

# Executive Committee

Wed 28th July  
2010  
7.00 pm

Council Chamber  
Town Hall  
Redditch



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

# Access to Information - Your Rights

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Your main rights are set out below:-

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

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

**Town Hall, Walter Stranz Square, Redditch, B98 8AH  
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e.mail: [ivor.westmore@redditchbc.gov.uk](mailto:ivor.westmore@redditchbc.gov.uk) Minicom: 595528**

# Welcome to today's meeting.

## Guidance for the Public

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### **Agenda Papers**

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

### **Chair**

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

### **Running Order**

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

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

### **Decisions**

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

### **Members of the Public**

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

### **Special Arrangements**

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

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

### **Further Information**

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

### **Fire/ Emergency instructions**

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

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

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

**Do Not use lifts.**

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

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

# Declaration of Interests: Guidance for Councillors

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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

28th July 2010

7.00 pm

## Committee

Council Chamber, Town Hall

### Agenda

#### Membership:

Cllrs: Carole Gandy (Chair) Brandon Clayton  
 Michael Braley (Vice-Chair) Malcolm Hall  
 Peter Anderson Jinny Pearce  
 Juliet Brunner Debbie Taylor  
 Greg Chance

<p><b>1. Apologies</b></p>	<p>To receive the apologies of any Member who is unable to attend this meeting.</p>
<p><b>2. Declarations of Interest</b></p>	<p>To invite Councillors to declare any interests they may have in items on the agenda.</p>
<p><b>3. Leader's Announcements</b></p>	<p>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; and</p> <p>2 any other relevant announcements.</p> <p>(Oral report)</p>
<p><b>4. Minutes</b>                  (Pages 1 - 12)                  Chief Executive</p>	<p>To confirm as a correct record the minutes of the meeting of the Executive Committee held on the 16th June 2010.</p> <p>(Minutes attached)</p>
<p><b>5. Deputation - REDI</b></p>	<p>To receive a deputation from users concerned about the potential closure of the REDI Centre.</p> <p><b>All Wards</b></p>
<p><b>6. REDI Centre Options</b>                  Head of Leisure and Cultural Services</p>	<p>To consider an update on the options for the future of REDI Centre.</p> <p>(Report to follow)</p> <p><b>(Central Ward)</b></p>

# Executive

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<p><b>7. Council Plan 2010 / 2013</b> (Pages 13 - 58)  Director of Policy, Performance and Partnerships</p>	<p>To consider the adoption of the Council Plan 2010 to 2013 incorporating the vision, values, priorities, the strategic action plan and key performance indicators.</p> <p>(Report attached)</p> <p><b>All Wards</b></p>
<p><b>8. Review of Redditch Borough Council's Sheltered Housing Stock further to Community Consultation</b> (Pages 59 - 74)  Head of Housing</p>	<p>To consider proposals further to a review of Redditch Borough Council's Sheltered Housing Stock. To seek approval for proposed revised categories, funding of improvement works and other costs and to provide Members with an update on the action plan.</p> <p>(Report attached – Appendices available in Members' Rooms and via the Council's Website)</p> <p><b>All Wards</b></p>
<p><b>9. Capital Programme Outturn 2009/10</b> (Pages 75 - 84)  Head of Finance and Resources</p>	<p>To consider the Capital Programme Outturn 2009/10.</p> <p>(Report attached)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>10. Write Off Policy Update</b> (Pages 85 - 104)  Head of Finance and Resources</p>	<p>To consider an update to the Council's Write Off Policy.</p> <p>(Report attached)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>11. Overview and Scrutiny Committee</b> (Pages 105 - 120)  Chief Executive</p>	<p>To receive the minutes of the meeting of the Overview and Scrutiny Committee held on 23rd June 2010.</p> <p>There are no recommendations to consider.</p> <p>(Minutes attached)</p>
<p><b>12. Minutes / Referrals - Overview and Scrutiny Committee, Executive Panels, Neighbourhood Groups etc.</b>  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>

