NI27 Understanding of local concerns about anti-social behaviour	+ve	+ve	+ve
Key Actions			Timescales	Resources additional to base budget		
• Develop a community safety communications strategy action plan.			31 st March 2011	Lead Officer		
				Sue Hanley		

<ul style="list-style-type: none"> Improve security in the Winyates Estate 	31 st March 2013	£500,000 LAA Reward Grant	Sue Hanley			
Key Deliverable S4 Developing community cohesion	Key Impacts Community Strategy Local Area Agreement		Key Performance Indicators NI01 % of people who believe people from different backgrounds get on well together in their local area.	Target 2010/11 +ve	Target 2011/12 +ve	Target 2012/13 +ve
	✓	✓				
Key Actions <ul style="list-style-type: none"> County Council to deliver Community Cohesion Strategy with Borough dimension. 		Timescales by 31 st March 2011	Resources additional to base budget	Lead Officer Sue Hanley		
Key Deliverable S5 To reduce anti-social behaviour	Key Impacts Community Strategy Local Area Agreement		Key Performance Indicators NI17 Perceptions of anti-social behaviour. NI21 Dealing with local concerns about anti social behaviour. NI27 Understanding of local concerns about anti-social behaviour	Target 2010/11 +ve	Target 2011/12 +ve	Target 2012/13 +ve
	✓	✓				
Key Actions <ul style="list-style-type: none"> Develop and implement an Anti-Social Behaviour Strategy working in partnership with all stakeholders (statutory plan). 		Timescales by 31 st March 2011	Resources additional to base budget	Lead Officer Sue Hanley		

Key Deliverable S6	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Managing the night time economy	✓	✓	NI41 Perceptions of drunk and rowdy behaviour as a problem (and also LAA indicator 04 – assault with less serious injury)	-ve	-ve	-ve
Key Actions			Timescales	Resources additional to base budget		Lead Officer
<ul style="list-style-type: none"> Licensing audits. Licensing policy review. 			On-going			John Staniland
			31 March 2011			John Staniland

<p>PRIORITY AREA: Clean and Green (CG)</p>	<p>Key Outcomes:</p> <ul style="list-style-type: none"> • Morton Stanley Festival. • Countryside Centre. • Waste Recycling and Reduction. • Climate Change. • Landscaping. • Detritus.
--	---

Key Objective CG1	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Morton Stanley Festival	✓		Numbers attending	TBC	TBC	TBC
Key Actions			Timescales	Resources additional to base budget		
<ul style="list-style-type: none"> • Development of project plan to include confirmation of acts, confirmation of licenses and infrastructure health and safety agreed. 			August each year.	Lead Officer		
			Sue Hanley			

Key Objective CG2	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Countryside Centre	✓	✓	Number of visitors.	TBC	TBC	TBC
Key Actions			Timescales	Resources additional to base budget		
<ul style="list-style-type: none"> Report to Executive on Countryside Centre. Procurement exercise to facilitate an alternative provider. 			Sept 2010 Mar 2011	Sue Hanley		

Key Objective CG3	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Deliver improved and sustainable waste management services	✓	✓	NI 191 – Residual household waste per household NI 192 - %of household waste sent for reuse/ recycling/ composting	<575kg >28%	<575kg >28%	<575kg >28%
Key Actions			Timescales	Resources additional to base budget		
<ul style="list-style-type: none"> Delivery of waste minimisation campaign. Roll out of garden waste scheme. Develop service standards, bin sizes and focus on reducing road sweeper detritus. 			3 year rolling programme. 31 March 2011 2011/12	Sue Hanley Sue Hanley Sue Hanley		

Key Objective CG4	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
To improve the Council's performance with regard to mitigation and adaptation to the Climate Change Agenda	✓	✓	<p>NI 185 – CO₂ reduction from Local Authority operations</p> <p>NI 186 – Per capita reduction in CO₂ emissions in the Local Authority area</p> <p>NI 188 – Planning to adapt to climate change</p>	3%	3%	3%
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Develop a local Climate Change Strategy and action plan to support the County-wide plan to achieve LAA targets and National Indicators relating to climate change 			31 November 2011		Hugh Bennett	

Key Objective CG5	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Landscaping	✓		Satisfaction with parks and open spaces.			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Britain in Bloom. Green Flag awards (x3). Re-measure landscape (audit) and refine service. 			June 2010 July 2010 September 2010		Sue Hanley Sue Hanley Sue Hanley	

Key Objective CG6	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Reducing Detritus	✓	✓	<p>NI 195(a) - Improved street and environmental cleanliness - levels of litter</p> <p>NI 195(b) - Improved street and environmental cleanliness - levels of detritus</p> <p>NI 195(c) - Improved street and environmental cleanliness – levels of graffiti</p> <p>NI 195(d) - Improved street and environmental cleanliness – levels of fly-posting</p> <p>NI 196 – Improved street and environmental cleanliness – fly-tipping</p>	8% 9% 1% 0	8% 9% 1% 0	8% 9% 1% 0
Key Actions			Timescales	Resources additional to base budget		Lead Officer
• LAA project working with the County Council.			31 March 2011			Sue Hanley
• Complete review of sweeper schedules.			31 March 2012			Sue Hanley
• Fly tipping project (Environmental Services and Housing).			31 March 2012			Sue Hanley

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

WELL MANAGED ORGANISATION		<p>Key Outcomes:</p> <ul style="list-style-type: none"> Managing Finances. Governing the Business. Managing Resources. Managing Performance. Customer Processes. Political Governance. Shared Services. WETT. Strategic Planning. Learning and Development. HR Modernisation. Positive Employee Climate. 						
Key Objective WM1	Key Impacts		Key Performance Indicators			Target 2010/11	Target 2011/12	Target 2012/13
Managing Finances - To achieve year on year improvement in our level of Use of Resources judgement score	Community Strategy	Local Area Agreement	<ul style="list-style-type: none"> Use of Resources score for Managing Finances 					Minimum score of 3 for each element
		✓						
Key Actions		Timescales	Resources additional to base budget			Lead Officer		
<ul style="list-style-type: none"> Integrated financial and performance reporting. Budgets aligned to priorities through annual Executive/CMT away day and financial/service planning timetable. Budget consultation, in particular, budget jury and on-line consultation. 		Qtr 3 2010/11 July 2010 January 2011				Jayne Pickering Hugh Bennett		

Key Objective WM2	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Governing the Business - To achieve year on year improvement in our level of Use of Resources judgement score		✓	<ul style="list-style-type: none"> Use of Resources score for Managing Finances 			Minimum score of 3 for each element
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Delivery of cashable savings from procurement plan. Review of departmental risk registers. 			On-going Quarterly		Jayne Pickering	

Key Objective WM3	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Managing Resources - To achieve year on year improvement in our level of Use of Resources judgement score		✓	<ul style="list-style-type: none"> Use of Resources score for Managing Finances 			Minimum score of 3 for each element
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Update asset management plan and dispose/retain assets as per Council's priorities. Reduce CO2 emissions as per Clean and Green priority. 			On-going On-going		Jayne Pickering Hugh Bennett	

Key Objective WM4	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Managing Performance - To achieve year on year improvement in our level of Use of Resources judgement score		✓	<ul style="list-style-type: none"> Use of Resources score for Managing Finances 			Minimum score of 3 for each element
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Develop data quality strategy action plan and review annually. Develop corporate project management methodology. Develop VFM measures to track efficiency gains. 			March 2011 June 2010 June 2011		Jayne Pickering	Hugh Bennett

Key Objective WM5	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
To make services more accessible, efficient and customer focussed	✓	✓	<ul style="list-style-type: none"> Local Government Equalities Standard 	2	2	3
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Undertake Customer Service Excellence accreditation. Develop community engagement strategy. Undertake equalities peer assessment. 			March 2011 March 2011 June 2010		Jayne Pickering	

Key Objective WM6	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Ensure appropriate political governance.	✓	✓	Increased electoral turnout	TBC	TBC	TBC
Key Actions			Timescales	Resources additional to base budget		
• Manage local elections.			Each year			
• Develop and deliver overview and scrutiny programme.			March 2011			
				Lead Officer		
				Jayne Pickering		
				Jayne Pickering		

Key Objective WM07	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Develop a programme of shared services		✓	Delivery of savings as per Medium Term Financial Plan.			
Key Actions			Timescales	Resources additional to base budget		
• Recruit transformation team.			May 2010	Kevin Dicks		
• Develop and approval transformation programme.			Sep 2010	Kevin Dicks		

Key Objective WM08	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Develop a programme of Worcestershire Enhanced Two Tier (WETT) services		✓	Delivery of savings as per Medium Term Financial Plan.			
Key Actions			Timescales	Resources additional to base budget		
• Property Service WETT to go live.			June 2010	Kevin Dicks		
• Regulatory Service WETT to go live.			June 2010	Kevin Dicks		
• Internal Audit Service WETT to go live.			June 2010	Kevin Dicks		

Key Objective WM09	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Strategic Planning		✓	N/a			
Key Actions			Timescales	Resources additional to base budget		Lead Officer
<ul style="list-style-type: none"> Successful pre-examination meeting of draft Core Strategy. 			June 2011			John Staniland

Key Objective WM10	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
To develop a comprehensive Learning and Development Programme supporting the corporate priorities, individual needs and workforce planning.		✓	<ul style="list-style-type: none"> Investors in People accreditation 			April 2013
Key Actions			Timescales	Resources additional to base budget		Lead Officer
<ul style="list-style-type: none"> Develop corporate workforce plan. Develop Investors in People Action Plan. 			March 2013			Jayne Pickering
			April 2013			Jayne Pickering

Key Objective WM11	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
HR Modernisation		✓	N/a			
Key Actions			Resources additional to base budget	Lead Officer		
• Harmonisation of terms and conditions			Dec 2010 (subject to Trades Union agreement)		Jayne Pickering	
• Completion of payroll lean systems project			March 2011		Jayne Pickering	
Key Objective WM12	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Positive Employee Climate		✓	• Staff survey results			
Key Actions			Resources additional to base budget	Lead Officer		
• Creation and delivery of employee engagement programme.			2010 and each year thereafter		Kevin Dicks	

11. Risk Management

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

The key risks are related to:

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

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



12. Equalities

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

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

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

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

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

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

The Black and Ethnic Minority population constitutes 6.9% of the total population¹, the largest ethnic group being the Pakistani group which constitutes 2.3% (1,800) of the population. Other groups include Black

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

Redditch also consists of multi-faith communities. Christianity remains the predominant faith in the district and Redditch also has the largest percentage of individuals of Muslim faith in Worcestershire at 2.4% of the population. The Buddhist, Hindu, Jewish and Sikh religions are also represented and 12.6% of the population state they have no religion.²



¹ Estimated resident population by ethnic group and sex, mid-2006, ONS (2008)

² Census 2001.

The Council will treat all people equally whether they are:

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

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

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

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

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

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

Our Promise to You

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

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

13. Performance Management Framework

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

Effective performance management requires:

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

This means that Redditch Borough Council will:

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

The Council's Performance Management Framework sets out the structure and processes to be followed and can be accessed on our website at www.redditchbc.gov.uk.

To find out more about what the Borough Council does, visit our website at www.redditchbc.gov.uk or contact:

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

Council's Balanced Scorecard

The Council has a balanced scorecard for the Council's three priorities, which were approved by Full Council. The scorecard identifies the key support service activities required to deliver the priorities. A Specific, Measurable, Agreed, Realistic and Targeted (SMART) strategic action plan for the balanced scorecard has also been agreed (see Appendix 2).

Customer Perspective (CP)	An Enterprising Community (EC)	Safe (S)	Clean and Green (CG)
Financial and Performance Perspective (FP)	Managing Finances (including Value for Money) (FP1)	Governing the Business (including Value for Money) (FP2)	Managing Resources (including Value for Money) (FP3)
			Managing Performance (including Value for Money) (FP4)
Process Perspective (PR)	Customer Processes (PR1)	Political Governance (PR2)	Shared Services Processes (PR3)
			WETT (PR4)
			Strategic Planning (PR5)
Human Resources and Organisational Development Perspective (HROD)	Learning and Development (HROD1)	Human Resource Modernisation (HROD2)	Positive Employee Climate (HROD3)

Strategic Action Plan

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member (Lead Officer)
An Enterprising Community (CP1)	Closing the Gap - Winyates Centre	Crime Reduction and Perception Measures	Security System Installed.	Development of Project Delivery Plan	31 March 2011	£100,000 capital £500,000 LAA Reward Grant	Portfolio Holder for Community Leadership and Partnership (Sue Hanley)
	- Area of Highest Need	Key Performance Indicators As Per Agreed Proposal	Quarterly Performance Review	Establish Steering Group	31 March 2013	Neighbourhood Development Officer	
	Housing	2 Star Inspection Rating	Housing Quality Network Assessment	Inspection Project Plan	31 May 2010 (plan in place)	Housing Core Managers	Portfolio Holder for Housing, Local Environment and Health (John Staniland)
	Long Term Financing of Housing Service Resolved	Level of Housing Debt Sustainable and Enables Improvement	Housing Revenue Account Review Announcement		Oct 10 to Mar 11 Financial Calculation	External Technical Support	Portfolio Holder for Housing, Local Environment and Health (John Staniland)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member (Lead Officer)
		Tenant Satisfaction	Positive Tenant Satisfaction Score	Tenant Involvement Strategy	August 2010	Tenant Involvement Officers	Portfolio Holder for Housing, Local Environment and Health (John Staniland)
	Economic Growth - Strategy	Improved and Modernised Borough Economy	Adequate Supply of Land for Economic Development	Development of Core Strategy	2012? (Dependent on Regional Spatial Strategy)	Planning and Regeneration Team	Portfolio Holder for Planning, Economic Development and Transport (John Staniland)
			North Worcestershire Economic Development Strategy Proposals Approved	Set up establishment structure for the North Worcestershire Economic Development Strategy	September 2012	Economic Development and Town Centre Manager	Portfolio Holder for Planning, Economic Development and Transport (John Staniland)
	Economic Growth - Operations	Minimum of 3 Events Per Year for SMEs Business Centre (x3)	Run 3 events. Report to Members with implementation plan	Events plans Review of Business Centres	March 2011 (and every year thereafter) June 2010	Economic Development Team and Business Centre Manager	Portfolio Holder for Planning, Economic Development and Transport (John Staniland)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member (Lead Officer)
	Leisure – Abbey Stadium	Income Target Usage Target (both subject to finalisation and approval of business case)	Approval of Business Case Stadium Open	Detailed Project Plan to Deliver Stadium	January 2010 January 2012	Project Board £6.6m Capital Budget Combined Revenue Budgets of Hewell Road and Abbey Leisure Centre	Portfolio Holder for Leisure and Tourism (Sue Hanley)
	Town Centre	Reduction in Number of Vacant Units	Annual Review of Town Centre Strategy Actions	Town Centre Strategy	March 2013	Planning and Regeneration Team	Portfolio Holder for Leisure and Tourism (John Staniland)
		Physical Improvement of Public Realm	Completion of existing public realm studies	Programme of improvements, starting with “quick wins”	March 2011	Town Centre Partnership	Portfolio Holder for Leisure and Tourism (John Staniland)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Safe	Reducing Crime Levels	Total Crimes	Annual Targets as per Appendix 3	Community Safety Partnership Plan	Revised every April	Community Safety Team	Portfolio Holder for Community Safety (Sue Hanley)
	Tackling the Perception of Crime	Place Survey Indicators	Annual Survey	Community Safety Communications Strategy Action Plan Improved security in Winyates Estate	March 2011 March 2013	Community Safety Marketing Officer (Grant Funded) £500,000 LAA Reward Grant	Portfolio Holder for Community Safety (Sue Hanley)
	Reducing Re-offending	Adult re-offending rates Youth re-offending rates	Re-offending Action Plan	Develop County Strategy with local action plan.	31 March 2011	Community Safety Team	Portfolio Holder for Community Safety (Sue Hanley)
	Developing Community Cohesion	Place Survey Indicators Number of Hate Incidents	Annual Survey	County Council Delivering Strategy with Borough dimension Hate Incident Partnerships	31 March 2011	Community Safety Team	Portfolio Holder for Community Safety (Sue Hanley)
	Anti-Social Behaviour	Place Survey Indicators	Annual Survey	Anti-Social Behaviour Strategy (Statutory Plan)	31 March 2011	Community Safety Team	Portfolio Holder for Community Safety (Sue Hanley)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Managing the Night Time Economy	Reduction in Violent Crime Indicator	Annual Targets as per Appendix 3.	Licensing Audits Licensing Policy Review	On-going 31 March 2011	WETT Regulatory Services	Portfolio Holder for Community Safety (Sue Hanley)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Clean and Green	Morton Stanley Festival	Numbers Attending	Acts Confirmed. License Confirmed. Infrastructure Health and Safety Agreed.	Project Plan.	August Each Year.	Project Group.	Portfolio Holder for Leisure and Tourism (Sue Hanley)
	Countryside Centre	Satisfaction Levels Revenue Savings	Report to Executive in September 2010	Procurement Exercise (Sept 10 to Mar 11).	01 April 2011 Externalisation	Project Team	Portfolio Holder for Leisure and Tourism (Sue Hanley)
	Waste Recycling and Reduction	KG of Residual Waste Per Household (NI191) Increase In Recycling and Reuse Waste Target (NI192)	Annual targets and monthly measurement and reporting.	Waste Minimisation Campaign. Service Standards and Bin Size. Roll Out of Garden Waste Road Sweeper Detritus	3 Year Rolling Programme 2011/12 31 March 2011 2011/12	Medium Term Financial Strategy	Portfolio Holder for Housing, Local Environment and Health (Sue Hanley)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Climate Change	NI 185 6% reduction over 3 years (baseline 08/09)	4% reduction at March 2011 (based on 08/09 baseline)	Climate Change Strategy & Action Plan	March 2013	Climate Change Manager Future budget bids to MTFP	Portfolio Holder for Housing, Local Environment and Health (Hugh Bennett)
		NI 186- per capita reduction in CO2 emissions- 9% reduction over 3 years (baseline 2005)	6% reduction at March 2011	Sustainable Community Strategy Action Plan			
		NI 188- Planning to adapt to Climate Change- Level 2 by end of year 12/13	Level by March 2011	Climate Change Strategy & Action Plan Sustainable Community Strategy Action Plan	March 2013	Climate Change Manager Future budget bids to MTFP	Portfolio Holder for Housing, Local Environment and Health (Hugh Bennett)
	Landscaping	Satisfaction with Parks and Open Spaces (Place Survey)	Indicator Measured Every Year	Britain in Bloom Green Flag x3 Re-Measure Landscape (audit) and Redefine Service Review Annualised	June 2010 July 2010 March 2013 September 2010	Medium Term Financial Strategy	Portfolio Holder for Housing, Local Environment and Health (Sue Hanley)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
				Hours of Landscape Operatives			
	Detritus	Improved Street and Environmental Cleanliness (NI195a-d) (LAA indicator) Improved Street and Environmental Cleanliness – fly tipping	Indicators Measured Every Four Months	LAA Project Working with County Council Complete Review of Sweeper Schedules Fly Tipping Project (Environmental Services and Housing)	31 March 2011 31 March 2012 31 March 2012	Medium Term Financial Strategy Future Funding Request Future Funding Request	Portfolio Holder for Housing, Local Environment and Health (Sue Hanley)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Managing Finances (including Value for Money) (FP1)	Integrated financial and performance information	Budget aligned to priorities Corrective actions based on integrated information	Quarterly integrated finance & performance reports to Executive & Overview and Scrutiny	Integrated financial & performance management table	31 March 2013 (start date: quarter 3 2010)	Service accountants & budget holders	Portfolio Holder for Corporate Management (Jayne Pickering)
				Meetings with budget holders	31 March 2013	Service accountants & budget holders	
	Deliver Medium Term Financial Plan & statutory accounts	Budget aligned to priorities Unqualified opinion on accounts	Balanced three-year plan Accounts submitted on time	Financial Plan timetable	31 March 2013	Service accountants & budget holders	Portfolio Holder for Corporate Management (Jayne Pickering)
				Use of Resources Action Plan	31 March 2013	Service accountants & budget holders	
Budget consultation	Budget Jury positive feedback	Feedback & attendance	Feedback & attendance	Budget Jury	Jan 2011 & annually	Executive Director- Finance & Resources	Portfolio Holder for Corporate Management (Jayne Pickering) (Hugh Bennett)
				Online consultation	Jan 2011 & annually	Director of Policy, Performance & Partnerships	
				Schools project	Jan 2011 & annually	Senior Corporate Policy & Performance Officer	

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Governing the Business (Including Value for Money) (FP2)	Procurement	Delivery of cashable savings in procurement	Integrated financial & performance reporting	Procurement Actions Procurement Forward Plan	March 2013 March 2013	Procurement Advisor CMT	Portfolio Holder for Corporate Management Jayne Pickering
	Risk Management	Mitigate potential risks to the authority	Quarterly review of departmental risk registers Bi-monthly review of corporate risk register	Risk Strategy & reports	March 2013	Internal Audit (WETT- Worcester City)	Portfolio Holder for Corporate Management Jayne Pickering

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Managing Resources (including Value for Money) (FP3)	Manage Assets Effectively	External recognition of effective assets management	Quarterly reporting	Update Assets Management Plan Dispose of / retain assets as per Council priorities	March 2013 March 2013	Property Services (WETT- Worcestershire County Council)	Portfolio Holder for Corporate Management (Jayne Pickering)
	Workforce Planning	Creation of workforce plan	Review through programme board	Service-level data, analysis & plans	March 2013	Learning & Organisational Development Manager	Portfolio Holder for Corporate Management (Deb Poole)
	Natural Resources	Increased recycling & reuse from Council's bulky collections Improved efficiency of Council's fleet NI 185 NI 186- per capita reduction in	4% reduction at March 2011 (based on 08/09 baseline) 6% reduction at March 2011	Recycling & reuse project with WCC & third sector Green fleet review & action plan Climate Change Strategy & Action Plan Sustainable Community Strategy Action	March 2013	Climate Change Manager Waste minimisation	Portfolio Holder for Corporate Management (Hugh Bennett) (Sue Hanley)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		CO2 emissions- 9% reduction over 3 years (baseline 2005) NI 188- Planning to adapt to Climate Change- Level 2 by end of year 12/13	Level 2 by March 2011	Plan Biodiversity project (value of green space)			

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Managing Performance (including Value for Money) (FP4)	Data Quality	Achieve Level 3 Data Quality Score	Data Quality Strategy Action Plan	Development of Data Quality Strategy Action Plan	31 March 2011 (Strategy in Place)	Policy & Performance Team	Portfolio Holder for Corporate Management (Hugh Bennett)
	Performance & Project Management	Positive score in annual performance management assessment by Audit Commission	Performance Management Strategy Action Plan	Development of Performance Management Strategy Action Plan	31 March 2012 (Strategy in Place)	Policy & Performance Team	Portfolio Holder for Corporate Management (Hugh Bennett)
	VFM measures	Evidenced reductions in unit costs	Compare 10/11 figures to 09/10	Vfm transactional measures spreadsheet	June 2011	Finance Team Policy & Performance Team	Portfolio Holder for Corporate Management (Jayne Pickering) (Hugh Bennett)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Customer Processes (PR1)	Customer Service Excellence Accreditation	Overall Satisfaction	Undertake self assessment by December 2010	Set up working group to undertake self assessment	31 March 2013	Head of Customer Service & teams	Portfolio Holder for Corporate Management
	Customer First Training		Customer First Training Programme in place.	Customer First Pt 1 training undertaken.	To be agreed when new Head of Customer Service in post.	Learning & Organisational Development Manager	(Jayne Pickering)
	Community Engagement	Positive resident feedback per engagement exercise	Delivery of Community Engagement Strategy Action Plan	Community Engagement Strategy agreed by Executive	31 March 2011	Director of Policy, Performance & Partnerships Equalities Officer	Portfolio Holder for Corporate Management (Hugh Bennett)
	CSC/Website	Improved content Increased web usage Evidenced improvement per system reviewed % of people who believe	Positive feedback No. of hits & transactions Programme for systems review completed	Promotion & marketing Agreement of programme	Ongoing March 2011	ICT Team Communications Team Customer Service Centre Manager	Portfolio Holder for Corporate Management (Jayne Pickering)
	Equalities		Peer Assessment		June 2010 (Peer)	Funding Required for	Portfolio Holder for

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		people from different backgrounds get on well together in their local area	and Gap Analysis	Community Forum Level 2 LG Equalities Standard Programme of community cohesion events	Assessment) On-going December 2011 On-going	Equalities Officer	Corporate Management (Jayne Pickering)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Political Governance (PR2)	Overview & Scrutiny	Overview & Scrutiny reports linked to Council priorities & shaping policy development	<p>Overview monitoring & feeding into Forward Planning Process</p> <p>Scrutiny hold Executive to account</p>	<p>Overview & Scrutiny Work Programme</p> <p>Annual Overview & Scrutiny report</p>	March 2011	<p>Head of Legal, Democratic & Equalities</p> <p>Scrutiny Officers</p> <p>Senior Solicitor</p>	<p>Portfolio Holder for Corporate Management (Jayne Pickering)</p>
	Election	Election Delivered Successfully with Increased Democratic Participation	<p>Delivery of Democratic Regeneration Projects through Democracy Year (Councillor engagement; young people/schools; minority groups)</p> <p>Delivery of Election Commission Performance Standards</p>	<p>Elections Project Plan</p> <p>Shared Service SLA</p> <p>Programme of Events</p>	May 2011	Elections Team	<p>Portfolio Holder for Corporate Management (Jayne Pickering)</p>
	Modern Councillor Programme	Programme in Place and in Progress	<p>Positive Feedback from Members and Officers</p> <p>Modern</p>	Cross Fertilisation of Practice.	31 March 2011	<p>Legal and Democratic Team</p> <p>Learning & Organisational</p>	<p>Portfolio Holder for Corporate Management (Jayne Pickering)</p>

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
			Councillor Programme Steering Group established			Development Manager	Pickering)
	Member Standards	Open, transparent & accessible decision making process	Active participation with standard process Sound ethical framework	Governance with partnerships confidence protocol Officer/Member Code of Conduct with training.	March 2011	Head of Legal, Democratic & Equalities Senior Solicitors Standards Committee	Portfolio Holder for Corporate Management (Jayne Pickering)
	Strong Leader	Change to Constitution as Required by Law.	Changing the Constitution and Getting the Model to Work	Implementation Plan Agreed	31 December 2010	Legal and Democratic Team	Portfolio Holder for Corporate Management (Jayne Pickering)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Shared Services (PR3)	Transformation Team	Transformation Team in place	Job Descriptions produced Recruitment process initiated	Recruitment of team Input of RIEP	May 2010	Head of Transformation Chief Executive RIEP	Portfolio Holder for Community Leadership and Partnership (Kevin Dicks)
	Programme Plan	Approved Programme Plan in place	Stakeholder Group established	CMT/SMT & Stakeholders Working Group Programme of Work	Sept 2010	Transformation Team CMT/SMT	Portfolio Holder for Community Leadership and Partnership (Kevin Dicks)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
WETT (PR4)	Property Services	£15k savings from Year 1	Monitoring SLA deliver	Project Plan	June 2010	Transformation Team	Portfolio Holder for Corporate Management (Jayne Pickering)
	Regulatory Services	£126k from Year 1	Monitoring the joint Committee deliver	Project Plan	June 2010	Transformation Team	Portfolio Holder for Corporate Management (Jayne Pickering)
	Internal Audit	Sustained use of Resources Scoring	Monitoring SLA deliver	Project Plan	June 2010	Transformation Team	Portfolio Holder for Corporate Management (Jayne Pickering)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Strategic Planning (PR5)	Core Strategy	Adopted Core Strategy	Successful pre-examination meeting (June 2011 TBC)	Local Development Scheme	Jan 2012 (TBC)	Strategic Planning Manager Strategic Planning Team	Portfolio Holder for Planning, Economic Development and Transport (John Staniland)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Learning and Development (HR&OD1)	Improved Employee skills & capacity	Creation of workforce plan	Review through programme board	Service-level data, analysis & plans	March 2013	Learning & Organisational Development Manager	Portfolio Holder for Corporate Management (Kevin Dicks)
	Effective & consistent people management & development processes	Achieve IIP Accreditation	External assessment from WMQC	Deliver IIP action plan <i>Create new joint appraisals scheme</i>	Apr 2013 Dec 2010	Learning & Organisational Development Manager	Portfolio Holder for Corporate Management (Kevin Dicks)
HR Modernisation (HR&OD2)	Harmonisation Project (Policies / Terms & Conditions)	Key major policies harmonised across both Councils	Fortnightly meetings of HR advisors across both Councils	Production of policy proposal package for consultation Consultation exercise	Sept 2010 Dec 2010 (subject to union agreement)	HR Teams (Bromsgrove & Redditch) Unions	Portfolio Holder for Corporate Management (Jayne Pickering)
	Payroll (lean systems)	A more effective & efficient system	Project plan on target	Payroll audit.	March 2011	HR Teams Transformation Team	Portfolio Holder for Corporate Management (Jayne Pickering)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Positive Employee Climate (HR&OD3)	Improved employee engagement	Take-up of support/wellbeing opportunities Attendance at social events % staff agreeing they are consulted about things that affect them (BDC staff survey)	Employee survey (standardised and aligned survey)	Creation of employee engagement programme	2010/11 separate. 2011/12 (single survey)	Learning & Organisational Development Manager Organisational Development Budget	Portfolio Holder for Corporate Management (Kevin Dicks)

Corporate Performance Indicators

A total of 198 National Indicators (NIs) have been in use since April 2008. Of the 198 indicators only 64 apply at the District Council level and of those there are only 17 that are collected by district councils. This significant reduction has given us the opportunity to focus our attention on local performance measures that better reflect our priorities.

PI Ref	PI Description	HoS	Reporting Frequency	Set targets or baseline in 2010?	2009/10 Outturn	Targets		
						10/11	11/12	12/13
Priority 1 – An enterprising community								
	i) Areas of Highest Need							
	See separate Areas of Highest Need (AOHN) proposal.	Angie Heighway	A	B	N/a	Proposal contains targets	Proposal contains targets	Proposal contains targets
	Indicators also to be agreed with partners through Redditch Partnership.	Angie Heighway	A	B	N/a	Proposal contains targets	Proposal contains targets	Proposal contains targets
	ii) Housing							
BV 212	Average time taken to re-let local authority housing (days)	Liz Tompkin	Q	T	23	-ve	-ve	-ve
NI 155	Number of affordable homes delivered	Angie Heighway	Q	T	111	64	105	98
NI 156	Number of households occupying temporary accommodation	Liz Tompkin	Q	T	7	15	15	15
	iii) Economic growth - strategy							
NI 171	New business registration rate (businesses)	Ruth Bamford	A	T	-	+ve	+ve	+ve
NI 172	%age of small businesses showing employment growth	Ruth Bamford	A	T	-	+ve	+ve	+ve

PI Ref	PI Description	HoS	Reporting Frequency	Set targets or baseline in 2010?	2009/10 Outturn	Targets		
						10/11	11/12	12/13
	iv) Economic growth – operational Business events per annum	Ruth Bamford	A	B	-	3	3	3
	v) Leisure							
	Number of visitors to the Abbey Stadium & Hewell Road Swimming Pool	John Godwin	M	T	291,081	296,903	302,841	N/a
	Number of visitors to Palace Theatre	John Godwin	M	T	44,857	45,754	46,669	47,603
	Number of people visiting leisure centres	John Godwin	M	T	565,157	576,460	587,989	603,081
	Number of visitors to the Museum & Bordsley Abbey centre	John Godwin	Q	T	15,068	15,369	15,677	15,990
	Number of over 60's swimming usage	John Godwin	M	T	8,996	9,176	8,258	8,258
	Number of under 16's swimming usage	John Godwin	M	T	23,203	23,667	18,934	18,934
	Attendance at Community Events	John Godwin	Q	T	42,400	43,248	44,112	44,995
	Attendance at Community Centres	John Godwin	Q	T	151,650	154,683	157,777	160,932
	Attendance at Sports development Sessions	John Godwin	M	T	59,741	60,935	62,153	63,396
	Attendance at Arts Development Sessions	John Godwin	M	T	985	10,048	10,249	10,454
	Number of visit to the AVCC	John Godwin	Q	See page 66	See page 66	See page 66	See page 66	See page 66
	iv) Town Centre							
	Number of vacant units in Town Centre	Ruth Bamford	A	B	-	N/a	N/a	N/a
Priority 2 – Safe								
	i) Actual crimes							
NI 15	Serious violent crime rate	Angie Heighway	M	T	0.98	-ve	-ve	-ve
NI 16	Serious acquisitive crime rate	Angie Heighway	M	T	0.98	-ve	-ve	-ve
	Total crime	Angie	M	T	11.51	-ve	-ve	-ve

PI Ref	PI Description	HoS	Reporting Frequency	Set targets or baseline in 2010?	2009/10 Outturn	Targets		
						10/11	11/12	12/13
NI 17	ii) Perception of the Borough	Heighway						
NI 21	Perceptions of anti-social behaviour (%) Dealing with local concerns about anti-social behaviour and crime issues by the local council and police (%)	Angie Heighway	A	T	21.1	+ve	+ve	+ve
NI 27	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police (%)	Angie Heighway	A	T	24.8	+ve	+ve	+ve
NI 001	iii) Developing community cohesion % of people who believe people from different backgrounds get on well together in their local area (Place Survey)	Angie Heighway	A	T	72	+ve	+ve	+ve
BV 174	The number of racial incidents recorded by the authority per 100,000 population	Angie Heighway	Q	T	23.88	-ve	-ve	-ve
BV 175	The percentage of racial incidents that resulted in further action (%)	Angie Heighway	Q	T	100	100	100	100
NI 41	iv) Alcohol / night time economy Perceptions of drunk or rowdy behaviour as a problem (%)	Angie Heighway	A	T	30.8	-ve	-ve	-ve
Priority 3 – Clean and Green								
	i) Morton Stanley Festival	John Godwin	A	T	4,000 (08/09)	6,122	6,242	6,367
	ii) Countryside Centre							

PI Ref	PI Description	HoS	Reporting Frequency	Set targets or baseline in 2010?	2009/10 Outturn	Targets		
						10/11	11/12	12/13
	Number of visitors	John Godwin	M	T	335,025	341,726	348,560	355,531
NI 191	iii) Waste Residual waste per household (KGs)	Guy Revans	M	T	574.94	-ve	-ve	-ve
NI 192	%age waste re-used, recycled or composted	Guy Revans	M	T	28.30	+ve	+ve	+ve
NI 185	iv) Climate Change CO2 reduction from Local Authority operations previous 12 months (April - March) (%)	Hugh Bennett	A	T		3	3	3
NI 186	Per capita reduction in CO2 emissions in the LA area (%)	Hugh Bennett	A	T	-	9% reduction on 2005 baseline	-ve	-ve
NI 188	Planning to adapt to climate change (Level 0 - low performance, Level 4 - high performance)	Hugh Bennett	A	T	-	2	2	3
NI 194	Air quality - % reduction in NOx and PM ₁₀ emitted through local authority's estate and operations for previous 12 months (April - March) (%)	Hugh Bennett	A	T	-	9% reduction on 2005 baseline	-ve	-ve
	v) Landscape Satisfaction with parks and open spaces (%)	Guy Revans	A	T	TBC	+ve	+ve	+ve
NI 195a	vi) Detritus Improved street and environmental cleanliness - levels of litter	Guy Revans	*3 per year	T	8%	8%	8%	8%
NI 195b	Improved street and environmental cleanliness - levels of detritus	Guy Revans	*3 per year	T	26%	9%	9%	9%
NI 195c	Improved street and environmental cleanliness - levels of detritus	Guy Revans	*3 per year	T	2%	1%	1%	1%

PI Ref	PI Description	HoS	Reporting Frequency	Set targets or baseline in 2010?	2009/10 Outturn	Targets		
						10/11	11/12	12/13
NI 195d	cleanliness - graffiti Improved street and environmental cleanliness - fly-posting	Guy Revans	*3 per year	T	0%	0%	0%	0%
NI 196	Improved street and environmental cleanliness – fly tipping (Level 1 - Good, Level 4 - Poor)	Guy Revans	Q	T	TBC	2	2	2
Priority 4 – Well managed organisation								
NI 157a	Processing of major planning applications determined within 13 weeks	Head of Planning	M	T	100%	85%	85%	85%
NI 157b	Processing of minor planning applications determined within 8 weeks	Head of Planning	M	T	95.24%	85%	85%	85%
NI 157c	Processing of other planning applications determined within 8 weeks	Head of Planning	M	T	98.16%	90%	90%	90%
	Number of complaints received	Head of Customer Services	M	-	78	N/a	N/a	N/a
	Number of compliments received	Head of Customer Services	M	-	288	N/a	N/a	N/a
NI 181	The number of changes of circumstances which affect customers' Housing Benefit / Council Tax Benefit entitlement within the year	Teresa Kristunas	Q	T	13.4 days	-ve	-ve	-ve
BV79bi	The amount of Housing Benefit overpayments recovered as a percentage of all HB overpayments	Teresa Kristunas	Q	T	75.99%	+ve	+ve	+ve
	Number of people using the Dial-A-Ride service	Angie Heighway	M	T	32,865	33,687	34,529	35,392
	Number of people using the Shopmobility	Angie	M	T	19,554	20,043	20,544	21,053

PI Ref	PI Description	HoS	Reporting Frequency	Set targets or baseline in 2010?	2009/10 Outturn	Targets		
						10/11	11/12	12/13
	service	Heighway						
	Customer services – number of calls resolved at first point of contact	Head of Customer Services	M	B	N/a	N/a	N/a	N/a
	Customer services – percentage of calls answered (%)	Head of Customer Services	M	T	86	+ve	+ve	+ve
	Customer services – average speed of answer (seconds)	Head of Customer Services	M	T	32	-ve	-ve	-ve
	% satisfied with the way the council runs things		A	T	43	+ve	+ve	+ve
	% agree that the Council provides value for money		A	T	34	+ve	+ve	+ve
BV 012	The number of working days/shifts lost to the local authority due to sickness absence per FTE staff member (days)	Teresa Kristunas	M		9.02	8.5	8.0	8.0
BV 008	% of invoices paid by the Council within 30 days of receipt	Teresa Kristunas	M	T	93.55	98	98	98
	% of invoices paid by the Council within 10 days of receipt	Teresa Kristunas	M	B	N/a	N/a	N/a	N/a

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**

26th May 2010

**STRATFORD-ON-AVON DRAFT CORE STRATEGY – CONSULTATION
RESPONSE**

Relevant Portfolio Holder	To be appointed at the Annual Meeting
Relevant Head of Service	Ruth Bamford (Acting)
Non-Key Decision	
Appendix 2 to this report contains exempt information as defined in S.100 of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, as it relates to potential negotiations for the acquisition of land or property and the Council's negotiating position may be compromised should potential terms be disclosed. For this reason it is felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information	

1. SUMMARY OF PROPOSALS

- 1.1 To seek Members' retrospective approval of a response to the Stratford-on-Avon District Consultation Core Strategy. The consultation period began on 25th February 2010 and ran for 6 weeks until 8th April 2010; during which time comments were invited from relevant stakeholders and the general public. Officers from Redditch Borough Council sent a response before the consultation deadline (8th April), a copy of which is included at Appendix A.
- 1.2 The response that Officers have sent relates to the area of land known as 'Winyates Green Triangle' that is located within Stratford-on-Avon District but has been identified to meet the development needs of Redditch Borough. The requirement for this site to be used to meet Redditch's development needs is stated in the West Midlands Regional Spatial Strategy Panel Report. The site is 12 hectares in size and the Panel Report states that it should be designated for employment use. The Stratford-on-Avon Consultation Core Strategy includes a section on 'Meeting the Needs of Redditch' which has a proposed policy approach to deal with this land. Members are now invited to endorse the Officer response.

2. RECOMMENDATIONS**2.1 The Committee is asked to RESOLVE that**

the response from Redditch Borough Council to the Stratford-on-Avon Consultation Core Strategy (Appendix A) be retrospectively endorsed.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

3. BACKGROUND

- 3.1 The West Midlands Regional Spatial Strategy (WMRSS) provides the framework for the Redditch Borough and Stratford-on-Avon District Core Strategy Development Plan Documents. The WMRSS is currently being reviewed in three phases. The first phase which concerns the Black Country has been completed. The second phase sets development targets for each of the local authority areas in the West Midlands. The Phase Two review of the WMRSS was subject to a Public Inquiry in spring 2009 and the Panel Report into this inquiry was published in September 2009.
- 3.2 The Panel Report specifies that Redditch Borough should provide a total of 68 hectares of employment land between 2006 and 2026. As it is a well established fact that Redditch Borough cannot accommodate all of its development requirements within the Borough boundary, the Panel Report also states that of the 68 hectares, at least 12 hectares will be provided within Stratford-on-Avon District west of the A435. This area west of the A435 is known as Winyates Green Triangle. Also, up to 37 hectares (of the 68 hectares allocated for Redditch Borough) is to be provided in Bromsgrove District.
- 3.3 In terms of housing provision, the target set for Redditch Borough in the WMRSS Panel Report is 7,000 dwellings between 2006 and 2026. This target has also been split; around 4,000 dwellings within Redditch and around 3,000 dwellings in Bromsgrove District adjacent to the Redditch Boundary.

4. KEY ISSUES

- 4.1 The consultation period for the Stratford-on-Avon Consultation Core Strategy finished on 8th April 2010. An Officer response to the consultation was submitted to Stratford-on-Avon Council in advance of the consultation deadline and is included at Appendix A.
- 4.2 The Stratford-on-Avon Consultation Core Strategy makes provision for Redditch-related growth in two draft policies. Draft Policy CS.2 makes provision for the land located between the A435 road and the Borough Boundary to be designated as an Area of Development Restraint (ADR). As stated in the Officer response (Appendix A), Officers consider that the policy should allow for more flexibility in relation to the future use of this land.
- 4.3 Draft Policy REDD.1 is the second policy which makes provision for Redditch-related growth within Stratford-on-Avon District, in particular, the

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

Winyates Green Triangle site. Although the draft policy is in line with WMRSS requirements, there is some question over the viability of the site which has been identified following completion of a Transport Assessment completed by consultants Morgan Tucker (this study is subject to a separate report to this committee). As a result of the evidence in the Transport Assessment Officers have suggested that the policy should allow flexibility for an alternative use, if it is found that employment use is not viable.

- 4.4 The final comment Officers have made requests that the 'Schedule of Infrastructure Projects' included in the Consultation Core Strategy makes provision for access to the Winyates Green Triangle Site.
- 4.5 RBC Officers will continue to work with Officers at Stratford-on-Avon District Council to resolve the issues raised in the Officer response at Appendix A.