# Executive

Committee

28th July 2010

<p><b>13. Shared Services Board</b> (Pages 121 - 126) Chief Executive</p>	<p>To consider the minutes arising from the most recent meeting of the Shared Services Board held on 24th June 2010.</p> <p>(The minutes of this meeting are NOT FOR PUBLICATION as they relate to contemplated consultations or negotiations in connection with labour relation matters arising between the authority and employees of the authority.)</p> <p>(Minutes attached)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>14. Advisory Panels - update report</b> (Pages 127 - 130) 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><b>15. Action Monitoring</b> (Pages 131 - 134) Chief Executive</p>	<p>To consider an update on the actions arising from previous meetings of the Committee.</p> <p>(Report attached)</p>
<p><b>16. Urgent Business - Record of Decisions</b></p>	<p>To note the following decision taken in accordance with SO36 since the last meeting of the Executive Committee:</p> <p><u>Invalid Planning Applications – Introduction of Administration Fee</u> (Development Control Manager)(Decision Reference 483)</p> <p>The case for urgency - normally the opportunity for introducing new charges is associated with the review that occurs for the start of each financial year. However in this case it is recommended that the charging begin on 1st October 2010, half way through the current financial year, in order to maximise revenue but still provide a reasonable time period to advise the public of the changes. In order to start on 1st October, Officers need to consult for 6 weeks from early August.</p> <p><b>It was therefore RESOLVED that,</b></p> <p><b>with effect from 1<sup>st</sup> October 2010, 25% of the planning application fee received be withheld to cover the administration costs associated with an application that is not proceeded with.</b></p>

# Executive

Committee

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	(No separate report)
<b>17. Exclusion of the Public</b>	<p>If, in the opinion of the Chief Executive, it is necessary to consider excluding the public from the meeting in relation to any items of business on the grounds that exempt information is likely to be divulged, it may be necessary to move the following resolution:</p> <p><b>“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 (<i>to be specified</i>) of Part 1 of Schedule 12 (A) of the said Act, as amended.”</b></p>
<b>18. Confidential Minutes / Referrals (if any)</b>	<p>To consider confidential matters not dealt with earlier in the evening and not separately listed below (if any).</p>





## Executive

### Committee

16th June 2010

## MINUTES

#### Present:

Councillor Carole Gandy (Chair), Councillor Michael Braley (Vice-Chair) and Councillors Peter Anderson, Greg Chance, Brandon Clayton, Malcolm Hall and Debbie Taylor

#### Also Present:

Councillors Brenda Quinney and Roger Hill  
Michael Collins (Vice-Chair, Standards Committee)

#### Officers:

R Bamford, H Bennett, K Cook, K Dicks, C Felton, J Godwin, H Halls, S Hanley, G Lavery, J Pickering, G Revans, D Taylor, L Williams and M Williams

#### Committee Services Officer:

D Sunman

#### 20. APOLOGIES

There were no apologies for absence.

#### 21. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 22. 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:

- Shopmobility – Business Case Review

The Chair also advised that the following items of business, scheduled on the Forward Plan to be dealt with at this meeting, had been removed from the Forward Plan:

- Redditch Borough Council Logo

.....  
Chair

- Core Strategy

The Chair also advised that she had accepted the following matter as urgent business:

Item 19 – REDI Centre – Options

**23. MINUTES**

**RESOLVED that**

**the minutes of the meeting of the Committee held on 26th May 2010 be confirmed as a correct record and signed by the Chair.**

**24. QUARTERLY PERFORMANCE MONITORING - QUARTER 4 - JANUARY TO MARCH 2010**

The Committee received a report on the Council's performance for quarter 4 of the 2009/10 financial year.

Officers reported that data had been provided for 59 indicators for the quarter. Of these, 35 had improved in performance and 15 had declined. In addition 9 indicators had remained static but 6 of these were already at optimum performance and, therefore, no improvement was possible.

Members were informed that data from external sources had not been received for a further 12 indicators and that the time lag for receipt of such data could be up to 12 months. The performance indicator set for 2010/11 had been revised to exclude these long term indicators. However, they would be included in the Sustainable Community Strategy for future reporting.

Members noted the improvements in performance for the quarter.

Officers undertook to provide Councillor Chance with additional information on the percentage of Council Tax collected by the Authority in the year (BV009) and One Stop Shop: customer satisfaction (WMO 003) and all members of the Executive Committee with information relating to adult participation in sport and active recreation (NI008) both countywide and nationally.

**RESOLVED that**

**the update on key performance indicators for the period ending March 2010 be noted.**

**25. QUARTERLY BUDGET MONITORING - QUARTER 4 - JANUARY TO MARCH 2010**

The Committee considered a report which showed the Council's financial outturn for the 2009/10 financial year.

Members were informed that the report showed the actual income and expenditure for the 2009/10 financial year compared to the budgets for General Fund Services and the Housing Revenue Account.

Officers undertook to provide Councillor Chance with additional information regarding Item 8 Debit; and all members of the Executive Committee a breakdown of amounts held in specific reserves from public donations.

**RESOLVED that**

**the report be noted.**

**26. QUARTERLY MONITORING OF THE BENEFITS SERVICE IMPROVEMENT PLAN - QUARTER 4 - JANUARY TO MARCH 2010**

The Committee considered a report on the performance of the Benefits Service during quarter 4 of the 2009/10 financial year together with an update on progress against the Benefits Service Improvement Plan.