5. FINANCIAL IMPLICATIONS

There are financial implications associated with resolving cross-boundary issues between Redditch Borough and Stratford-on-Avon District. This can be managed within existing Development Plans budgets

6. LEGAL IMPLICATIONS

The Borough Council is required to produce a Core Strategy Development Plan Document under the Planning and Compulsory Purchase Act 2004 (as amended). There are cross-boundary planning issues between Redditch Borough and Stratford-on-Avon District that need to be resolved through the Core Strategy process of each Authority.

7. POLICY IMPLICATIONS

The Core Strategy Development Plan Document (DPD) will eventually replace many policies within the Borough of Redditch Local Plan No.3. It will be the first Development Plan Document to be produced as part of Redditch Borough's Local Development Framework (LDF) and forms part of the development plan for the area. The West Midlands Regional Spatial Strategy sets the regional planning framework and also forms part of the development plan for Redditch Borough.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

8. COUNCIL OBJECTIVES

Employment related development at the Winyates Green Triangle Site would contribute to Key Objective EC3 'Improving Economic Development' and the Council Priority to have an 'Enterprising Community'

9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

If the officer response to the Stratford-on-Avon Consultation Core Strategy is not endorsed there is a risk that cross-boundary development issues between Redditch Borough and Stratford-on-Avon District may not be resolved.

10. CUSTOMER IMPLICATIONS

None identified.

11. EQUALITIES AND DIVERSITY IMPLICATIONS

None identified.

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

None identified.

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

13.1 There is a designated Special Wildlife Site within the administrative area of Redditch Borough that may be affected by the access to the Winyates Green Triangle Site. Consultants have been appointed to carry out an ecological assessment of the Special Wildlife Site to assess this and make recommendations.

13.2 National planning policy has a requirement to address adaptation to and mitigation of the effects of climate change. The Core Strategy and other Local Development Documents will seek to implement this at a local level.

14. HUMAN RESOURCES IMPLICATIONS

None identified.

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**

26th May 2010

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

None identified.

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

None identified.

17. HEALTH INEQUALITIES IMPLICATIONS

None identified.

18. LESSONS LEARNT

Redditch Borough Council has previously submitted representations to neighbouring authorities planning consultations. As there are cross-boundary issues to be resolved between Redditch Borough and Stratford-on-Avon District it is particularly important to submit representations to ensure to the aspirations of Redditch Borough are included in any emerging policy.

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

The Stratford-on-Avon Core Consultation Core Strategy has been subject to a period of public consultation between 25th February and 8th April 2010. The consultation opportunity was advertised in the Redditch Advertiser on 24th March 2010.

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	No
Chief Executive	No
Executive Director (S151 Officer)	No
Executive Director – Leisure, Cultural, Environmental and Community Services	No
Executive Director – Planning & Regeneration, Regulatory and Housing Services	No
Director of Policy, Performance and	No

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**

26th May 2010

Partnerships	
Head of Service	Yes
Head of Resources	No
Head of Legal, Equalities & Democratic Services	No
Corporate Procurement Team	No

21. WARDS AFFECTED

The Winyates Green Triangle site is located adjacent to Winyates Ward.

22. APPENDICES

Appendix 1 – Officer Response to Stratford-on-Avon District Consultation Core Strategy.

Appendix 2 – Update on development options (Confidential)

23. BACKGROUND PAPERS

Stratford-on-Avon District Consultation Core Strategy (February 2010)

24. KEY**AUTHOR OF REPORT**

Name: Alexa Williams. Planning Officer
E Mail: alexa.williams@redditchbc.gov.uk
Tel: ext 3081

**Executive
Committee**

Appendix A

26th May 2010

Mr Paul Harris
Stratford-upon-Avon District Council
Elizabeth House
Church Street
Stratford upon Avon
Warwickshire
CV37 6HX

Please contact: Alexa Williams on Ext: 3376
alexa.williams@redditchbc.gov.uk

23rd March 2010

Dear Mr Harris,

Redditch Borough Council Representations on 'Directions for Stratford-on-Avon District Consultation Core Strategy'

Further to the earlier discussions with Mr Staves and yourself, officer consideration has now been given to your Council's Consultation Core Strategy.

Redditch Borough Council Officers would firstly like to thank you for making provision for Redditch-related growth in your Consultation Core Strategy in line with the West Midlands Regional Spatial Strategy (WMRSS) Phase 2 Review. The cross-boundary needs of Redditch Borough are addressed in draft Policy CS.2 and Proposal REDD 1.

Draft Policy CS.2 part I. refers to Land adjacent to Redditch within Stratford-on-Avon District. RBC Officers are supportive of your commitment to work closely with Redditch Borough and Bromsgrove District Councils to co-ordinate development on the edge of Redditch and for the provision made at Winyates Green Triangle for Redditch-related employment development. Officers do however, have some concerns regarding your proposals for the area of land between the A435 and the Borough Boundary. Draft Policy CS.2 proposes that this area of land is designated as an Area of Development Restraint (ADR) for possible future development. This is interpreted by Officers to mean development beyond the plan period of the Stratford-on-Avon Core Strategy. The land adjacent to this within Redditch Borough is currently designated as ADR (known as the A435 ADR) through the Borough of Redditch Local Plan No.3. However, to meet the development targets set for Redditch Borough in the WMRSS Panel Report it is necessary to allocate the A435 ADR for development.

RBC Officers do not think that the land adjacent to the A435 ADR should be designated as ADR and are currently of the view that the WMRSS Panel Report development targets for Redditch Borough will be difficult to achieve, particularly at the A435 ADR. Therefore, it may be necessary for Redditch Borough Council to discuss with Stratford-on-Avon and Bromsgrove District Councils alternatives for meeting any shortfall in achieving the 4000 dwellings and 31 hectares of employment land required within Redditch Borough. RBC Officers consider that the Redditch and Stratford-on-Avon Core Strategy policies should be flexible with regard to housing and employment provision. Therefore, in terms of a change to Policy CS.2, RBC Officers are seeking flexibility and are requesting that the strip of land between the Borough Boundary and the A435 is not designated as an ADR, but is made available for

development in the Core Strategy plan period to allow, if necessary, for it to be developed alongside the A435 ADR within Redditch Borough.

The second policy which makes provision for Redditch cross-boundary growth is draft Policy REDD.1. This policy makes provision for approximately 12 hectares of employment development at the area of land known as Winyates Green Triangle. This provision is in line with the WMRSS Panel Report but it should be noted that the figures quoted in paragraph 7.11 regarding the employment allocation for Redditch Borough are from the WMRSS Preferred Option and have been revised in the Panel Report. The employment target for Redditch Borough, as set in the Panel Report is an indicative long term requirement of 68 hectares of which 31ha is to be provided within Redditch Borough, 12ha is to be provided in Stratford-on-Avon District and 25ha in Bromsgrove District.

As you are aware, the Consultants Morgan Tucker have completed a study into the alternative access points to the Winyates Green Triangle site. The study suggests that, due to the cost of accessing the site it is likely that it will not be economically viable to develop the site for employment purposes for the foreseeable future. Therefore, if public funding is not available to enable the appropriate access for employment use on this site, it may be necessary to consider alternative uses. The site could, for example, be allocated for housing development that would have been accommodated in Bromsgrove District, with Bromsgrove District taking additional employment land to compensate. RBC Officers would therefore request that the Winyates Green Triangle site is allocated for employment use but allows flexibility for an alternative use should employment use not be viable. I would also like to draw your attention to Redditch Borough Council's response to your previous Core Strategy Consultation (letter dated 6th March 2009) in which RBC Members made a specific request for the Winyates Green Triangle site to be restricted to B1 (Business) use only.

With regards to the wording of draft Policy REDD.1, RBC Officers would request that in the 'Specific Requirements' the reference to the mature hedgerow be amended to read 'retain and where necessary, replace the mature hedgerow along the western boundary of the site which is a designated Special Wildlife Site' to draw further attention to the importance of this feature. A study of the Special Wildlife Site is due to be commissioned shortly. RBC Officers would request that reference should be made to this study in your policy to ensure that its findings are given due consideration in relation to any proposal on the site.

Finally, RBC Officers consider it may be necessary to make provision for the access to Winyates Green Triangle in the 'Schedule of Infrastructure Projects' that accompanies the Core Strategy.

It is anticipated that formal endorsement of this response will be given at a meeting of the Executive Committee on 26th May 2010. We look forward to working with you on this matter in the future.

Yours sincerely,

Alexa Williams
Planning Officer
Development Plans

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

Document is Restricted

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

Document is Restricted

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**

26th May 2010

EMPLOYMENT LAND REVIEW UPDATE

Relevant Portfolio Holder	To be appointed at the Annual Meeting
Relevant Head of Service	Ruth Bamford, Head of Planning and Regeneration
Key Decision	

1. SUMMARY OF PROPOSALS

The report seeks the endorsement of the Employment Land Review update for 2009/10. This replaces the Employment Land Review for 2008/9. The Employment Land Review being a factual monitoring document, endorsement is also sought for officers to review and prepare the Employment Land Review update annually in the future, subject to there being no issues highlighted from monitoring.

2. RECOMMENDATIONS

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

- 1) **the Employment Land Review as attached in Appendix A be endorsed as part of the Local Development Framework Evidence Base; and**
- 2) **for the 2010/11 period onwards, Authority be delegated to Officers (Head of Planning and Regeneration) to review and annually update the Employment Land Review, subject to there being no indication that policies need to be reviewed.**

3. BACKGROUND

3.1 The Employment Land Review was approved for consultation purposes on the 27th March 2009. The document attached at Appendix A represents an update to the previous Employment Land Review. There is a need to update the Employment Land Review for the following reasons:

- a) To take account of the new Planning Policy Statement 4 (published 29th December 2009);
- b) The West Midlands Regional Spatial Strategy Revision is an emerging piece of work. The need to update the Employment Land Review offers the opportunity for the review to take account of the Proposed

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

changes to the revision. These proposed changes are significantly different to the version of the RSS that the Employment Land Review previously considered;

- c) Several sites which had planning permission during the completion of the Employment Land Review have since seen their permissions expire. There is a need to re-assess these sites to identify whether or not they are still suitable for employment purposes;
- d) To assess some sites which were not assessed through the Employment Land Review to identify whether or not they are suitable for employment purposes.

3.2 This Employment Land Review update seeks to achieve the above updates and in doing so, provides a portfolio of local employment sites to meet local and strategic planning objectives for the Borough.

4. KEY ISSUES

- 4.1 The Borough of Redditch needs to identify an employment land supply of 33.3ha. Although the total requirement is 70.3ha of which 12ha is to be provided in Stratford-on-Avon District and a maximum of 25ha to be provided in Bromsgrove District.
- 4.2 This updated Employment Land Review identifies sufficient potential employment sites to meet the 33.3ha requirement. Actual allocations of land for employment to meet the requirements are to be made in the forthcoming Site Allocations and Policies DPD.
- 4.3 The findings of the study form part of the evidence base for the Local Development Framework and specifically the development of the Core Strategy.
- 4.4 For some of the identified employment sites it is recommended that they be developed solely for offices. Where this is the case the Employment Land Review proposes that these sites be progressed through a more detailed planning document such as a Supplementary Planning Document to ensure that the appropriate end use is brought forward.
- 4.5 A mixed use proposal is recommended at the Land to the Rear of Alexandra Hospital. This should therefore be designated as a Strategic site in the Core Strategy given the importance of the site in its potential contribution of

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

offices and residential development towards meeting Redditch's development targets.

- 4.6 There is a need to identify sites to meet a five year rolling reservoir of readily available sites. The Employment Land Review identifies sites to meet the reservoir requirement.
- 4.7 In addition to this, the Employment Land Review identifies potential employment land sites that are more likely to come forward in the longer term. These sites are either considered to require greater infrastructure requirements to enable any development to come forward or there is a level of uncertainty as to when the site could come forward.
- 4.8 As part of the Employment Land Review consultation was undertaken with landowners to ascertain viability of sites. Although a deadline was set for landowners to respond, not all responses have been received. At this stage it is proposed that until the landowner identifies a site is not viable, the site be progressed and notwithstanding any other issues the site be considered as a potential employment site.

5. FINANCIAL IMPLICATIONS

This assessment was funded from existing Development Plans budgets. Redditch Borough Council Officers carried out the production of this report in-house.

6. LEGAL IMPLICATIONS

The Employment Land Review update forms part of the Core Strategy evidence base. Redditch Borough Council is required, under the Planning and Compulsory Purchase Act 2004, to produce a Core Strategy DPD. Without a credible and robust evidence base to draw upon the production of a Core Strategy is at risk of being found 'unsound'. The Employment Land Review update helps to inform policies in the Core Strategy.

7. POLICY IMPLICATIONS

The Employment Land Review update will inform the continuing preparation of the Core Strategy. The Core Strategy will replace many policies within the Borough of Redditch Local Plan No.3. It will be the first Development Plan Document (DPD) to be produced as part of Redditch Borough Council's Local Development Framework (LDF) and forms part of the development plan for the area.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

8. COUNCIL OBJECTIVES

Employment development would contribute to an Enterprising Community, and will contribute to objective EC3.

9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

The Core Strategy requires a credible and robust evidence base to formulate appropriate policies. Without the evidence base to rely on, the delivery of the Core Strategy would be at risk. There are policies in the Core Strategy that rely upon the Employment Land Review evidence, therefore not adopting the Employment Land Review update could put at risk the achievement of a credible Core Strategy.

10. CUSTOMER IMPLICATIONS

None identified.

11. EQUALITIES AND DIVERSITY IMPLICATIONS

None identified.

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

None identified.

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

13.1 The Employment Land Review identifies potential sites to meet long term Employment Land Requirements. Allocations will formally be made through a Site Allocation Development Plan Document. When development does occur there will be an inevitable impact on the environment. However in order to minimise impact the site assessment process considered environmental implications.

13.2 National planning policy has a requirement to address adaptation to and mitigation of the effects of climate change. The Core Strategy and other Local Development Documents will seek to implement this at a local level.

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**

26th May 2010

14. HUMAN RESOURCES IMPLICATIONS

None identified.

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

None identified.

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

None identified.

17. HEALTH INEQUALITIES IMPLICATIONS

None identified.

18. LESSONS LEARNT

None identified.

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

As part of the update process consultation was undertaken with landowners in order to assess viability of sites.

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	No
Executive Director (S151 Officer)	No
Executive Director – Leisure, Cultural, Environmental and Community Services	No
Executive Director – Planning & Regeneration, Regulatory and Housing Services	No

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE****26th May 2010**

Director of Policy, Performance and Partnerships	No
Head of Service	Yes
Head of Resources	No
Head of Legal, Equalities & Democratic Services	No
Corporate Procurement Team	No

21. WARDS AFFECTED

All wards.

22. APPENDICES

Appendix A - Employment Land Review update

23. BACKGROUND PAPERS

Employment Land Review Stage 1 (2009)

Employment Land Review Stage 2 (2009)

Employment Land Review Stage 3 (2009)

AUTHOR OF REPORT

Name: Ashley Baldwin

E Mail: ashley.baldwin@redditchbc.gov.uk

Tel: 01527 64253 (Ext: 3376)

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**

26th May 2010

**LOCAL DEVELOPMENT FRAMEWORK EVIDENCE BASE – WINYATES
GREEN TRIANGLE TRANSPORT ASSESSMENT**

Relevant Portfolio Holder	To be appointed at the Annual Meeting
Relevant Head of Service	Ruth Bamford (Acting)
Non-Key Decision	

1. SUMMARY OF PROPOSALS

To seek Member's endorsement of a Transport Assessment for the Winyates Green Triangle site prepared by Morgan Tucker Consulting Engineers. The Winyates Green Triangle site is located within Stratford-on-Avon District adjacent to the Redditch Borough Boundary. The site has been recommended for employment use to meet the needs of Redditch Borough in the West Midlands Regional Spatial Strategy Phase Two Review.

2. RECOMMENDATIONS**2.1 The Committee is asked to RESOLVE that**

the Winyates Green Triangle Transport Assessment prepared by Morgan Tucker Consulting Engineers (November 2009) (Appendix A) is endorsed as part of the Local Development Framework Evidence Base

3. BACKGROUND

3.1 The West Midlands Regional Spatial Strategy (WMRSS) provides the framework for the Redditch Borough and Stratford-on-Avon District Core Strategy Development Plan Documents. The WMRSS is currently being reviewed in three phases. The first phase which concerns the Black Country has been completed. The second phase sets development targets for each of the local authority areas in the West Midlands. The Phase Two review of the WMRSS was subject to a Public Inquiry in spring 2009 and the Panel Report into this inquiry was published in September 2009.

3.2 The Panel Report specifies that Redditch Borough should provide a total of 68 hectares of employment land between 2006 and 2026. As it is a well established fact that Redditch Borough cannot accommodate all of its development requirements within the Borough boundary, the Panel Report also states that of the 68 hectares, at least 12 hectares will be provided

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE****26th May 2010**

within Stratford-on-Avon District west of the A435. This area west of the A435 is known as Winyates Green Triangle.

- 3.3 Based on extensive research undertaken by Redditch Borough Council, it is considered that a number of industries in the Borough could benefit from diversification. To this end, it has been concluded that a Diversification Park would be the most beneficial way of achieving such an aim. The advantages of developing such a park could add to the economic vitality of the Borough and the wider locality. The land at Winyates Green Triangle is ideally located and Officers consider that it could potentially be suitable to be developed as a 'Diversification Park'. The Transport Assessment was therefore carried out based on a proposed 'Diversification Park' use for the Winyates Green Triangle site.

4. KEY ISSUES

- 4.1 The purpose of the Transport Assessment was to investigate and advise on the transport and highways issues associated with the proposed diversification park. The aim was to produce a transport assessment which would meet the requirements of both Worcestershire County Council and Warwickshire County Council as the respective highway authorities. Five notional access points to the Winyates Green site were identified and evaluated in the Transport Assessment by the Consultants:

Option 1	Roundabout on Far Moor Lane
Option 2	Staggered Crossroads on Far Moor Lane
Option 3	A435 Birmingham Road Traffic Signals
Option 4	A4023 Coventry Highway Roundabout
Option 5	A4023 Coventry Highway Traffic Signals

- 4.2 In summary, capacity testing revealed that a traffic signal junction on the A435 Birmingham Road, (Option 3) designed to the requirements of Warwickshire County Council would not perform adequately in either the AM or PM peaks in 2017 and that the junction would become congested. Both a traffic signal solution and a roundabout option on the A4023 Coventry Highway (Options 4 and 5) would perform within capacity in both AM and PM peaks and that the junctions would be well within capacity. However, in view of significant construction costs, safety and environmental issues with Options 4 and 5, the Consultants concluded that a new roundabout junction on Far Moor Lane (Option 1) would provide the best overall access solution to serve the Diversification Park.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

- 4.3 Notwithstanding the above Consultant's conclusions, some reservations have been expressed by the Development Control Engineer for Worcestershire County Council. Although geometrically acceptable, the capacity of Far Moor Lane may prove to be an issue. Previous applications on the site have raised many neighbour objections in relation to access off Far Moor Lane and this location does not provide the most direct form of access from the primary road network. In the opinion of the Engineer, the better option would be to access the development from a roundabout on the A4023 Coventry Highway.
- 4.4 The findings of the Transport Assessment raise some concerns over the viability of the site for employment use. This issue has been raised in the Officer response to the Stratford-on-Avon District Consultation Core Strategy which is the subject of a separate report.
- 4.5 This Transport Assessment, if endorsed by Members will form part of the evidence base for the Local Development Framework and will be used to inform decision making on the future use of the Winyates Green Triangle site.

5. FINANCIAL IMPLICATIONS

There are financial implications associated with resolving cross-boundary issues between Redditch Borough and Stratford-on-Avon District. This can be managed within existing Development Plans budgets.

6. LEGAL IMPLICATIONS

The Borough Council is required to produce a Local Development Framework under the Planning and Compulsory Purchase Act 2004 (as amended). There are cross-boundary planning issues between Redditch Borough and Stratford-on-Avon District that need to be resolved through the LDF process of each Authority.

7. POLICY IMPLICATIONS

Redditch Borough's Local Development Framework (LDF) forms part of the development plan for the area. The West Midlands Regional Spatial Strategy sets the regional planning framework and also forms part of the development plan for Redditch Borough.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

8. COUNCIL OBJECTIVES

Employment related development at the Winyates Green Triangle Site would contribute to Key Objective EC3 'Improving Economic Development' and the Council Priority to have an 'Enterprising Community'.

9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

None identified.

10. CUSTOMER IMPLICATIONS

None identified.

11. EQUALITIES AND DIVERSITY IMPLICATIONS

None identified.

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

None identified.

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

13.1 There is a designated Special Wildlife Site within the administrative area of Triangle Site. Consultants have been appointed to carry out an ecological assessment to assess where a potential access from Far Moor Lane would have the least impact on the Special Wildlife Site.

13.2 National planning policy has a requirement to address adaptation to and mitigation of the effects of climate change. The documents that comprise the Local Development Framework will seek to implement this at a local level.

14. HUMAN RESOURCES IMPLICATIONS

None identified.

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**

26th May 2010

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

None identified.

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

None identified.

17. HEALTH INEQUALITIES IMPLICATIONS

None identified.

18. LESSONS LEARNT

None identified.

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

None.

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	No
Chief Executive	No
Executive Director (S151 Officer)	No
Executive Director – Leisure, Cultural, Environmental and Community Services	No
Executive Director – Planning & Regeneration, Regulatory and Housing Services	No
Director of Policy, Performance and Partnerships	Yes
Head of Service	Yes
Head of Resources	No

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

Head of Legal, Equalities & Democratic Services	No
Corporate Procurement Team	No

21. WARDS AFFECTED

The Winyates Green Triangle site is located adjacent to Winyates Ward.

22. APPENDICES

Appendix 1 – Winyates Green Triangle Transport Assessment. Completed by Morgan Tucker Consulting Engineers, November 2009

23. BACKGROUND PAPERS

Stratford-on-Avon Consultation Core Strategy

AUTHOR OF REPORT

Name: Name: Alexa Williams, Planning Officer
E Mail: alexa.williams@redditchbc.gov.uk
Tel: ext 3081

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**

26th May 2010

WORCESTERSHIRE SUPPORTING PEOPLE STRATEGY 2010/13

Relevant Portfolio Holder	Cllr Brandon Clayton, Portfolio Holder for Housing, Local Environment and Health
Relevant Head of Service	Angie Heighway, Head of Community Services
Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 Nationally the Supporting People programme offers housing related support to over a million vulnerable people in the UK. The Worcestershire Supporting People programme provides strategically planned housing-related support services to vulnerable people with the goal of supporting them to achieve a range of outcomes that will improve their quality of life.
- 1.2 A new Supporting People Strategy for the period 2010 - 2013 has been developed by the Worcestershire Supporting People Team. A draft copy of the new strategy was circulated by the Housing Policy Manager to all Members in March for consultation and the opportunity for comments to be submitted directly to the Supporting People Manager.
- 1.3 The Strategy now comes before the Executive Committee for approval. The document is also in the process of being considered for approval by the County Council and the other District Councils within Worcestershire.

2. RECOMMENDATIONS

- 1) **That the Supporting people Strategy 2010/13 attached at Appendix 1 be approved and**
- 2) **Officers bring a report to a future Executive Committee on the financial impact to the Council on any possible future Supporting People funding cuts.**

3. BACKGROUND

- 3.1 The Supporting People programme within Worcestershire is helping more than 20,000 vulnerable people each year to attain or maintain independence, through the provision of housing related support services. This includes older people, people with mental health issues, learning

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

disabilities, physical disabilities, homeless, offenders, teenage parents, travellers, people with alcohol problems, people who have suffered from domestic violence, young people at risk and young people leaving care.

- 3.2 The Supporting People programme was launched in April 2003 and comprises of a funding, quality monitoring and needs assessment programme for housing related support services. Prior to Supporting People, housing related support was funded in a number of different ways and was not strategically planned and co-ordinated.
- 3.3 The Supporting People programme is administered by Worcestershire County Council on behalf of the Worcestershire Supporting People Partnership, which consists of representatives of the 6 District/Borough Councils, the Primary Care Trust and West Mercia Probation Service as well as Worcestershire County Council. The County Council in its role of administering authority, issues contracts to providers, makes payments and has responsibility for ensuring that the programme is effectively administered, delivered and produces the expected outcomes. The County Council has the responsibility for the finances of Supporting People and the responsibility to work with its partners to deliver the best possible services within the resources available. Part of this responsibility is to ensure a robust Supporting People Strategy is in place setting out the direction in which services will change and develop to meet the needs of the local area.
- 3.4 The previous SP Strategy 2005 – 2010 that was approved by the Executive Committee has now expired and following consultation with a broad range of partners and stakeholders is being replaced by the Strategy set out at Appendix 1 of this report.

4. KEY ISSUES

- 4.1 The Supporting People Strategy 2010-2013 informs and embeds the commissioning intentions and priorities for helping the most vulnerable and excluded to contribute to wider society within Worcestershire. In addition it sets out how service users and providers can become a more integral element within the commissioning of the programme. The intention is for the most vulnerable people within the County to have services which are appropriate and responsive to individual needs and expectations thus preventing the need for intrusive intervention at the point of crisis.
- 4.2 The strategy sets out the direction the programme for the next 3 years in meeting vulnerable client needs, becoming more flexible and creative in

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE****26th May 2010**

meeting the rising demand for support services, taking into account changing demographics within the county.

- 4.3 As from April 2010, the Supporting People programme grant will become part of the Local Area Agreement's Area Based Grant (ABG). The 3 year strategy outlines the intention to align all current and future commissioned projects and their outcomes to those of the LAA priorities; thus ensuring local priorities within the County can be fulfilled in partnership. This is particularly important as under new arrangements effective from April 2010, the Supporting People Programme Grant and Administration budgets lose their ring fenced protection under these new funding arrangements.

- 4.4 Proposed budget allocation (recurrent) for 2010/11

By service	£	By district	
Older People	5,553,557	Non recurrent	616,201
Learning Disabilities	805,349	Bromsgrove	573,234
Mental Health	947,515	Countywide	4,696,613
Other	4,014,765	Malvern Hills	221,796
Physical Disabilities	828,980	Redditch	1,493,803
Young People	1,886,633	Various	1,416,628
Non recurrent	616,201	Worcester	2,271,287
Total	14,653,000	Wychavon	1,266,994
		Wyre Forest	2,096,444
		Total	14,653,000

- 4.5 The strategy details the approach of the programme in aligning all 117 contracts to meet LAA priorities, a financial benefits model which identifies significant public cost savings as a result of these preventative services, and a range of projects the programme seeks to commission in 2010/11.
- 4.6 Following changes to procurement rules a large number of Supporting People contracts will be required to go through a competitive tendering process over the Strategy period. Worcestershire County Council Procurement Team will be working with the Supporting People Team to identify those contracts that will require a competitive tendering process.
- 4.7 Scrutiny of current needs analysis and evaluation of the current supply profile has led the Supporting People Team to select, within the context of the changing needs and available resources, the following commissioning

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

priorities for each client group. All service provision will also achieve the following:

- a) Deliver the vision of this strategy, and align to the key County priorities;
- b) Meet the needs of vulnerable people in the county, and seek to engage with the most chaotic;
- c) Be flexible in approach to engage with such a diverse range of needs;
- d) Be sustainable and have the ability to attract additional funding as a result of our investment;
- e) Be cost effective, providing value for money;
- f) Fit with the strategic priorities of the Worcestershire Supporting People Partnership;
- g) Be high quality;
- h) Demonstrate that the client groups being supported are prioritised for our support;
- i) Provision also is commissioned on needs evidence, and remains tenure neutral.

4.8 Older People

- a) Early intervention services for older people, particularly with mental health needs.
- b) Low-level preventative housing related intervention as provided by home improvement agencies, community alarms and assistive technology.
- c) Provision of a countywide floating support that meets the needs of the most vulnerable irrespective of their tenure.
- d) To provide low level support where appropriate within existing and new models of housing support provision.
- e) To identify the additional outcomes that may be achieved through social inclusion activity, for instance volunteering.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

- f) Also refer to Learning Disability, Physical Disability and Sensory Impairment, in addition to Mental Health commissioning intentions for this client group.

4.9 Mental health

- a) To undertake a strategic needs analysis of mental health provision within Worcestershire. The review will provide a strategic framework for commissioning intentions for Worcestershire's Supporting People programme seeking to add value to existing provision, create a real life account for gaps in provision, identify opportunities for joint commissioning and create alignment to Local Area Agreement priorities.
- b) Within existing provision, increase the awareness of mental health issues and capacity build to assist programmes in early identification of someone's mental health deterioration.
- c) Within existing provision, support the drive for an equitable provision of mental health support programmes providing community based support, opportunities for training, education, employment, housing and support to develop networks and assist move on.
- d) Within existing provision, support the drive for equitable provision of support for people with a mental health illness to return to their home or supported living arrangements at the earliest opportunity that their condition allows. This provision should include a coordination of multi agency support in regard to health, housing and social care agreed with patients and their carers.
- e) Ensure appropriate choice is developed within Supporting People initiatives to aid recovery, increase social integration, enable maintenance of social networks and provide opportunities for increased independence, including return to appropriate employment.
- f) Within existing mental health provision, ensure move on is a priority, to ensure independent living opportunities.

4.10 Learning disabilities

- a) Provision should seek to enhance greater choice and control, the use of community-based activities, with greater opportunities to integrate with increased accessibility, an emphasis on leisure, work and learning

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

opportunities regardless of disability and, importantly, a desire to ensure that social contact with friends is maintained.

- b) Ensure that provision identifies the needs of carers, in addition to the service user.
- c) Ensure that programmes within our portfolio achieve multi faceted outcomes, and that provision works alongside each other with the adaptability to meet choice and control expectations.

4.11 Physical Disability and sensory impairments

- a) To undertake a strategic needs analysis of physical disability and sensory impairment provision within Worcestershire. Working in partnership with key stakeholders the review will provide a strategic framework for commissioning intentions for Worcestershire's Supporting People programme seeking to add value to existing provision, create a real life account for gaps in provision, identify opportunities for joint commissioning and create alignment to Local Area Agreement priorities.
- b) To ensure that existing provision and any newly commissioned provision is enabling people to access supported housing and low level housing related support, in addition to identifying social inclusion activity.

4.12 Gypsy and Travellers

- a) To carry out a strategic review of the Gypsy and Traveller community within Worcestershire. The recommendations of this review will provide support for investment decisions to be made within the lifetime of this strategy.
- b) Within existing provision, ensure that Gypsies and Travellers are recognised within the diversity and training of providers;
- c) Work strategically with Children Services and stakeholders where appropriate to support families in existing provision seeking support, specifically around education or access, and health. Providers will be expected to work closely with Health Visitor's/practitioners about specialist health support available to this community.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

- d) Identify the needs of older communities specifically in terms of adaptations and health.

4.13 Young People at risk

- a) Preventative work: early prevention and advice, mediation, home visiting, school based work and assessment and local authority advice in housing.
- b) Accommodation and support: supported lodgings, nightstops, emergency accommodation, forms of move on from hostels and floating support.
- c) Person-specific services: complex needs and high vulnerability, health, learning and work, BME young people, tackling anti social behaviour and offenders and offending, identifying opportunities for contribution to positive activities agenda.
- d) Provision of a greater range of housing options and support, which contributes to the prevention of homelessness and repeat homelessness. This includes specific issues within mainstream housing and support including substance misuse issues, youth offending behaviour, learning disabilities and difficulties including Asperger's Syndrome, dyspraxia, minority ethnic groups particularly unaccompanied asylum seekers, teenage parents and young people who are pregnant and young victims and survivors of domestic abuse, and care leavers.

4.14 Teenage parents

- a) Provision of short-term transitional services to make the move to independent living.
- b) Floating support and coordinating services, enabling access to health and well being support through to training, education, employment and benefits support.
- c) Development of move on support functions, for instance life coaching / mentoring to aid and support transitions.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

4.15 Homelessness

- a) Ensure preventive agenda is extended throughout the County, including the introduction of a single service gateway and improved systems such as common monitoring and assessment.
- b) Crisis intervention: emergency access accommodation and street outreach, often dealing with high vulnerability and complex needs.
- c) Supported independent living: supported accommodation for single homeless people, offenders and substance mis-users.
- d) 'Preparation for independent living': floating support, which can be generic or specialist. Some focuses solely on crisis intervention work, some are specialist services and other floating support moves with the person through different types of accommodation.
- e) Ensure provision continues to complement housing strategies countywide, and remains equitable based on need.
- f) Development of move on support functions, for instance life coaching / mentoring to aid and support transitions.

4.16 Substance misuse

- a) The provision of Low-level and floating support for individuals with drugs and alcohol problems;
- b) Complementing low-level community interventions and alignment to the strategic direction of the Drug and Alcohol Action Team partnership
- c) Provision to address the demand profile within the County, and remains equitable.
- d) Development of move on support functions, for instance life coaching / mentoring to aid and support transitions.

4.17 Offenders

- a) Ensure that provision of effective offending behaviour support programmes (housing related needs) aimed at the low / medium and high risk offenders, within the community, are implemented effectively to reduce and stop further offending based on research and intelligence in terms of need per district.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

- b) Ensure housing related provision supports offenders in accessing training and employment opportunities.
- c) Ensure that we have a mix of low, medium and high risk offenders within the current portfolio of provision.
- d) Development of move on support functions, for instance life coaching / mentoring to aid and support transitions.

4.18 Domestic violence

- a) Ensure that Supporting People provision is available to meet a targeted response to the needs of specific vulnerable groups including Gypsy and Traveller Communities; Rural Communities; Vulnerable Adults – drugs, alcohol, mental health, older people; Young Adults.
- b) Work in Partnership with the Domestic Abuse unit, ensuring a portfolio of provision is applied throughout the county specifically looking at both prevention (including perpetrator programmes) and recovery / resettlement programmes.
- c) Work in conjunction with the WFADA in regard to a Safer Housing strategy, including a needs assessment of need and options within the county.
- d) Continue to work strategically with WFADA on improving practice through training, service standards and outcome / data monitoring with current provision within the Supporting People programme in Worcestershire.
- e) To work strategically with the Domestic Abuse Forum to ascertain the needs of the County and allocate resource to meet identified housing related needs.
- f) Development of move on support functions, for instance life coaching / mentoring to aid and support transitions.

4.19 Additional requirements:

A comprehensive and integrated needs analysis for the following groups will also be commissioned to assist with actions within future annual plans;

- a) Training Needs Analysis for providers supporting HIV/AIDS.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

- b) Refugees and migrant communities.
- c) Carers for all client groups.

4.20 The strategy will be accompanied by an annual work plan, which will detail and organise activity to achieve the requirements of the strategy. An element of this work plan will be to ascertain the distribution of funding per District. Currently, there is not an equal split of funding by District. This is based on the way SP commissions its provision – on need and priority target areas. Demographic and existing provision will determine the level of support needed by District, and countywide provision will offer support per District also on need. The initial stage of the work plan focuses on the distribution of funding, identify changing demographics and ensure that allocation is representative.

5. FINANCIAL IMPLICATIONS

- 5.1 The County Council as the Administering Authority bears the full financial risk of the Supporting People programme and has the right to veto any decisions made by the Supporting People Partnership if likely to compromise the financial position of the County Council.
- 5.2 There are no financial implications for Redditch Borough Council with regard to the programme. The administration (carried out by the County Council) for the SP programme is fully subsidised by grant funding from Department for Communities and Local Government (DCLG).
- 5.3 The Programme's recurrent budget for 2010/11 has been set by DCLG at £14.5million. This recurrent budget is expected to be fully commissioned on provision and assessed to be meeting value for money and addressing the priority needs of the county in regard to these client groups.

6. LEGAL IMPLICATIONS

- 6.1 There are no legal implications for Redditch Borough Council as the County Council as the Administering Authority bears the full risk of the Supporting People programme and has the right to veto any decisions made by the Supporting People Partnership if likely to compromise the position of the County Council.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

7. POLICY IMPLICATIONS

There are no policy implications for Redditch Borough Council.

8. COUNCIL OBJECTIVES

- 8.1 Enterprising Community – Improved services to assist vulnerable residents with education, training and employment opportunities enabling those generally excluded to contribute to wider society within Redditch.
- 8.2 Safe - Improved standard of support and preventative services for offenders, subsistence mis-users, young people at risk and those suffering domestic violence will assist in building community confidence and allow residents and visitors to be safe and feel safe.
- 8.3 Clean and Green - Reduction of homelessness and support for a broad range of vulnerable clients in assisting them to live independently helps build community cohesion and therefore reduces any negative impact upon the environment.

9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

The County Council as the Administering Authority bears the full financial and legal risk of the Supporting People programme.

Redditch Borough Council has a number of contracts with Supporting People for services it provides and possible future cuts to the budget may have an impact on the Council's financial resources and service provision.

There may be the requirement for current supporting people funded services provided by the Council to be competitively tendered at the end of the contract period. This may result in the Council losing the contract.

10. CUSTOMER IMPLICATIONS

Increased outcomes for vulnerable clients aligned to the priorities set out in the Local Area Agreement.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

11. EQUALITIES AND DIVERSITY IMPLICATIONS

All Supporting People services have to comply with Equality and Diversity policies which are measured under the Quality Assessment Framework when commissioned or reviewed.

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

All Supporting People services tested for VFM under the Quality Assessment Framework when commissioned or reviewed.

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

None.

14. HUMAN RESOURCES IMPLICATIONS

None.

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

None.

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

A number of Supporting People services will assist in the reduction of crime and the fear of crime.

17. HEALTH INEQUALITIES IMPLICATIONS

A number of Supporting People services will assist in improving the health and well being of residents reducing the health inequality in Redditch and the County.

18. LESSONS LEARNT

None.

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**

26th May 2010

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

The Worcestershire Supporting People team have undertaken considerable engagement with stakeholders and service users in the preparation of this strategy.

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director (S151 Officer)	Yes
Executive Director – Leisure, Cultural, Environmental and Community Services	Yes
Executive Director – Planning & Regeneration, Regulatory and Housing Services	Yes
Director of Policy, Performance and Partnerships	Yes
Head of Service	Yes
Head of Resources	Yes
Head of Legal, Equalities & Democratic Services	Yes
Corporate Procurement Team	Yes

21. WARDS AFFECTED

All wards.

22. APPENDICES

Appendix 1 - Worcestershire Supporting People Strategy 2010/13

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

23. BACKGROUND PAPERS

None.

24. KEY

AUTHOR OF REPORT

Name: Matthew Bough
E Mail: matthew.bough@redditchbc.gov.uk
Tel: 01527 64252 ext:3120

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE****26TH May 2010****FINANCIAL REPORT ON THE CAPITAL BUDGET PROVISION FOR 2009/10,
2010/11 AND 2011/12 FOR ASBESTOS REMOVAL**

Relevant Portfolio Holder	Cllr B Clayton, Portfolio Holder for Housing, Local Environment and Health
Relevant Head of Service	Liz Tompkin, Head of Housing Services
Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 To report on the actual expenditure and overspend for Asbestos removal in 2009/10;
- 1.2 To request additional capital funding for Asbestos removal in 2010/11.

2. RECOMMENDATIONS

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

- 1) **funding of the shortfall in the Asbestos Removal Capital contract budget 2009/10 in the sum of up to £120,000 be approved;**
- 2) **up to £175,000 additional Capital funding for Asbestos Removal for the years 2010/11 and 2011/12 be approved;**
- 3) **funding from the Housing Revenue Account for the cost of borrowing for the above bids estimated at £15,500 for 2010/11 and £28,000 for 2011/12 be approved; and**

to RESOLVE that, subject to the Council's approval of the budgetary implications, as specified separately above, and consequent adjustment of the Capital Programme

- 4) **approval be given to incur up to the expenditure detailed in 1 and 2 above for the purposes detailed in the report, in accordance with Standing Order 41.**

3. BACKGROUND

- 3.1 Following the introduction of the Control of Asbestos Regulations in 2006 and the stringent requirements, in particular regarding the disposal of

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26TH May 2010

asbestos, it was agreed that this work would be put out to tender in order that the Council could employ a Licensed Asbestos contractor.

- 3.2 Removal of asbestos involves the use of disposable workwear, respiratory protective equipment, specialist vacuum cleaners and asbestos waste containers. The disposal of asbestos is a clearly defined and regulated process requiring a Waste Carriers Licence and stringent safety procedures are in place during the disposal process. Asbestos can only be disposed of at licensed disposal sites.

4. KEY ISSUES

- 4.1 Asbestos fibres can cause cancer and lung diseases.
- 4.2 We have many Council homes that have airing cupboards and Artex coated ceilings/walls containing asbestos. Asbestos was used as a heat and fire retardant material for such uses as to form a boiler plinth below a central heating boiler, insulation for the inside of an airing cupboard and within Artex providing a fire retardant covering to ceilings and walls.
- 4.3 Asbestos only becomes a dangerous material if it is damaged or disturbed e.g. if an Artex coated wall becomes damp and we need to remove the Artex coating this would need to be done in a controlled manner because of the asbestos particles contained within. Sometimes it is difficult to determine whether Artex is present so for health and Safety reasons the area will be tested by the Contractor and if positive the specialist process of removal begins.
- 4.4 Only qualified personnel can carry out removal and disposal of asbestos and Redditch Borough Council does not have suitably qualified staff or the necessary equipment required to carry out this work. Towards the end of the current contract we will examine the possibility of bringing this work in-house but costs to provide this service will be high.
- 4.5 We have a duty of care to our tenants to ensure that asbestos within their homes is managed and dealt with appropriately. It is essential that the removal of asbestos is carried out as soon as is practicable for the safety of both the Council's in-house tradesmen / Contractors who carry out repair works to properties and also for the safety of our tenants.
- 4.6 Findings of asbestos that are classed as notifiable e.g. asbestos insulation boards found in airing cupboards, have to be notified to the Health and Safety Executive.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26TH May 2010

5. FINANCIAL IMPLICATIONS

Changes in the control of asbestos in particular relating to the removal and disposal of asbestos have increased costs significantly as all works must now be carried out by a Licensed Contractor. When budgets were first agreed for asbestos removal the scale of works and costs were underestimated due to lack of knowledge about the impact/cost the new regulations would impose.

At the start of the financial year, floor tiles were considered to contain a very low level of asbestos so were being removed/repared by R&M and Void Operatives. However two Officers from the Capital team attended an Asbestos training course in August 2009 and it was highlighted that although the asbestos content in floor tiles is very low they should only be removed by competent personnel in a controlled manner to ensure the safety of all employees and tenants.

Whereas we had been able to remove and replace individual damaged tiles we now have to replace all floor tiles within a room (if they are known to contain asbestos). We did not become aware that this would increase costs significantly until the beginning of 2010 when the budget went into overspend. We moved money from non essential Decent Homes work to top up the budget but unfortunately we still overspent. It is accepted that we should have reported this before the end of the Financial year.

6. LEGAL IMPLICATIONS

The Council has a duty to carry out repairs and maintenance to its housing stock which includes the control/removal of asbestos. The Health and Safety Executive's Control of Asbestos regulations came into force in 2006 and guidance was issued to ensure that compliance with the regulations was adhered to. Since the regulations have come into force additional measures have been suggested to avoid contamination by either the workforce or occupants of buildings/houses containing asbestos.

7. POLICY IMPLICATIONS

The contract for Asbestos Servicing was procured by Redditch Borough Council, using the Standing Order 46 tendering and procurement policy, in 2007 and is in force until 2012

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26TH May 2010

8. COUNCIL OBJECTIVES

- 8.1 Providing a safe and cleaner and greener environment for our tenants and the residents of Redditch

9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

- 9.1 The risk of not controlling/removing asbestos from our properties would contravene the Control of Asbestos Regulations and could put both our staff and tenants health at risk.

10. CUSTOMER IMPLICATIONS

- 10.1 We have a duty of care to our tenants to ensure that asbestos within their homes is managed and dealt with appropriately

11. EQUALITIES AND DIVERSITY IMPLICATIONS

- 11.1 None

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

- 12.1 The removal of damaged asbestos is a requirement by the Council in order to adhere to the Health and Safety Executive's Control of Asbestos regulations

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

By removing damaged asbestos and replacing it with high quality safe and environmentally friendly materials we are working towards improving the environment and sustainability of our Council properties. The Asbestos Contractor's Environmental Policy advises they use environmentally friendly materials wherever possible.

14. HUMAN RESOURCES IMPLICATIONS

- 14.1 None.

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE****26TH May 2010****15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS**

15.1 None.

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

16.1 None.

17. HEALTH INEQUALITIES IMPLICATIONS

17.1 None

18. LESSONS LEARNT

18.1 None.

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

19.1 Tenants will not be consulted about asbestos removal as this is a legal obligation which we have to adhere to.

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	yes
Chief Executive	no
Executive Director (S151 Officer)	no
Executive Director – Leisure, Cultural, Environmental and Community Services	no
Executive Director – Planning & Regeneration, Regulatory and Housing Services	no
Director of Policy, Performance and Partnerships	no
Head of Service	no
Head of Resources	no

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26TH May 2010

Head of Legal, Equalities & Democratic Services	no
Corporate Procurement Team	no

21. WARDS AFFECTED

All Wards

22. APPENDICES

None.

23. BACKGROUND PAPERS

None.

AUTHOR OF REPORT

Name: Pam Wilkins
E Mail: pam.wilkins@redditchbc.gov.uk
Tel: Ext: 3896

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE****26th May 2010****SPRING INDUSTRY PUBLIC ART PROJECT**

Relevant Portfolio Holder	Councillor Anderson, Portfolio Holder for Leisure and Tourism
Relevant Head of Service	John Godwin, Head of Leisure and Cultural Services
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 This report sets out the background to a proposed public art project relating to the Redditch spring industry. It communicates how the project would be taken forward if approved, including the management, staffing and resource implications.

2. RECOMMENDATIONS

The Committee is asked to RECOMMEND that

- 1) **as part of the Borough Council's commitment to the provision of public art, a project to celebrate and commemorate the spring industry in Redditch be approved. The project will create a fitting and permanent artwork with in the town centre to reflect the positive contribution to the economy and community that the spring industry has provided; and**
- 2) **a financial contribution of £2000 towards the programme be approved, to be funded from General Fund revenue balances.**

3. BACKGROUND

- 3.1 In the early autumn of 2009 Councillor Hall approached the Arts Development Manager about a Mayoral initiative to promote more public art in Redditch as well as celebrate and commemorate the spring industry in Redditch.
- 3.2 Officers from the Economic Development and Planning teams joined preliminary discussions because of the respective business engagement opportunities and potential implications concerning planning policy. In addition the Portfolio Holder for Planning, Economic Development and Transport (Councillor Macmillan) and Portfolio Holder for Leisure and Tourism (Councillor Anderson) took part in the initial discussions and agreed to support the development of Councillor Hall's proposal.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

- 3.3 Businesses from the spring industry in the Redditch Borough (manufacturers and suppliers) and representatives from NEW College's Art Department were invited to two meetings held in the Town Hall held in December 2009 and February 2010 to learn more about the project idea. The meetings facilitated a broad discussion on the history and future of the industry. Councillor Hall led the meetings on behalf of the Council and was supported by Councillors Macmillan and Anderson as representatives of the Executive.
- 3.4 Of the 17 companies represented across both meetings, all attendees agreed their support for the project idea. (Responses were received from approximately one third of businesses invited to the meetings.) Four companies registered their interest in being on a project steering group.
- 3.5 Councillors Hall and Officers now wish to formalise the proposal as an RBC project and develop the project brief to design, procure, construct and install a piece of public art in the town centre area to celebrate and commemorate the spring industry. We are currently exploring where the most suitable location for the project will be however the preferred location at this stage is Peakman Street in the town centre due to historical significance of this location in relation to the birth of the town's Spring industry. Further detail about the historical significance of the proposed location is available in 4.5 of this report.

4. KEY ISSUES

- 4.1 The artwork would be a statement of pride, recognising the Borough's industrial heritage and the importance of the town's productive output. Spring manufacturers were keen to support the initiative, from the context of both commemorating the industry's history and celebrating its current situation. As Members will be aware there are a wide range of spring companies in the Borough, involved in every stage of spring making from development through to manufacture. The industry supplies local, national and international markets in the automotive, defence, aerospace, cosmetic and medical industries. Businesses hope the project will promote the industry locally and contribute to safeguarding the industry's future in Redditch.
- 4.2 The project aims include contributing to enhancing the positive "**sense of place**" in the Borough in Redditch and developing a creative project to improve the **quality of the environment** in Redditch's town centre in line with current RBC priorities around **environment** and **economic viability**.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

The project will also contribute to the delivery of the Council's arts policy which prioritises the development of public art and the key deliverables contained within the Leisure and Culture Service plan which committed the department to 1) working cross departmentally to explore how best the arts can contribute to the Council's overarching priorities and how the arts can be utilised as a tool in order to contribute to priorities other than arts for arts sake; and 2) the development of public art across the Borough.

4.3 The proposed project process would be:

- 1) Finalise the project methodology documents and indicative project plans..
- 2) Establish a cross cutting officer/Member steering group. This will be made up of representatives from the Spring Industry (we have already received nominations); Officers from Leisure & Culture, EDU and Planning (including a senior RBC officer), to the portfolio holders for Leisure and/or Culture and Economy and Planning and Councillor Hall.
- 3) Produce an artist's brief for NEW College suitable to the agreed resources available, request submission of artist's proposals, select a design and artist, identify the exact location within the already confirmed approximate location in the Peakman Street area of the town centre.
- 4) Consult with the wider community and submit a planning application at which stage the design will be approved by elected members.
- 5) Fabricate and install artwork.
- 6) Official opening and promotion campaign.
- 7) A project evaluation and impact assessment would be undertaken.

At this stage it is envisaged that the project will be completed in the first quarter of 2012.

- 4.4 NEW College artist Kerry Sherlock has agreed to work with the Council to develop an artist's brief, taking into consideration the industry's heritage and the current range of products produced within the local industry. The brief will examine options for a suitable subject / theme, materials, in kind support and resources available from the industry itself (for example scrap springs and machinery), scale, functionality versus aesthetics, moving versus static, durability and permanence, health and safety and ongoing maintenance implications. NEW College and the Arts Development service are considering how work on this project could be incorporated into coursework for students taking the 2-year arts diploma course - to enhance community involvement and ownership by local young people.
- 4.5 The most well-known spring manufacturer (Herbert Terry and Sons) had significant links with the town centre area – from their first workshop in

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

Beoley Road in the late 1880s to manufacturing in Millsbro Road in the 20th century. Members of the Terry family lived in Peakman Street.

- 4.6 Alternative locations outside the town centre were considered but rejected. Spring manufacturers are located across the Borough - there is no single site representing the heart of current production. Installing artwork on a roundabout or prominent verge would necessitate a large-scale – and therefore costly, structure that officer considered would be inappropriate..
- 4.7 It is proposed Councillor Hall chair the steering group given that the project idea began as his Mayoral initiative and for consistency as he has led correspondence and meetings with spring firms and NEW College to date.
- 4.8 Roles and Responsibilities of the steering group are follows.

Councillor Hall: Chair of steering group and project advocate.

Project Sponsor: Head of Leisure and Culture

Project Lead: Arts Development Manager with responsibility for overseeing the management of the project, and taking a lead in terms of artistic advice in partnership with NEW College.

Industry Liaison: Economic Development Officers:

Community Engagement - NEW College, development of artists brief in partnership with RBC. Lead participation management with NEW College diploma students.

Implementation Works: Capital and landscaping officers, Town centre manager and planning officers.

- 4.9 All spring manufacturers interested in the project will receive an e-newsletter update each quarter to advise them of progress and the upcoming elements of the project plan.

5. FINANCIAL IMPLICATIONS

- 5.1 The proposed budget for the project is a fixed cost of £3,500 of which RBC will be contributing £2,000. There are some optional ideas for the scheme which could be utilised if additional external funding is secured as the project develops. However, the proposed sources of that fixed budget are:

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

Expenditure

Planning application: £170
Community consultation: £100
Professional artist support: £1500
Installation costs: £400
Materials (in addition to local business donated materials/equipment hire):
£650
Interpretation panel: £250
Contingency: £430

Total: £3500

5.2 Income :

£2000 : RBC
£700 : Business sponsorship
£800: Redditch School of Art Trust

Total : £3500

The £2000 contribution will act as leverage to secure the Redditch School of Art Trust contribution and local business support.

5.3 In kind support will be provided from partner organisations to progress the project as required and will include materials, capacity and expertise in key specialist areas, community engagement and communications/promotion. Partners include: New College, local business/ employer input and CYP organisations.

5.4 Ongoing costs of maintaining the work from existing arts development budgets and from in kind partner support (NEW College) as and when necessary.

6. LEGAL IMPLICATIONS

6.1 None

7. POLICY IMPLICATIONS

7.1 This project supports the Arts Development policy for the Council. Two of the "Values" for the policy state that we prioritise "Participation" and "Education Training, Employment and Life long Learning". Two of the aims

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

say “To prioritise young people’s engagement in the arts” and “To support active participation in the arts by local people”.

- 7.2 The project supports the delivery of the Town centre strategy which includes reference to the development of public art to increase the quality of the local environment , develop a stronger sense of place in Redditch, and help with public orientation and signposting within the town centre.

8. COUNCIL OBJECTIVES

- 8.1 This project would contribute to the Council’s objective to develop a enterprising/economically viable Borough by creating a piece of public art which recognises the social and economic impact of the springs industry in Redditch. The project provides indirect benefits to the EDU who can take the opportunity to build relationships or consult with local businesses and in so doing ascertain local business needs. Local Spring Industry representatives have indicated that it would encourage them to bring their customers/external partners to the town centre in order to make clear that the Borough Council are proud of the local Spring Industry. These visits would encourage businesses to spend money in the local economy.
- 8.2 This piece of quality art work also supports the Council’s objective to develop a “quality environment” in the Borough.
- 8.3 The project supports the work of the artsinredditch (air) partnership (cultural theme group to the Redditch LSP) who fully endorse the programme. The development of Public Art is incorporated into the partnership’s work programme and incorporates into their mission to “increase participation in the arts” National Indicator 11.

9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

- 9.1 The relevant officers from the Planning/Landscape and Capital will be consulted in order to ensure that the piece of work is safe and suitable for permanent installation in a public place. A process of ongoing H & S checks will take place throughout the project’s delivery and following the completion of the project. .

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

10. CUSTOMER IMPLICATIONS

10.1 If approved the project will enhance the physical environment in the town centre and celebrate one of the Borough's important industries – impacting on a number of residents and local businesses.

10.2 Relevant Officers will be informed and consulted as required throughout the project. Spring manufacturers who have previously noted their interest in the project will be updated on progress regularly. A full public consultation will take place when a design and location have been identified.

11. EQUALITIES AND DIVERSITY IMPLICATIONS

11.1 None

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

12.1 A considerable amount of artistic input, design and the production of the public art is provided voluntarily by local young emerging artists, support by a professional artist. This therefore represents good value for money and an effective use of council resources to mitigate the overall cost of the project to RBC.

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

13.1 The project may be able to utilise – and hence recycle – some redundant materials from spring manufacturing although no formal decision has yet to be made on the materials for the artwork.

14. HUMAN RESOURCES IMPLICATIONS

14.1 None

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

15.1 None

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE****26th May 2010****16. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF
CRIME AND DISORDER ACT 1998**

16.1 We will consult with our colleagues in community safety to ensure CCTV coverage is not disrupted by the works undertaken and that any designs produced consider community safety implications.

17. HEALTH INEQUALITIES IMPLICATIONS

17.1 None

18. LESSONS LEARNT

18.1 None

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

19.1 In total 75 spring-related companies were invited to a meeting regarding the initial project idea. 17 companies agreed their support for the project idea, with 4 interested in being members of the steering group. The steering group will meet regularly throughout the rest of the process and they will arrange a public consultation event once designs are near completion serving to cover our ongoing commitment to community consultation as part of this programme.

19.2 The project will also facilitate links between education providers and employers and provide opportunities for young people to participate in arts related activities and stimulate work experience opportunities between the local springs industry and local young people.

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director (S151 Officer)	Yes
Executive Director – Leisure, Cultural, Environmental and Community Services	Yes
Executive Director – Planning & Regeneration, Regulatory and Housing Services	No

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE****26th May 2010**

Director of Policy, Performance and Partnerships	Yes
Head of Service	Yes
Head of Resources	No
Head of Legal, Equalities & Democratic Services	No
Corporate Procurement Team	No

21. WARDS AFFECTED

All Wards

22. APPENDICES

None

23. BACKGROUND PAPERS

None

AUTHOR OF REPORT

Name: Jonathan Cochrane and Lara Williams
 E Mail: jonathan.cochrane@redditchbc.gov.uk
lara.williams@redditchbc.gov.uk
 Tel: (01527) 64252 extn 3487 & extn 3115

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**

26th May 2010

WETT REGULATORY SERVICE DELEGATION TO JOINT COMMITTEE

Relevant Portfolio Holder	Councillor Mike Braley, Portfolio Holder for Corporate Management
Relevant Head of Service	Claire Felton, Head of Legal, Equalities and Democratic Services
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 The Regulatory Service for Worcestershire comes into being on 1st June 2010 and this report asks the Executive Committee to delegate to the Joint Committee which has been established to deliver this service on behalf of the participating Councils, the functions of the Regulatory service that are Executive functions.

2. RECOMMENDATIONS

The Executive Committee is asked to RESOLVE that

the functions of the Regulatory Service, insofar as they are Executive functions, be delegated to the Joint Committee of the Worcestershire Enhanced Two-Tier (WETT) Regulatory Service

3. BACKGROUND

- 3.1 As part of the Worcestershire Enhanced Two-Tier programme of Shared Services Members have agreed to participate in the establishment of a Worcestershire-wide Regulatory Service, with Bromsgrove District Council as the employing authority, from 1st June 2010.
- 3.2 This is achieved by establishing a Joint Committee under the Local Government Act 1972; section 20 Local Government Act 2000 and the Local Authorities (Arrangements for the Discharge of Functions)(England) Regulations 2000.
- 3.3 Functions of the Authority are the responsibility of the Council or the Executive under the Local Authorities (Functions and Responsibilities) (England) Regulations 2000.
- 3.4 The Council has delegated to the Joint Committee the functions of the Regulatory Service that are Council functions and this report asks the

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

Executive Committee to do the likewise for the Joint Committee to carry out its functions from 1st June 2010.

4. KEY ISSUES

To delegate to the Joint Committee the functions of the Regulatory Service that are Executive functions to enable the WETT Regulatory Service to become operational on 1st June 2010

5. FINANCIAL IMPLICATIONS

None identified

6. LEGAL IMPLICATIONS

6.1 Section 101(5) of the Local Government Act 1972 as amended allows two or more local authorities to arrange for the discharge of any of their functions jointly and, where arrangements are in force for them to do so, they may arrange for the discharge of those functions by a Joint Committee.

6.2 s 20 of the Local Government Act 2000 and The Local Authorities (Arrangements for the Discharge of Functions (England) Regulations 2000 made thereunder provide the mechanism for making these arrangements for a local authority under executive arrangements (leader and cabinet).

6.3 Local Authorities (Functions and Responsibilities) (England) Regulations 2000 prescribes those functions which are or may be executive functions of a local authority under executive arrangements

7. POLICY IMPLICATIONS

None

8. COUNCIL OBJECTIVES

This action progresses the Council's resolution to participate in a unified Regulatory Service for the Worcestershire Councils.

**9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY
CONSIDERATIONS**

9.1 The main risks associated with the details included in this report are:

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

- The Regulatory Service not being properly empowered to deliver its services.
- Legal Challenge to actions or decisions of the Regulatory Service.

9.2 Currently the risk identified in the first and second bullet point in is not addressed by any risk register

Taking the action proposed by this Report will ensure that those functions that are the responsibility of the Executive, are delegated to the Joint Committee and protect against the two risks referred to.

10. CUSTOMER IMPLICATIONS

N/A

11. EQUALITIES AND DIVERSITY IMPLICATIONS

None

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

None

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

None

14. HUMAN RESOURCES IMPLICATIONS

None

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

This action is part of governance arrangements for the Shared Service

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

None

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**

26th May 2010

17. HEALTH INEQUALITIES IMPLICATIONS

None

18. LESSONS LEARNT

N/A

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

None

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	
Chief Executive	
Executive Director (S151 Officer)	
Executive Director – Leisure, Cultural, Environmental and Community Services	
Executive Director – Planning & Regeneration, Regulatory and Housing Services	
Director of Policy, Performance and Partnerships	
Head of Service	Yes
Head of Resources	
Head of Legal, Equalities & Democratic Services	Yes
Corporate Procurement Team	

21. WARDS AFFECTED**No specific Ward relevance.**

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

22. APPENDICES

None

23. BACKGROUND PAPERS

The Local Government Act 1972.

The Local Government Act 2000 and Regulations made thereunder.

AUTHOR OF REPORT

Name: Clare Flanagan
E Mail: clare.flanagan@redditchbc.gov.uk
Tel: (01527) 64252 x 3173

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE****26th May 2010****IRRECOVERABLE DEBT REPORT**

Relevant Portfolio Holder	Councillor Clayton, Portfolio Holder for Housing, Local Environment and Health
Relevant Head of Service	Liz Tompkin – Head of Housing
Non-Key Decision	
This report contains exempt information as defined in S.100 of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, as it contains the personal details of individuals. For this reason it is felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information	

1. SUMMARY OF PROPOSALS

- 1.1 The purpose of this report is to consider writing off 15 cases of irrecoverable debt amounting to £43,175.92

It is considered by Officers that all appropriate debt recovery action has been attempted to recover the debts listed in Appendix 1 of this report and no further action can be taken to enforce payments.

NB: If a debt is written off, it can be retrieved and pursued if it comes to the Council's attention that the debtor now has the means to pay the debt.

2. RECOMMENDATIONS

The Committee is asked to RESOLVE that the debts totalling £43,175.92 detailed in the schedule attached to this report will be written off as irrecoverable

3. BACKGROUND

The detail of the report is contained within the attached schedule.

4. KEY ISSUES

- 4.1 The key issues are detailed within the attached schedule. Details are specific to each case listed.

5. FINANCIAL IMPLICATIONS

- 5.1 Provision is made within the Council's budget for write off's

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE****26th May 2010**

5.2 The table below shows the current position to 31st March 2010 by debt type.

Debt Type	Debit raised	Payments	Written-off	Written off against debit raised
Council Tax	£34,409,753	£34,516,673	£44,447	0.12%
Non Domestic Rates	£33,849,368	£36,144,857	£154,489	0.45%
Sundry Debts (GF inc OAB)	£4,602,107	£5,381,683	£177,975	3.86%
Sundry Debts (HRA inc FT's)	£782,194	£796,122	£169,599	21%

6. LEGAL IMPLICATIONS

- 6.1 Under Section 151 of the Local Government Act 1972, a local authority must make arrangements for the proper administration of its financial affairs and appoint an Officer to oversee such administration.
- 6.2 The appendix of this report is exempt in accordance with S.100 of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, as it contains the personal details of individuals. For this reason it is felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

7. POLICY IMPLICATIONS

The joint chief Executive and Executive Director of Planning, Regeneration, Regulatory and Housing Services are the designated Officers for this purpose, and write off's require their sanction. If a debt is written off, it can be retrieved and pursued if it comes to the Council's attention that the debtor now has the means to pay the debt. In the case of County Court Judgements, the Council can pursue payments for up to 6 years after the judgement is given.

8. COUNCIL OBJECTIVES

Recovery of debts and management of accounts links to the Well Managed Organisation Council Corporate priority.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

9. **RISK MANAGEMENT INCLUDING HEALTH & SAFETY
CONSIDERATIONS**

None identified.

10. **CUSTOMER IMPLICATIONS**

None identified.

11. **EQUALITIES AND DIVERSITY IMPLICATIONS**

None identified.

12. **VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET
MANAGEMENT**

None identified.

13. **CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY**

None identified.

14. **HUMAN RESOURCES IMPLICATIONS**

None identified.

15. **GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS**

None identified.

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

None identified.

17. **HEALTH INEQUALITIES IMPLICATIONS**

None identified.

18. **LESSONS LEARNT**

None identified.

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE****26th May 2010****19. COMMUNITY AND STAKEHOLDER ENGAGEMENT**

None identified.

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	No
Chief Executive	No
Executive Director (S151 Officer)	No
Executive Director – Leisure, Cultural, Environmental and Community Services	No
Executive Director – Planning & Regeneration, Regulatory and Housing Services	Yes
Director of Policy, Performance and Partnerships	No
Head of Service	Yes
Head of Resources	Yes
Head of Legal, Equalities & Democratic Services	No
Corporate Procurement Team	No

21. WARDS AFFECTED

The Wards affected by the contents of this report are detailed in the attached appendix.

22. APPENDICES

Appendix 1 – Schedule of irrecoverable debts.

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

26th May 2010

23. BACKGROUND PAPERS

Personal recovery files (not for publication).

24. KEY

A	=	Letter or Recovery
B	=	Visit
C	=	Bailiff
D	=	Internal Trace
E	=	External Trace
F	=	Attempted AOE (Attachment of Earnings Order)
G	=	Attempted ABO (Attachment of Benefits Order)
H	=	Committal Procedure
I	=	Collection Agency
J	=	Attempted Legal Recovery
SWL	=	Saffron Waiting List
S	=	Saffron Rents System Checked
HB	=	Housing Benefits System Checked
IS	=	Other Internal Systems Checked

AUTHOR OF REPORT

Name: Judy Braithwaite (Income Recovery Team Leader)
E Mail: judy.braithwaite@redditchbc.gov.uk
Tel: 01527 534020 or Extn: 3803

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

Document is Restricted



Overview and Scrutiny Committee

17th March 2010

MINUTES

Present:

Councillor Phil Mould (Chair), and Councillors K Banks, G Chance, R King, J Pearce, D Taylor and D Thomas

Also Present:

Councillor J Brunner (Portfolio Holder for Community Safety)

Officers:

M Bough, R Griffin, A Highway, S Horrobin, D Kesterton, S Lacey, S Morgan, G Revans and L Tompkin

Committee Services Officer:

J Bayley, J Divala and I Westmore

192. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were received on behalf of Councillors Smith and Fry.

193. DECLARATIONS OF INTEREST AND OF PARTY WHIP

There were no declarations of interest nor of any Party Whip.

194. MINUTES

RESOLVED that

the minutes of the meetings held on 3rd and 24th February 2010 be confirmed as correct records and signed by the Chair.

195. ACTIONS LIST

The Committee considered the latest version of the Actions List and specific mention was made of the following matter:

Action 5 – The Civil Parking Enforcement Scheme

.....
Chair

Overview and Scrutiny Committee

17th March 2010

The majority of the actions listed had been completed. However, it was noted that the tour of those areas of Central Ward where the Civil Parking Scheme was in operation had still to be organised.

RESOLVED that

the Actions List be noted.

196. CALL-IN AND PRE-SCRUTINY

Councillors Thomas, Pearce and Banks informed the Committee that they had concerns about the decisions taken by the Executive Committee at its meeting on 10th March 2010 regarding the Voluntary Sector Grants Applications 2010/11 (Minute 269). These Members indicated that they wished this matter to be called-in for the reasons set out in written submissions that were tabled at the meeting.

A further meeting of the Committee was arranged at which the call-in was to be considered. It was agreed that the Committee should meet on Monday 22nd March 2010. The role at this subsequent meeting of Councillor Chance, a member of the Committee and, coincidentally, the Chair of the Grants Panel was clarified for the benefit of those present.

RESOLVED that

a meeting be convened on 22nd March 2010 at which the decisions of the Executive Committee in respect of the Voluntary Sector Grants Applications 2010/11 (Minute 269) would be considered by the Committee.

197. TASK & FINISH REVIEWS - DRAFT SCOPING DOCUMENTS

There were no scoping documents for the Committee to review.

198. TASK AND FINISH GROUPS - PROGRESS REPORTS

The Committee received reports in relation to current reviews:

a) Local Strategic Partnership – Chair, Councillor W Norton

The meeting was informed that the Group had produced a report detailing a number of interim recommendations arising from the work that had been undertaken to date. Councillor Norton explained that these initial recommendations focused on those matters that could be most easily addressed by the Council and Partnership.

Overview and Scrutiny Committee

17th March 2010

It was acknowledged that performance management would prove a more difficult area on which to make recommendations for improvement. The role of the Group was seen as primarily in devising a structure for performance management but there was uncertainty as to what aspects of the Partnership's activities might most usefully be monitored.

The Committee commended the Group on its work and noted that other authorities had uncovered similar issues in respect of their Local Strategic Partnerships. A final report from the Group was expected to be completed by June 2010.

b) Joint Worcestershire Hub – Redditch representative,
Councillor J Pearce

It was reported that no further meetings had been held since the initial meeting of the Group. However, members of the Group had visited both the main Hub facility and various district Hub facilities as part of an evidence gathering exercise.

Local Strategic Partnership

RECOMMENDED that

Engagement recommendations: ensuring that the Redditch Partnership involves the public in its work:

- 1) following pre-scrutiny by the LSP Task and Finish Group, the proposed format and content of the Redditch Partnership's revamped website coverage, to be hosted by Redditch Borough Council, be endorsed;
- 2) an event, along the lines of the We are Redditch exhibition, be held every year in a form determined appropriate by Officers;
- 3) the Redditch Partnership and appropriate partners should publicise their work and invite public reaction by providing regular updates in Redditch Matters;
- 4) the Redditch Partnership should hold and advertise an Annual Meeting, as required by the terms of the Partnership's protocol, which

Overview and Scrutiny Committee

17th March 2010

partners, potential partners and members of the public could attend;

Accountability recommendations: ensuring the transparency and openness of the partnership:

- 5) a new item be added to the full Council agenda requiring the Leader of the Council to deliver regular updates on the work of the Redditch Partnership since the previous meeting of the Council;
- 6) the Leader of the Council formally deliver an Annual Report to the last scheduled full Council meeting of the municipal year covering the work of the Redditch Partnership by formalising the current practice of delivering an annual “State of the Borough” address;
- 7) information about the Redditch Partnership and LSPs should be provided for Members’ consideration as part of the Member induction process;
- 8) a training event focusing on LSPs should be provided as a standard part of the Member training programme each year; and

RESOLVED that

- 9) the Changing Places report should be considered as part of the subsequent Local Area Agreement Task and Finish review;
- 10) the membership of the Local Area Agreement Task and Finish Group should be drawn from the membership of the LSP Task and Finish Group; and

Task and Finish Group – Progress Reports

- 11) the progress reports be noted.

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

The Chair of the Crime and Disorder Scrutiny Panel, Councillor Chance, gave a brief update report on the work of the Panel. Councillor Chance reported that the Panel was in process of

Overview and Scrutiny Committee

17th March 2010

working on a draft protocol and also that the Panel had agreed to co-opt a member of the Police Authority but that such a co-opted member would not be one who was currently sitting on the Executive Committee. The Chair also reported that the Panel had agreed on the work items and that the members were in process of identifying their first piece of work.

However, the Members of the Committee observed that the Community Safety Advisory Panel had a similar remit to the Crime and Disorder Scrutiny Panel and therefore agreed that this duplication was unnecessary and recommended that the Panel be discontinued.

RECOMMENDED that

the Community Safety Advisory Panel be discontinued; and

RESOLVED that

the report be noted.

200. BUS PASS SCHEME - COUNTY PROVISION

Officers reported that Government was in process of introducing some changes surrounding the concessionary bus pass scheme, the major implication being that the County would take over administration of the scheme from the Districts. Officers also stated that a lot of consultation had taken place at County level on how the concessionary fares were administered. The members therefore agreed that it would be appropriate for the Overview and Scrutiny Committee to continue to monitor developments with regards to County provision of the Bus Pass Scheme.

RESOLVED that

- 1) regular updates be provided to the Overview and Scrutiny Committee regarding developments on the Bus Pass Scheme, and**
- 2) the report be noted.**

201. COUNCIL FLAT COMMUNAL CLEANING - CONSULTATION REPORT

Members discussed the outcome of the consultation process following the Council Flat Communal Cleaning review and expressed disappointment at the low response rate. Members then

Overview and Scrutiny Committee

17th March 2010

noted that a further and more targeted consultation work involving other stakeholders should take place on the issue.

RESOLVED that

the report be noted.

202. QUARTERLY BUDGET REPORT - THIRD QUARTER 2009/10

Officers presented a Quarterly Budget Report for the Third Quarter 2009/10. The report highlighted that there had been some savings for the period arising from vacancies across the authority.

RESOLVED that

the Quarterly report be noted.

203. QUARTERLY PERFORMANCE REPORT - THIRD QUARTER 2009/10

Officers informed the Committee that a structure called The Performance Management Group had been established to review performance against performance indicators (PI's) across the Council and to escalate concerns regarding underperformance to Senior Management Team. Officers also reported that the system of measuring performance had changed and that Council was now increasingly using neighbouring authorities to measure its performance, whereas previously Redditch had been part of a national "family group" of authorities.

Overall, officers reported that there had been positive improvement in most of the National Indicators. However, in areas where there was underperformance, officers stated that there were recovery plans whose specific details could be made available to the Members if requested.

RESOLVED that

the Performance report be noted.

204. UPDATE ON FLY TIPPING AND THE PROGRESS OF THE "WORTH IT" CAMPAIGN

Members received a presentation regarding recent performance in relation to tackling fly tipping and considered details that might be included in an Improvement Action Plan to address the problem.

Overview and Scrutiny Committee

17th March 2010

Members also questioned what impact the installation of security access systems to locations such as Woodrow flats had had on rates of fly tipping in those areas. Officers undertook to provide further information for the Committee following the meeting.

Overall, the Committee commended the officers for the improvements made in this area but also advised that more needed to be done in enforcement, raising of public awareness and increasing Community involvement, for example, by talking to schools.

RESOLVED that

- 1) **the draft Improvement Action Plan be endorsed.**
- 2) **updates be provided on progress in relation to tackling fly tipping in the Borough at subsequent meetings of the Committee.**
- 3) **the report be noted.**

205. PORTFOLIO HOLDER FOR COMMUNITY SAFETY - ANNUAL REPORT

The Committee received an annual report from Councillor Brunner, Portfolio Holder for Community Safety.

A number of issues were highlighted during the report, some of which were:

- 1) The Committee observed that the Community Safety Panel did not hold any meetings in the previous year and wanted to know why this had happened.
- 2) The Committee also noted that Redditch Fire Authority as a member of the Community Safety Partnership had its crewing levels reduced and wanted to know if this crewing reduction was having an impact on community safety.

Councillor Brunner reported that the Community Safety Panel did not hold any meeting because Members did not request such a meeting. As regards the operational problems being faced by the Fire Authority, Councillor Brunner reported that she felt it was outside her remit to comment on another Partner's internal management. However, the Portfolio Holder stated that there were no safety incidents or concerns reported as a result of the issues stated above.

Overview and Scrutiny Committee

17th March 2010

The Committee reiterated that it was the responsibility of the Portfolio Holder to call for Community Safety Panel meetings and advised that it would be best to establish communication between the Fire Authority and the Portfolio Holder to share on the effects that operational problems were likely to have on Community Safety.

The Portfolio Holder also reported on a number of areas where progress had been achieved. The Committee commended the officers for job well done. Some of the areas were:

Licensing operations

It was reported licensing operations had been boosted in areas such as door security at night clubs; audit of licensed premises; licensing of Hackney Carriage and Private Hire taxis where a Handbook containing details of taxi drivers had been introduced; and deployment of a Project Liaison and Enforcement officer who carried out random checks on areas where private hire taxis operated.

Bus Shelter

It was reported that old bus shelters had been removed and replaced with new ones resulting in less anti social behaviours in areas around the shelters.

Other Bespoke Projects

It was reported that one of the projects, the 5 aside football pitches, proved extremely popular among young people and the first phase had been completed. As a result of this project's success in the Borough, it was reported that the project was being rolled out Countywide as best practice. The Portfolio Holder also reported that there was an improvement in Hate Crime reporting as a result of introduction of some leaflets such as "See no evil, Hear no evil and Speak no evil"

Underpass Project

It was reported that a lot of young people were involved in this project and it had proved very successful.

Home Security Project

It was reported that this project had been advertised in Redditch Matters. The Portfolio Holder stated that prototype gates were installed in alleyways and as a result there had been reduction in anti social behaviour.

Overview and Scrutiny Committee

17th March 2010

CCTV

The Portfolio Holder reported that there were no immediate plans to expand the service but that the merger of two existing control centres was ongoing. The team had digital covert surveillance that could be deployed as a last resort but the Council was looking to employ mobile overt systems in addition to the present fixed overt cameras as this represented a more effective use of the Council's assets.

RESOLVED that

the report be noted.

206. QUESTIONS FOR THE PORTFOLIO HOLDER FOR COMMUNITY LEADERSHIP AND PARTNERSHIP

Members considered the questions to be put to the Portfolio Holder for Community Leadership and Partnership, Councillor Carole Gandy, to address in her Annual Report. The following questions were agreed:

- 1) What was your view of the LSP Task and Finish Group's recommendations?
- 2) What do you feel should be the priority of your Portfolio?
- 3) What do you believe are the:
 - a) strengths;
 - b) weaknesses;
 - c) opportunities; and
 - d) threatsof working in partnership?
- 4) What approach do you intend to take to disseminate information about and performance details for the Local Area Agreement (LAA)?
- 5) What has been most challenging about your role as Portfolio Holder for Community Leadership and Partnership?

207. CENTRE FOR PUBLIC SCRUTINY - GOOD SCRUTINY AWARDS

Members received a brief update on the submission from the Council for the Centre for Public Scrutiny's Good Scrutiny Awards.

Overview and Scrutiny Committee

17th March 2010

Councillors R King and Thomas were due to attend the Conference and Awards Ceremony.

RESOLVED that

the report be noted.

208. REFERRALS

There were no referrals.

209. WORK PROGRAMME

The Overview and Scrutiny Support Officer reported a change to the current Work Programme, this being that the pre- scrutiny of the Business Centre Review which was previously postponed to the meeting of the Committee on 7th April 2010 had been further postponed to the Committee's meeting in June 2010.

RESOLVED that

- 1) the Work Programme be noted; and**
- 2) the changes stated in the preamble above be incorporated into the current Programme.**

The Meeting commenced at 7.00 pm
and closed at 9.00 pm

.....
Chair



Overview and Scrutiny Committee

22nd March 2010

MINUTES

Present:

Councillor Phil Mould (Chair), and Councillors K Banks, G Chance, W Norton, J Pearce, D Taylor and D Thomas

Also Present:

Councillors M Braley, C Gandy, N Hicks and M Shurmer and M Collins (Vice-Chair, Standards Committee)

Officers:

A Heighway, M Bough, C Felton and S Hanley

Committee Services Officer:

J Bayley, J Divala and I Westmore

210. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were received on behalf of Councillors R King and Smith.

211. DECLARATIONS OF INTEREST AND OF PARTY WHIP

Councillor Thomas declared a personal interest in Item 3 (Voluntary Sector Grant Applications 2010/11 – Call-in) as detailed separately at Minute 212 below.

212. VOLUNTARY SECTOR GRANTS APPLICATIONS 2010/11 - CALL-IN

The Committee considered the call-in of the decisions taken by the Executive Committee at its meeting of 10th March 2010 in approving the recommendations of the Grants Panel in respect of the Voluntary Sector Grants Applications 2010/11. The call-in had been instigated by Councillors Thomas, Banks and Pearce.

Councillors Thomas and Pearce had detailed a number of concerns prior to the meeting and these were outlined within the report attached to the agenda. To assist the Committee in its deliberations Officers circulated a timeline for the adoption process for the

.....
Chair

Overview and Scrutiny Committee

22nd March 2010

revised Grants Policy and correspondence between the Grants Panel and Third Sector organisations outlining these new arrangements.

Councillor Thomas expressed her disappointment at the apparent delay in implementing the new Shopping, Investing and Giving Policy as recommended by the Third Sector Task and Finish Group in 2008, of which she had been the Chair. In particular, there was concern that the Shopping element had not been brought into effect as this potentially represented the most significant proportion of the funding available to the Third Sector. The five organisations which had previously been core-funded by the Council had been provided with written notice that their funding was not guaranteed from April 2010 onwards.

The Leader of the Council, Councillor Gandy, referred to the timescales within which the Policy had been adopted and whether any unreasonable delay had occurred. It was noted that the Shopping element had been subject to further consideration during the second half of 2009 following proposals to revise the Policy that had been made by the relevant Portfolio Holder. Under these circumstances, Officers were not in a position to implement the Policy until it had been fully approved. Capacity issues in terms of Officer support had been recognised, leading to measures being taken to provide additional support, but this had not been a significant issue in respect of the Shopping element of the Policy.

The scoring criteria upon which the individual grants applications had been assessed was discussed. There was a degree of confusion as to the content of the agreed Policy in this regard and Officers apologised for an error in both the application guidance and in the Executive Committee report which suggested that only new projects not previously funded by the Council had been considered for funding. Officers clarified that the Council's adoption of the Shopping, Investing and Giving model provided the latitude for the authority to shop, invest or give without a commitment to do all three and with no particular allocation to the three strands. Without the prioritisation to or allocation of money for the three strands the Council had chosen not to shop for 2010/11.

Councillor Pearce raised the issue of the correspondence between the Council and the five previously core-funded organisations, the expectations that could have arisen as a result of this communication and the requirement to treat Third Sector organisations equitably. Representatives of the Grants Panel explained that its communication with the five organisations had the intention of mitigating the risk to those organisations and the Council, but that they had been scored against the same criteria as

Overview and Scrutiny Committee

22nd March 2010

all other applicants for funding and had achieved the five best scores overall. Properly audited accounts had been provided for each of these organisations and it was made clear that Officers had made every effort to encourage local third sector organisations to apply for funding. It was confirmed that the proper policy, as it existed at the time, had been applied, although it was conceded that the policy required review to ensure that it might better assist the process and those applying for grant funding.

It was noted that no concerns had been raised in December 2009 / January 2010 when the intention to not undertake the Shopping element of the overall Policy had been agreed. It was also noted that none of the specific grants agreed at the meeting on 10th March could reasonably be questioned given the explanation provided by Officers and Members involved in the Grants allocation process. However, it was accepted that there were issues around the grants process that required further consideration outside of the present meeting. It was noted that the Overview and Scrutiny Committee had an important role to play in monitoring the implementation of recommendations that it made to the Executive. It was also requested that Members receive additional training on the call-in process and the conduct of meetings convened to consider matters that were the subject of call-in.

RESOLVED that

no further action be taken in respect of the call-in of the decisions taken on Voluntary Sector Grants Applications 2010/11 by the Executive Committee on 10th March 2010.

(Prior to consideration of this item, and in accordance with the requirements of Section 81 of the Local Government Act 2000, Councillor Thomas declared a personal interest in view of her employment by Redditch Carers' Careline.)

The Meeting commenced at 7.00pm
and closed at 8.30pm

.....
Chair



Overview and Scrutiny Committee

Wednesday, 7th April, 2010

MINUTES

Present:

Councillor Phil Mould (Chair), and Councillors K Banks, G Chance, R King, W Norton and J Pearce

Also Present:

Councillor C Gandy

Officers:

J Staniland

Committee Services Officer:

J Bayley and A Scarce

213. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were received on behalf of Councillors Smith, Taylor and Thomas.

214. DECLARATIONS OF INTEREST AND OF PARTY WHIP

There were no declarations of interest nor of any Party Whip.

215. MINUTES

RESOLVED that

the minutes of the meetings held on 17th and 22nd March 2010 be confirmed as correct records and signed by the Chair.

216. ACTIONS LIST

The Committee considered the latest version of the Actions List and specific mention was made of the following matters:

.....
Chair

Overview and Scrutiny Committee

Wednesday, 7th April, 2010

a) Action 4 – Civil Parking Enforcement Scheme

Members confirmed that the tour of the areas where the civil parking scheme was in operation, had still not taken place. It was agreed that Officers should resolve this matter as quickly as possible.

b) Action 8 – Fly Tipping and Security Access Systems

Officers confirmed that the information regarding the impact of the secure access system on levels of fly tipping in the Woodrow Centre had been circulated via email on 1st April 2010.

c) Action 10 – Centre for Public Scrutiny's Annual Conference

Officers advised Members that a place had been booked for Councillor Thomas to attend the conference.

RESOLVED that

the report be noted.

217. CALL-IN AND PRE-SCRUTINY

There were no call-ins.

Members were advised that, at the Executive Committee meeting held on 31st March 2010, the Communications Strategy 2010-2013 had been recommended for approval to full Council. Reference had been made in this strategy to a number of the Neighbourhood Groups Task and Finish Group's recommendations. This demonstrated that action was already being taken to implement the Group's proposals.

The Local Strategic Partnership Task and Finish Group's interim report had been considered at the same meeting of the Executive Committee. The recommendations contained in that report had been referred to the next meeting of the Local Strategic Partnership for consideration.

The appointment of Councillor J Pearce as Vice-Chair of the Crime and Disorder Scrutiny Panel had also been endorsed by the Executive and recommended to full Council.

Overview and Scrutiny Committee

Wednesday, 7th April, 2010

RESOLVED that

the report be noted.

218. TASK & FINISH REVIEWS - DRAFT SCOPING DOCUMENTS

There were no draft scoping documents for the Committee to review.

219. TASK AND FINISH GROUPS - PROGRESS REPORTS

The Committee received reports in relation to current reviews:

a) Local Strategic Partnership (LSP)

The Task and Finish Group continued to gather evidence and had spoken to two witnesses since the previous report. Some of the wording in the recommendations had been changed and most of the recommendations had been endorsed by the Executive Committee, which had referred the report for the consideration of the LSP.

b) Joint Worcestershire Hub Review

One meeting had taken place since the last report to the Committee. Currently the Group were awaiting reports from the members who had visited the various hubs. The main action of the group seemed to be to review the governance of hub rather than the system in its entirety. There appeared to be some sensitivity amongst Members around looking at area hubs. One of the difficulties seemed to be that there were individual ways in which the area hubs were operated and this would not be conducive to working together as there was no consistency. It was difficult to see what the Group was trying to achieve as they were still in the early stages of investigation.

Councillor Pearce commented that if any members had questions they would like to have raised she would be pleased to pass these on to the Group.

RESOLVED that

the reports be noted.

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

Overview and Scrutiny Committee

Wednesday, 7th April, 2010

Since the previous report to the Committee no further meetings had been held. The next scheduled meeting would be on 15th July 2010 and prior to this meeting a training session would take place on 17th June 2010. Invitations to attend would be sent to all members.

It was confirmed that a letter had been sent to West Mercia Police to invite them to nominate a co-opted member to join the Panel. To date no response had been received.

RESOLVED that

the report be noted.

221. BUS PASS SCHEME: COUNTY PROVISION - UPDATE

There had been no further developments since the previous meeting of the Committee.

The Chair explained that this subject had been put on the agenda as a standing item in view of the implications of the changes which would take place for both the district and the whole of the county. Members discussed the difficulties in monitoring the new scheme and the financial implications, which were likely to be significant.

RESOLVED that

the report be noted.

222. GOOD SCRUTINY AWARDS SUBMISSION

The Committee noted that the submission had been sent to the Centre for Public Scrutiny and an acknowledgement had been received. The submission had been endorsed by Inspector Ian Joseph of the West Mercia Police, Councillor Gandy and the Chief Executive, Kevin Dicks. Members were advised that the submission deadline had been extended and therefore it was likely that the short listing date would also be affected by this.

Members asked that Councillor Gandy and the Chief Executive note their gratitude. They also agreed that a letter should be dispatched to Inspector Joseph thanking him for his support.

RESOLVED that

Overview and Scrutiny Committee

Wednesday, 7th April, 2010

the report be noted.

223. PORTFOLIO HOLDER FOR COMMUNITY LEADERSHIP AND PARTNERSHIP

The Chair welcomed Councillor Gandy, the Portfolio Holder for Community Leadership and Partnership, to the meeting. Councillor Gandy presented her report in accordance with the questions set out by the Committee.

a) What was your view of the LSP Task and Finish Group's recommendations?

Councillor Gandy explained that many of the recommendations had already been implemented and confirmed that the Redditch Partnership Manager, who had recently been appointed, would assist the LSP with the delivery of work that had previously proved difficult to undertake. The Constitutional Review Working Party had recommended that from May 2010 'Leader's Items' should be a standing item on the agenda for full Council and the minutes of LSP management board meetings attached to the full Council agenda papers.

Concerns had been raised during the Executive Committee meeting over how the recommendations should be presented to the LSP as it was felt that the Council could not tell the LSP that it must adopt the recommendations made by the Overview and Scrutiny Committee. It was therefore felt they should go directly to the LSP for endorsement. This view was subject to question because the Council was the lead organisation for the LSP. However, Councillor Gandy was confident that the recommendations would be accepted.

b) What do you feel should be the priority of your Portfolio?

Councillor Gandy felt that communicating with residents and promoting all the good things that the Council was doing in the town was a priority. This could be either on an individual basis, through the Redditch Community Forum or through third sector organisations. She expressed the view that the Council must continue to explain to residents what it was trying to achieve. Therefore, to date there had been seven road shows and she hoped to organise more of these events after the elections to provide an opportunity to talk to

Overview and Scrutiny Committee

Wednesday, 7th April, 2010

residents on a one to one basis. Members were also advised that the Leader's column in the local newspaper had been useful in promoting the good things that had been achieved in the town.

c) What do you believe are the (of working in partnership):

i) Strengths

Councillor Gandy felt that partnership working helped to avoid duplication and provided an opportunity to pool resources and knowledge, gained through input from a wider group of experts. Partnership working also spread the load and helped to encourage a shared ambition. Through working in partnership local organisations could develop greater understanding of local problems.

ii) Weaknesses

A lack of finance and staff capacity together with limited accountability and dissemination of information were felt to be weaknesses.

iii) Opportunities

Councillor Gandy felt the opportunities available included improved joint working and being able to get across a single message that the Council would not be able to achieve alone.

iv) Threats

Financial cuts were a serious threat and there was a possibility under those circumstances that people would retreat to "silo working". Consequently, there was a danger that the partnership would become a talking shop.

d) What approach do you intend to take to disseminate information about and performance details for the Local Area Agreement (LAA)?

The Partnership was committed to introducing a Communications Strategy, which would address the dissemination of information. Local LAA targets had to be

Overview and Scrutiny Committee

Wednesday, 7th April, 2010

adhered to and monitored on at least a quarterly basis to ensure they were maintained. However, the Council had no control over the number of LAA targets, which were reported annually to Council. Furthermore, Councillor Gandy confirmed that the Council had no control over the national targets.

e) What has been most challenging about your role as Portfolio Holder for Community Leadership and Partnership?

Councillor Gandy advised that the biggest challenge was to encouraging people to believe that the Council did want to listen to and take notice of them. In addition, she had been working hard to gain a more powerful voice for Redditch at a regional level. In particular, this was being attempted through participating in regional/county partnerships as increasingly this was the most effective way to obtain additional funding for and attention to the area.

After general discussion, the Chair thanked Councillor Gandy for attending the meeting and for providing Members with a comprehensive response to the questions that had been raised.

RESOLVED that

the report be noted.

224. OVERVIEW AND SCRUTINY ANNUAL REPORT

The Committee was advised that the Annual Report encompassed the four key principles of scrutiny as identified by the Centre for Public Scrutiny (CfPS), the organisation set up to promote effective scrutiny in local government. The symbols representing these principles were featured, where appropriate, throughout the report.

Members discussed and agreed that the following points should be retained in the Annual Report:

a) The Council's Budget Setting Process

Attempts had been made during the year to enable the Overview and Scrutiny Committee to contribute to the budget setting process. However, in late 2009 members of the Committee had expressed concern that they had not been provided with an opportunity to pre-scrutinise the reports that had been produced as part of the budget setting process. This

Overview and Scrutiny Committee

Wednesday, 7th April, 2010

concern had been recorded in the Annual Report and members agreed to retain the request within the report that the Executive Committee and Officers help to ensure that the Overview and Scrutiny Committee could play a more constructive role in the budget setting process in future years.

b) Areas for further development

The process of Portfolio Holder Annual Reports before the Committee had continued throughout the year. A number of members and Officers had suggested that this process could be strengthened to ensure that the Portfolio Holders were held to account for their work.

The level of public awareness of the scrutiny process in the borough was also considered to be a weakness, though it was acknowledged that the extensive consultation undertaken by the Neighbourhood Groups Task and Finish had started to address this to some extent. Members agreed that further work should be undertaken in the new year to promote scrutiny further and it was suggested that topics of interest to the public would need to be selected for policy reviews to encourage public engagement with the process.

c) Good Scrutiny Awards

It was agreed that on balance the Overview and Scrutiny process in Redditch was operating very effectively and this had been demonstrated through the Council's first submission in the CfPS Good Scrutiny Awards. Members agreed that the Council should continue to submit applications to this awards process in future years to highlight the Council's positive work in this area.

The Committee concluded that although Officer support had been reduced they were happy with the amount of work that the Committee had been able to achieve in the year. The Committee took the opportunity to thank the Scrutiny Officer for her hard work in supporting them over the year. The Committee also thanked the Chair for chairing the meetings and giving members the opportunity for open discussion.

RESOLVED that

the report be noted.

Overview and Scrutiny Committee

Wednesday, 7th April, 2010

225. OVERVIEW AND SCRUTINY: WORK PROGRAMME PLANNING EVENT

The Committee was advised that it should plan collectively for the Scrutiny Work Programme Planning Event and it would be helpful if Members could identify suitable dates as early as possible.

Members discussed the following potential topics that could be included on the agenda for the event:

a) The Budget Setting Process:

The Committee agreed that it might be useful to invite a senior Financial Services Officer to attend the event alongside members of the Executive Committee. A full and frank discussion could then be undertaken regarding ways in which the Overview and Scrutiny Committee could realistically contribute to the budget setting process in a constructive manner.

b) Communications

Members commented that it might be appropriate to invite an Officer from the Council's Communications Team to attend the event. This Officer could help to advise Members about ways to increase public awareness and engagement with the scrutiny process.

c) Portfolio Holder Annual Reports

To address one of the weaker elements of the scrutiny process identified in the committee's Annual Report it was noted that the subject of Portfolio holder Annual Reports could be discussed with members of the Executive Committee during the course of the event.

d) Topics for Scrutiny 2010/11

A primary aim of the event would be to discuss and identify topics that could potentially form the focus of policy review and development work during the course of the year.

Members also discussed scrutiny related training opportunities. They agreed that it would not be suitable to suggest this for inclusion on the event's agenda as it could elongate the process and distract attention from planning the Work Programme for the

Overview and Scrutiny Committee

Wednesday, 7th April, 2010

year. However, they agreed that, due to the minimal funding available to support individual Councillors' training requirement in house training events provided a greater opportunity for Members to attend.

The Committee felt that the final programme for the event should be agreed by the new membership of the Overview and Scrutiny Committee in the 2010/11 municipal year. They therefore concurred that their suggestions should be noted for consideration at the first meeting of the Committee in 2010/11.

RESOLVED that

- 1) **the agenda for the Work Programme Planning event be considered in further detail at the meeting of the Overview and Scrutiny Committee on 2nd June 2010; and**
- 2) **the report be noted.**

226. WORCESTERSHIRE JOINT SCRUTINY MEETING

The Committee was informed that this had been a productive meeting producing some good ideas following in depth discussion covering the pros and cons of joint scrutiny. Topics for discussion had included the current Worcestershire Hub Task and Finish review, the Worcestershire Enhanced Two Tier (WETT) process and partnership working.

During the course of the meeting it became apparent that scrutiny operated in different ways in each area. An agreement had been reached that a joint working protocol should be developed as soon as possible. This would be dealt with through the Worcestershire Scrutiny Officers' Network. The Scrutiny Officers met quarterly and it was agreed that the Chair, Vice Chair and Officers' meetings would similarly be held quarterly. It was anticipated that the next meeting would take place in July 2010.

RESOLVED that

the report be noted.

227. REFERRALS

There were no referrals.

228. WORK PROGRAMME

Overview and Scrutiny Committee

Wednesday, 7th April, 2010

It was noted that at a meeting on 24th February 2010 it had been agreed that Executive Committee members be invited to attend the meeting of the Overview and Scrutiny Committee on 28th April 2010. This invitation had been extended to provide an opportunity for both sets of members to consider presentations on the subjects of the Gender Equalities Scheme and Youth Employment at Redditch Borough Council.

Members were advised that an Introduction to Overview and Scrutiny training session would take place on 10th June 2010 and would be delivered by the Scrutiny Officer. In addition, on 17th June training on the subject of Crime and Disorder Scrutiny would be extended to all members as only the members of the Panel had received this training to date. This session would be delivered by the Scrutiny Officer and the Head of Community Services, together with a member's perspective from the Chair of the Panel.

RESOLVED that

the Committee's Work Programme be noted.

The Meeting commenced at 7.00 pm
and closed at 8.05 pm

BROMSGROVE DISTRICT COUNCIL AND REDDITCH BOROUGH COUNCIL**SHARED SERVICES BOARD****20th APRIL 2010 at 5.30pm****THE COUNCIL HOUSE, BROMSGROVE****PRESENT:**

Councillors Roger Hollingworth (Chairman), Steve Colella, Geoff Denaro and Stephen Peters (Bromsgrove District Council)

Councillors Carole Gandy, Mike Braley (substituting for Colin MacMillan), Malcolm Hall and Bill Hartnett (Redditch Borough Council)

In Attendance: Jane Matheson (Audit Commission)

Officers: Kevin Dicks, John Staniland, Claire Felton, Clare Flanagan and Ivor Westmore.

1. APOLOGIES

An apology for absence was received from Councillor Colin MacMillan.

2. MINUTES

The minutes of the previous meeting of the Board held on 1st March 2010 were agreed as a correct record.

3. MATTERS ARISING FROM THE MINUTES**a) Target Setting**

In response to the suggestion that the set of 13 targets for the Chief Executive, Kevin Dicks, to work towards was excessive, an additional paper was circulated by Councillor Denaro demonstrating how the initial list of targets had subsequently been rationalised following consultation with Garth Wood of the West Midlands Leaders' Board.

Members sought clarification on the role of the Board in relation to the assessment of Mr Dicks performance against the targets which had been set for him. Claire Felton explained that neither Redditch Borough Council nor the Board had the right to formally monitor his performance and it was simply through Mr Dicks willingness to submit to this level of scrutiny of his performance that such a situation pertained. Mr Dicks expanded on this by indicating that he was willing to provide a written undertaking of this nature which would in any event be covered through changes to his contract of employment.

b) Climate Change

Mr Dicks undertook to establish whether any progress had been made in respect of the suggestion that a Joint Climate Change Panel be established.

c) Future Shared Services Programme / Transformation

The meeting was informed that CMT had agreed that the focus for further shared services and transformational activity should be around customer interaction. The Shared Services Programme was to be reviewed and proposals brought forward for Members' consideration in due course.

d) Heads of Service Vacancies

Mr Dicks provided a brief update on the progress in filling the vacant posts of Head of Customer Services and Head of Planning & Regeneration, noting that both posts would shortly be the subject of a final interview process involving the senior management team.

e) Worcestershire Enhanced Two Tier (WETT) Programme

Mr Dicks informed Members of the latest progress in relation to the WETT programme. It was noted that the Joint Committee to oversee the shared Regulatory Service was to be set up in shadow form from May. Audit Services and Property Services were both moving forward. It was noted that Leaders and Chief Executives across the County had acknowledged that progress on this first phase should be evaluated before any further county-wide shared services were pursued.

4. AUDIT COMMISSION REPORT ON SHARED SERVICES

Jane Matheson, performance specialist at the Audit Commission with responsibility for Bromsgrove District and Redditch Borough Councils, introduced a report into the shared services arrangement between the two authorities.

The report commenced with a brief overview of the context within which the arrangement had been established, with a restatement of the expectation articulated by the Communities and Local Government Department (CLG) that authorities should explore different ways of working. It was clear that the shared services arrangement offered both great opportunities and introduced a number of risks. One of the key findings of the review had been the strong desire within both organisations to make the arrangement work.

Whilst it was clear that both Officers and Members were clear about the potential risks there was felt to be some benefit to be gained from a more general discussion taking place within and between the authorities about the potential risks that might emerge. Likewise, it was felt that a discussion around an overall contingency, such as a fall-back position or an exit strategy, would be prudent. It was noted that Kevin Dicks was to take this recommendation to the forthcoming meeting of the Chief Officer Reference Group, a meeting facilitated by the IDeA, so as to raise the matter formally and gain a view from those authorities who were engaged in similar shared services arrangements.

Conflicts of interest were being addressed very adequately, with legal and technical advice being sought when appropriate, and robust and mature discussions had been undertaken over the division of costs between the authorities.

Governance arrangements were considered effective, although there was a recognition that these would require review at some point in the future. The importance of all Members of each authority receiving the papers in respect of the shared services arrangements, particularly when key decisions were being considered, was stressed. The Audit Commission review had predated the appointment of the Director of Policy, Performance and Partnerships which rendered the recommendation made in that regard obsolete.

Overall, the tone of the report was positive and the Audit Commission highlighted the desire to make things right first time and to achieve buy-in to the process, citing good communication with staff as a strength.

In response to a query regarding follow-up work, the Audit Commission representative suggested that they were considering carrying out a number of quick 'health-checks' that were not detailed or too intrusive but which would provide a level of assurance going forward that the arrangement was continuing to progress.

Members welcomed the report and noted that the recommendations that had been made by the Audit Commission were already being addressed by the Senior Management Team

It was AGREED that the Audit Commission Shared Services Review, its associated Recommendations and Action Plan be accepted and noted.

5. **FRAMEWORK AGREEMENT**

The Board received a report that set out a draft Overarching Strategic Alliance / Shared Services Framework Agreement that was proposed as a replacement for the existing Concordat between the two authorities. Officers explained that the progress towards a greater sharing of services and the appointment of a Senior Management Team required a more formal agreement to be put in place. The draft Framework Agreement had been based on instructions from Members and the recommendations arising from the Audit Commission report. In concert with this new framework was a revised set of Terms of Reference for the Shared Services Board, but this did not propose any change to the non-decision making nature of that body.

There was concern expressed from some quarters that the timescales set out within the original Concordat had been altered and the first opportunity for termination of the agreement put back should such an eventuality arise. Claire Felton explained that the revised timescales took into account factors that the previous Concordat could not. The transformation agenda and the agreement of an expiry date for the current contract for the shared Chief Executive post-dated the Concordat, as did the installation of the Senior Management Team. Mrs Felton noted that a reversal of this increasingly close relationship would require a correspondingly prolonged period for any withdrawal from the arrangement.

In response to a query, Mr Dicks informed the meeting that the Board had already agreed the principles around activity-based costings at paragraph 7.2. The review of the cost sharing bases for community safety, elections, payroll and procurement were currently being reviewed in light of these agreed principles.

There was discussion around the subject of conflict resolution. Whilst there was a realisation that the instances of such conflicts arising were difficult to envisage there was an acknowledgement that the Framework Agreement could be enhanced to make provision for such eventualities. It was proposed that a sub-paragraph be included within Paragraph 9 to the effect that:

'In the event of the dispute resolution process being activated, both the Leaders of each Council and the Shared Services Board should be advised.'

A second matter that Members suggested could enhance the Framework Agreement was some provision to provide financial protection to either of the authorities in the event that the other either went to the extent of unilaterally withdrawing or engineered a situation wherein it would be difficult or impossible for the present arrangement to continue.

The Board then proceeded to a discussion of the implications of either party seeking to end the relationship prior to 1st April 2013 whereupon Mr Dicks declared an interest, in view of the fact that Members would be discussing the terms and conditions of his employment by the two authorities, and left the room.

Mrs Felton informed Members that the relationship of the two authorities to Mr Dicks was different in that he was an employee of Bromsgrove District Council. It was stated that a detailed breakdown of the potential costs involved to both sides had been developed by Officers. Mrs Felton indicated that Officers could incorporate wording in a draft Framework Agreement to cover the possible 'constructive dismissal' scenario that had been put forward by Members.

Officers proposed an addition to the draft Framework Agreement, this being a further sub-paragraph to paragraph 11.4 stating that an independent arbitrator be invited to take a view on any costs/payments involved. Members agreed this insertion. It was also agreed that paragraph 11.6 be clarified to indicate that the costs referred to were in relation to the cost of the arbitration.

(At this point in the proceedings Mr Dicks was invited to re-enter the room)

It was noted that there was an error in the draft Framework Agreement at paragraph 11.3 and that the earliest date upon which any such notice would take effect should be **31st March 2015** and not 31st March 2016.

Councillor Hartnett wished it to be recorded that he had voted against the extension of the termination period from one to two years.

It was RECOMMENDED to both Councils that

- 1) the Overarching Strategic Alliance / Shared Services Framework Agreement, as amended, be approved; and**
- 2) the Leader of each Council be authorised to sign it on behalf of that authority.**

6. ECONOMIC REGENERATION AND DEVELOPMENT IN NORTH WORCESTERSHIRE

John Staniland introduced a report proposing a way forward for the development of an Economic Regeneration and Development Strategy for North Worcestershire and a model for joint working through integration of the three economic development teams. Inspira Consulting Ltd had been commissioned to undertake a review of the potential benefits of a North Worcestershire Economic Development Strategy and Members considered the outcome of that work.

It had been concluded that that there was enough commonality across Redditch Borough, Bromsgrove District and Wyre Forest District Councils, adequate strategic justification for pursuing a shared approach and a sound rationale underpinning the proposal. Wyre Forest District Council had been suggested as the lead authority given its track record in economic development and regeneration.

Members were content that the Unions which represented the staff in the affected teams could be given the assurance that the ethos driving this scheme was the securing of significant economic advantage to North Worcestershire and that cost savings through reductions in staffing were not a motivating factor behind this proposal. However, it was acknowledged that an absolute guarantee over potential redundancies could not be provided.

Members welcomed the report and the proposals contained therein. One amendment was proposed and agreed, this being to qualify paragraph 4.18 c) through insertion of the words "...investigate the feasibility of..." following the words "in time,". It was noted that detailed proposals would follow an 'in principle' agreement by all three authorities, should that be forthcoming.

It was RECOMMENDED that

- 1) the four principal recommendations from the Inspira report 'Review of Economic Regeneration & Development - Strategy & Arrangements be agreed as amended;**
- 2) both Redditch Borough Council's Executive Committee and Bromsgrove District Council's Cabinet approve the delivery of a North Worcestershire Economic and Regeneration service by a single team hosted by Wyre Forest District Council; and**
- 3) an Implementation Plan be agreed between the three Councils with effect from 1st October 2010 or such other date as may be agreed by the three Councils, this Implementation Plan to deal with those matters set out in paragraph 4.27 of the report submitted to the Board.**

7. DATE OF NEXT MEETING

It was AGREED that the next meeting be held on Thursday 24th June 2010 at 5.30pm at Bromsgrove Council House.

The meeting closed at 7.19pm

Dated :

2010

Overarching Strategic Alliance/Shared Services Framework Agreement

Between

(1) **BROMSGROVE DISTRICT COUNCIL** of **The Council House, Burcot Lane, Bromsgrove, Worcestershire B60 1AA** ("Bromsgrove")

and

(2) **REDDITCH BOROUGH COUNCIL** of **The Town Hall, Walter Stranz Square, Redditch B98 8AH** ("Redditch");

together called "the parties"

BACKGROUND

- (1) Bromsgrove and Redditch have agreed that they will develop a Strategic Alliance/shared services arrangement and have entered a Concordat to establish an agreed framework to take this forward
- (2) The legal basis for the Strategic Alliance is Section 2 of the Local Government Act 2000 and in relation to the staffing arrangements to support the alliance is Section 113 of the Local Government Act 1972 which enables each authority to place staff at the disposal of the other
- (3) The parties have agreed a vision for the Strategic Alliance, a set of aims and a set of general principles and values to underpin the implementation of the Strategic Alliance
- (4) Bromsgrove and Redditch have appointed a shared Chief Executive to manage this process and the term of the shared Chief Executive runs until 31 March 2013
- (5) A Corporate Management Team comprising three Executive Directors, one Director and ten Heads of Services will take office on 20 April 2010 and will be placed at the disposal of both Bromsgrove and Redditch for the purposes of their functions

IT IS AGREED AS FOLLOWS

1 Definitions and Interpretation

- 1.1 In the Agreement the following words and phrases shall have the following meanings:

“Authority” means either Bromsgrove or Redditch and “authorities” means both Bromsgrove and Redditch

“Business Case” means a detailed proposal presented to the Shared Services Board in relation to an existing or proposed area for the delivery of shared services which shall set out the service delivery, staffing, property, data sharing and cost implications of implementation.

“Concordat” means the (non legally enforceable) agreement entered into by the parties to set out the framework for the development of the Strategic Alliance which is superceded by the signing of this Agreement

“Exit Strategy” means a strategy and details to facilitate an exit from this Agreement and an end to some or all Shared Services

“Initial term” means the period from the date of this Agreement to the 31 March 2013

“Seconded Officer(s)” means any officer(s) employed by either Bromsgrove or Redditch placed at the disposal of the other for the purposes of discharging Shared Services and any function of the other authority

“Shared Service” means a service provided by a single team of officers employed by either Bromsgrove or Redditch for both Bromsgrove and Redditch

“Shared Services Board” (“SSB”) means the joint member board established by the parties to drive forward and oversee the operation of the Strategic Alliance

“Strategic Alliance” means the commitment between the parties to work closely together and develop shared services across both authorities and also means the arrangements between the parties to implement this commitment.

- 1.2 Words importing the singular number shall include the plural and vice versa.
- 1.3 Titles and headings to clauses are for convenience only and shall not affect the construction or interpretation of the Agreement.
- 1.4 Notwithstanding any breach of this Agreement by any party, and without prejudice to any other rights which the other party or parties may have in relation to it, the other party or parties may elect to continue to treat this Agreement as being in full force

and effect and to enforce its or their rights under this Agreement. The failure of any party to exercise any right under this Agreement, including any right to terminate this Agreement and any right to claim damages, shall not be deemed a waiver of such right for any continuing or subsequent breach.

2 Principles

2.1 The parties will work together to seek to achieve the Vision of the Strategic Alliance which is that the authorities intend, under the management of a shared Chief Executive, to identify and establish joint working arrangements and a shared approach to the delivery of services that will improve the quality of people's lives in the two authorities and deliver greater value for money.

2.2 The parties will work together to deliver the Aims of the Strategic Alliance which are:

- To increase the levels of customer satisfaction through the improvement of services;
- To produce realistic cash saving in order to deliver improved services and limit Council tax increases;
- To strengthen and share skills, expertise and learning in order to deliver better services;
- To preserve and enhance the special and distinctive characteristics within each locality area; and
- To increase the authorities' influence locally, regionally and nationally in order to secure a better deal for all their communities

2.3 The parties will work together in accordance with the Principles and Values underlying the Strategic Alliance which are

- The maintenance of excellent working relations between members and officers for the mutual benefit of both authorities;
- Effective and open communication;
- Mutual trust between the authorities; and
- Approaching issues from a positive standpoint with an emphasis on problem solving to overcome barriers rather than letting barriers become obstacles to progress.

2.4 The parties recognise that the commitment to the Strategic Alliance is long term and that the development of shared services will take place in an incremental way through agreement by each of the authorities

2.5 Accountability for services delivered through joint working between the parties shall remain with the authority with whom the statutory responsibility lies.

- 2.6 The parties agree that the Concordat previously agreed between them shall be superceded by the provisions of this Agreement.

3 Governance

- 3.1 The parties have established a Shared Services Board (“SSB”) comprising members from each authority.
- 3.2 The proposed terms of reference of the SSB are set out in Appendix 1 of this Agreement. They are subject to review by the SSB and then recommendation on to and the agreement of each authority.
- 3.3 For the avoidance of doubt the parties confirm that the SSB has no decision making powers.
- 3.4 The parties may amend the terms of reference of the SSB from time to time as the Strategic Alliance develops. Any such amendment shall be agreed by each authority, taking into account any recommendation from the SSB.
- 3.5 Each authority shall continue to have autonomy in decision making but shall take into account the views and recommendations of the SSB in considering any issue relating to the Strategic Alliance.
- 3.6 The SSB shall consider proposals for extending the scope of the shared services delivered jointly through the Strategic Alliance. The proposals shall be presented as a detailed Business Case which the SSB shall consider and recommend a way forward to each authority.

4. Term

- 4.1 This Agreement shall commence on 20 April 2010 and shall continue until terminated by either party in accordance with the provisions of Clause 9.2 of this Agreement or by mutual consent.
- 4.2 The parties confirm their commitment to the long term nature of the Strategic Alliance and recognise that withdrawal from the Alliance would create significant implications for service delivery and for staff.

5 Review

- 5.1 The parties shall review the operation of this Agreement by no later than 1 August each year to assess whether or not the arrangements contained in this Agreement continue to meet the

requirements of both parties and are delivering the Vision and Aims of the Strategic Alliance.

6 Staffing Arrangements

- 6.1 Bromsgrove and Redditch shall each place at the disposal of the other for the purposes of discharging Shared Services and any function of the authority the services of officers employed by that authority (“the Seconded Officers”).
- 6.2 Without prejudice to the generality of clause 6.1 Bromsgrove and Redditch shall place at the disposal of the other authority:
 - 6.2.1 Executive Directors;
 - 6.2.2 Directors;
 - 6.2.3 Heads of Service;
 - 6.2.4 Officers employed in Shared Services;
 - 6.2.5 Any other officers employed by Bromsgrove or Redditch who are required to provide services to the other authority.
- 6.3 Bromsgrove and Redditch acknowledge that any Seconded Officer placed at the disposal of the other authority will have been consulted beforehand on an individual basis in accordance with s113 of the Local Government Act 1972.
- 6.4 For superannuation purposes service rendered by an officer of one authority whose services are placed at the disposal of the other is service rendered to the authority by whom he is employed but any such officer shall be treated for the purposes of any enactment relating to the discharge of local authorities’ functions as an officer of the other local authority.
- 6.5 An officer whose services are placed at the disposal of the other authority shall be treated as an officer of the authority for the purposes of any enactment relating to the discharge of local authorities’ functions.
- 6.6 Nothing in this Agreement will be construed or have effect as construing any relationship of employer and employee between officers placed by their employing authority to the other authority and that other authority.
- 6.7 Where an officer is placed by his/her employing authority at the disposal of the other authority, such other authority shall not do anything that would breach the employment contract of that

Seconded Officer and shall have no authority to vary the terms of the employment contract of the Seconded Officer nor make any representations to such officer in relation to the terms of such employment contract.

- 6.8 The parties shall consult with each other as often as may be necessary in relation to the management of the Seconded Officers.
- 6.9 The parties will consult each other before proceeding to fill any staff vacancy where the vacant post might contribute to the delivery of shared services.
- 6.10 The employing authority of a Seconded Officer shall continue to manage, appraise and (if necessary) discipline the Seconded Officer during any period in which the Seconded Officer is placed at the disposal of the other authority.
- 6.11 The parties shall provide each other with such information and assistance as they may reasonably require in order to carry out their obligations in respect of the Seconded Officers.
- 6.12 The parties are committed to working together to seek to harmonise terms and conditions of all staff of Bromsgrove and Redditch as far as reasonably practicable (in accordance with good employment practices).

7 Cost of Shared Services

- 7.1 The parties are committed to the fundamental principles that any savings generated by the Strategic Alliance will be shared across the authorities on an equitable basis and that any costs associated with the Strategic Alliance and the delivery of shared services will be shared equally unless specifically agreed otherwise.
- 7.2 Without prejudice to clause 7.1 each Shared Service shall be funded by Bromsgrove and Redditch on an activity-based costing basis.
- 7.3 Each Business Case prepared in respect of an existing or proposed Shared Service shall specify the allocation of cost in accordance with an appropriate mechanism of cost sharing which will be specific to each business case and as agreed by both Councils on a case-by-case basis.
- 7.4 The parties will work together to ensure that the details of the full financial implications of the Strategic Alliance are available to

each authority in order that they can be fully taken into account in each authority's budget setting and review.

8 Insurance

- 8.1 The parties will each take out and maintain in full force with a reputable insurance company adequate employee liability insurance cover in respect of officers employed by the party and those seconded to it in accordance with this Agreement.

9 Conflicts

- 9.1 If any situation arises where there is a potential or actual conflict of interest or a perceived conflict of interest between Bromsgrove and Redditch, the shared Chief Executive shall:
- 9.1.1 Draw such conflict to the notice of the Executive Director with responsibility for Bromsgrove and the Executive Director with responsibility for Redditch in writing;
 - 9.1.2 Remove himself from all aspects of the decision-making process in relation to the situation;
 - 9.1.3 Provide the Executive Directors with such resources as they require to ensure that the interests of each authority are appropriately represented including taking independent professional advice or seeking independent third party support if appropriate; and
 - 9.1.4 Notify the Leaders of each Council and the Shared Services Board.
- 9.2 On receipt of notice under clause 9.1 each Executive Director shall immediately:
- 9.2.1 represent only the interests of the authority for which they have responsibility to the best of his or her ability;
 - 9.2.2 notify the Section 151 officer and the Monitoring Officer of the circumstances of the conflict;
 - 9.2.2 ensure that officers instructed to provide them with support are clearly informed that a conflict between the two authorities exists and are notified to which authority the Executive Director is reporting; and
 - 9.2.3 ensure that officers are not or might not be compromised in any way in performing their duties on behalf of either or both of the authorities;

- 9.3 If it becomes apparent to an Executive Director acting on receipt of a notice under clause 9.1 that the interests of the authority for which he or she has responsibility or the position of any officer supporting him or her will or might be compromised the Executive Director shall immediately make arrangements for independent professional advice or independent third party support.
- 9.4 The parties shall ensure that procedures and safeguards are in place to identify such conflicts at an early stage.
- 9.5 The parties shall keep a written record of any such conflicts which have been identified and how such conflicts have been resolved.

10 Dispute Resolution

- 10.1 Initially, if the parties are unable to agree a matter arising under the terms of this Agreement, such dispute shall be referred to the Executive Director with responsibility for Bromsgrove and the Executive Director with responsibility for Redditch with a view to resolution.
- 10.2 Should the dispute remain unresolved, the matter shall be referred to the Leaders of the two authorities with a view to resolution.
- 10.3 Should the dispute still remain unresolved, the parties shall seek to resolve it amicably by using an alternative dispute resolution procedure acceptable to them both before pursuing any other remedies available to them.
- 10.4 If any party fails or refuses to agree to or participate in the alternative dispute resolution procedure or the dispute is not resolved to the satisfaction of any party within 90 days after it has arisen, the dispute shall be referred to arbitration.
- 10.5 Such arbitration shall be undertaken by a single arbitrator to be agreed upon by the parties. In default of agreement, the arbitrator shall be appointed in accordance with a nomination from the President or any Vice-President for the time being of the Chartered Institute of Arbitrators. The arbitration shall be undertaken in accordance with the provisions of the Arbitration Act 1996 and the costs of the arbitration shall be shared equally between Bromsgrove and Redditch.

11 Termination and Exit Strategy

- 11.1 Neither authority may seek unilaterally to terminate or withdraw from the Strategic Alliance either in whole or in part during the

initial term i.e. until after 31 March 2013 (the expiry date of the current secondment agreement relating to the shared Chief Executive).

- 11.2 If either authority wishes to consider unilateral termination/withdrawal from the Strategic Alliance in whole or in part following the expiry of the initial term, it shall first raise its concerns and/or proposals at the SSB (or any successor joint forum or joint decision making body)
- 11.3 If either authority, following such discussion, then wishes to consider termination of the Strategic Alliance, it shall give at least two years' notice of such termination, to expire on 31 March in any year. For the avoidance of doubt this means that the earliest date an authority is able to give two years' notice of termination/withdrawal shall be 1 April 2013 and the earliest date any such notice shall take effect is 31 March 2015
- 11.4 Upon termination of this Agreement whether by mutual consent or through notice of termination in accordance with clause 11.3 or otherwise the parties shall agree an Exit Strategy to include determination of issues relating to:
 - 11.4.1 employment and redundancy;
 - 11.4.2 asset management;
 - 11.4.3 IT;
 - 11.4.4 documents and information compiled or acquired by the parties during the Term of the Agreement;
 - 11.4.5 any costs, expenses or other payments arising as a result of the termination of this Agreement, to be apportioned fairly and equitably taking into account all relevant circumstances.
- 11.5 If the parties are unable to agree an Exit Strategy the parties shall agree to appoint an independent arbitrator who shall prepare an Exit Strategy on behalf of both authorities and which both authorities shall implement.
- 11.6 In default of agreement, the arbitrator shall be appointed in accordance with a nomination from the President or any Vice-President for the time being of the Chartered Institute of Arbitrators and the costs of the arbitration shall be shared equally between Bromsgrove and Redditch, unless the Arbitrator decides otherwise.

- 11.7 The parties agree that the key principles in the preparation and implementation of any Exit Strategy shall be continuity of excellent service delivery and fair treatment of staff.

12 Variation and Waiver

- 12.1 No modification variation or amendment to this Agreement shall be effective unless agreed by the parties in writing.

13 Third Parties

- 13.1 It is agreed for the purposes of the Contract (Rights of Third Parties) Act 1999 that this Agreement is not intended to and does not give to any person who is not a party to this Agreement any rights to enforce any provisions contained in this Agreement.

14 Governing Law and Jurisdiction

- 14.1 This Agreement shall be governed by and construed in accordance with the law of England and Wales.

Signed etc

Appendix One

Terms of Reference of the Shared Services Board “SSB”¹

The SSB is a joint member forum comprising four members from Bromsgrove and four members from Redditch. Each authority will nominate its four members who may be Executive or Non-Executive members but who will include the Leader of each authority. The meeting venues will alternate between the two authorities' offices and the Leader of the host authority will chair each meeting.

The SSB is not a decision making body and for the avoidance of doubt it is not a Joint Committee of the two authorities.

Its meetings will not be formal meetings of the either authority although its meetings will be open to the public (except where confidential/exempt business has to be conducted in private) and a record of its discussions will be made available to all members of both authorities

The prime purpose of the SSB is to drive forward and oversee the Strategic Alliance between Bromsgrove and Redditch.

Its specific responsibilities are

- To review frequently (and at least on an annual basis as required by this Agreement) the operation of the Strategic Alliance between the authorities and the overall delivery of shared services by the authorities
- To make recommendations to each authority on the overall way forward for the Strategic Alliance
- To establish and monitor appropriate performance indicators for shared services provided under joint arrangements including financial and service delivery indicators
- To consider Business Cases setting out the detail of a proposed new area for the joint delivery of shared services including the service delivery, staffing, property, data sharing and costs implications of implementation
- To recommend the way forward in relation to individual Business Cases to each authority.

¹ These are draft terms of reference for consideration by the SSB and then for onward recommendation to each authority for adoption. They can be amended at any time if both authorities agree.

- To consider and address any concerns about the Strategic Alliance raised by each authority
- To ensure that members of each authority are regularly updated on the operation and progress of the Strategic Alliance.

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE****26th May 2010****ADVISORY PANELS, WORKING GROUPS, ETC - UPDATE REPORT**

Relevant Portfolio Holder	Corporate Management
Relevant Head of Service	Legal, Equalities and Democratic Services
Non-Key Decision	

1. SUMMARY OF PROPOSALS

To provide, for monitoring / management purposes, an update on the work of the Executive Committee's Advisory Panels, and similar bodies which report via the Executive Committee.

2. RECOMMENDATIONS

The Committee is asked to RESOLVE that

subject to Members' comments, the report be noted.

3. UPDATES**A. ADVISORY PANELS**

	<u>Meeting :</u>	<u>Lead Members / Officers :</u> (Executive Members shown <u>underlined</u>)	<u>Position :</u> (Oral updates to be provided at the meeting by Lead Members or Officers, if no written update is available.)
1.	Climate Change Advisory Panel (formerly Environment Advisory Panel)	Chair <u>Cllr B Clayton</u> / Guy Revans.	Last meeting - 9th March 2010.
2.	Community Safety Advisory Panel	Chair <u>Cllr Brunner</u> / Vice-Chair Cllr Banks Angie Heighway	Date to be arranged.

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE****26th May 2010**

3.	Economic Advisory Panel	Chair <u>Cllr MacMillan</u> John Staniland / Georgina Harris	Last meeting – 8th February 2010.
4.	Housing Advisory Panel	Chair <u>Cllr B Clayton</u> / Vice-Chair Cllr Pearce Jackie Smith	Last meeting – 17th November 2009.
5.	Leisure Contracts Advisory Panel	Chair <u>Cllr Anderson</u> / Vice-Chair Cllr MacMillan Ken Watkins / Kevin Cook	Last meeting – 1st February 2010.
6.	Customer Services Advisory Panel	Chair <u>Cllr Braley</u> Jackie Smith / Jane Smith	Last meeting – 10th December 2009.
7.	Planning Advisory Panel	Chair <u>Cllr MacMillan</u> / Vice-Chair Cllr Chalk John Staniland / Ruth Bamford	Last meeting – 12th May 2010;

B. OTHER MEETINGS

8.	Constitutional Review Working Party	Chair Cllr MacMillan / Vice Chair <u>Cllr Braley</u> Steve Skinner	Last meeting - 24th February 2010.
9.	Grants Panel	Chair Cllr Chance / Vice Chair <u>Cllr Braley</u> Angie Heighway	Next meeting – to be arranged.

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE****26th May 2010**

10.	Independent Remuneration Panel	Independent Members / Chair Mr Andrew Powell	Last meeting – 5th February 2010.
11.	Member Development Steering Group	Chair <u>Cllr MacMillan</u> / Vice-Chair Cllr Brunner Steve Skinner / Trish Buckley	Last meeting – 23rd March 2010
12.	Procurement Steering Group	Chair <u>Cllr Braley</u> / Vice-Chair Cllr Hall Sue Hanley	Last meeting – 18th January 2010.
13.	Church Hill District Centre – Members' Panel	Chair <u>Cllr B Clayton</u> Rob Kindon / Jim Prendergrast	Last meeting – 13th April 2010.

22. APPENDICES

None.

AUTHOR OF REPORT

Name: Ivor Westmore
E Mail: ivor.westmore@redditchbc.gov.uk
Tel: (01527) 64252 (Extn. 3269)

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

26th May 2010

ACTION MONITORING

Portfolio Holder(s) / Responsible Officer	Action requested	Status
13th January 2009		
Cllr Gandy / Executive Committee	Third Sector Task and Finish Group The Executive to consider the further work to be undertaken (detailed in recommendation 5) and come back with suggestions for further work in due course.	Awaiting further consideration by relevant Members.
27th January 2010		
Cllr Gandy / A Heighway	Single Equalities Scheme Members requested that a report/action plan be submitted to a future meeting of the Committee or Council detailing what the Council, as Community Leader, expected to receive in terms of education provision for the Borough and its children and young people.	
Cllr Braley / Property Services Manager / B Haycock	Easemore Road Site – Consultation with Tenants Officers undertook to carry out a basic check of all such Leases held by the Council by the end of the financial year.	
3rd February 2010		
Cllr Braley / T Kristunas	Initial Estimates 2010/11 Officers to write, in the first instance, to Worcestershire County Council highlighting the increasing pressure on the Council's budgets for staff pensions.	

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

26th May 2010

Cllr Braley / B Barr	Corporate Sickness Statistics Officers were asked to provide Councillor Hartnett with information regarding the SLA with Worcestershire County Council for the provision of Occupational Health services.	
M Braley / J Pickering	Quarterly Monitoring Of Formal Complaints And Compliments - Quarter 3, September To December 2009 Officers undertook to speak to Councillor Shurmer following the meeting in respect of problems concerning the disabled blue badge scheme about which he had been notified by a number of residents.	
<u>Note:</u>	<i>No further debate should be held on the above matters or substantive decisions taken, without further report OR unless urgency requirements are met.</i>	Report period: 13/01/09 to 31/3/10