Officers reported that work was ongoing to progress the aims of the Improvement Plan in partnership with the Performance Development Team (PDT) from the Department of Work and Pensions. In particular the main areas to be improved were the management and collection of overpaid Housing Benefit, adopting a Take-Up Strategy, accessibility of the service and setting challenging service standards and performance targets.

Members were informed that the overpayment recovery process had been mapped and an Overpayments Officer appointed. Officers reported that overpayments amounting to £116,139 had been recovered during the quarter.

A Take-Up Strategy had been created that would help local people maximise their income. Consultation had taken place with stakeholders including Job Centre Plus, Age UK and the Citizens Advice Bureau and the strategy would be promoted through a variety of scheduled events and activities. Services users had been asked for their views on all aspects of service provision and closer

working relationships were being sought with voluntary and community organisations.

**RESOLVED that**

**the report be noted.**

**27. QUARTERLY MONITORING OF FORMAL COMPLAINTS AND COMPLIMENTS - QUARTER 4 - JANUARY TO MARCH 2010**

Members considered a report which provided them with an overview of the Council's Formal Complaints Procedure for quarter 4 of the 2009/10 financial year including the number of complaints at each stage of the procedure.

Officers reported on the number of compliments recorded during the period and also gave details of Ombudsman Enquiry response times and outcomes.

**RESOLVED that**

**the report on complaints and compliments for the period January to March 2010 be noted.**

**28. PETITION SCHEME**

The Committee received a report regarding the adoption of a Petition Scheme as required under the Local Democracy, Economic Development and Construction Act 2009.

Members were informed that the rationale behind the reduction in the number of signatures on a petition to trigger a debate at full Council was to enable residents of the Parish of Feckenham to petition the Council.

**RECOMMENDED that**

- 1) the draft Petition Scheme in respect of non-executive functions be approved, as reported to the meeting, subject to an amendment to reduce the number of signatures required for a debate at full Council to 650; and that the number of signatures required to call a Senior Officer to account at a meeting of the Overview and Scrutiny Committee be amended to 200;**
- 2) the Head of Legal, Equalities and Democratic Services be designated as the Petitions Officer and instructed to report annually to Council on the operation of the Scheme;**

- 3) **the Monitoring Officer be instructed to incorporate the Petition Scheme in the Council's Constitution and make consequential amendments; and**

**RESOLVE that**

- 4) **the draft Petition Scheme in respect of executive functions be approved; and**
- 5) **a further report be submitted to the Committee in due course in respect of on-line petitions.**

**29. WORCESTERSHIRE PARTNERSHIP - TERMS OF ENGAGEMENT**

Members considered a protocol that had been agreed by all members of the Worcestershire Partnership with regard to future budget decisions.

The Chief Executive reported that significant reductions in public sector funding were anticipated in the future.

Members were informed that a protocol had been developed which sought to ensure that all Partners take a more joined up approach to budget decisions and their potential impact on communities.

**RECOMMENDED that**

**the protocol be endorsed, as reported, subject to an amendment to paragraph 6 as follows:**

*'Engage with businesses and the third sector where appropriate and jointly consult stakeholders, including the public, before major decisions are made.'*

**30. CHURCH HILL - REDEVELOPMENT PROJECT**

[During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to exclude the press and public prior to any debate on the grounds that information would be revealed relating to the financial or business affairs of any particular person (including the authority holding that information).]

**31. BUSINESS CENTRE REVIEW**

The Committee received a report on the performance of the business centres administered by the Council, which also clarified their role and purpose.

Members were informed that the report circulated to this Committee had included all amendments suggested following pre scrutiny by the Overview and Scrutiny Committee on 2nd June 2010 and outlined in the referral from that Committee.

**RESOLVED that**

- 1) the Borough Council continue to own / lease and manage all three business centres;**
- 2) the aim of the business centres be to provide accommodation and support to as many businesses as possible, having a mixture of maturities, that realises the Borough Council's wider objectives to boost enterprise and employment across the Borough as a whole (the business centres should be viewed as an economic development asset, contributing to the process of creating and supporting a prosperous community);**
- 3) in the first instance, Officers be instructed to improve occupancy and business support, with regard to helping start, grow, retain and attract businesses (Appendix 5 to the report outlines the matters which Officers shall consider in this respect);**
- 4) Officers be instructed to investigate how the business centres' expenditure can be reduced and income better maximised (Appendix 5 outlines the matters which Officers shall consider in this respect);**
- 5) the recommendations be reviewed in three years, as key factors may have changed in that time – or earlier if urgent matters arise which need examining or changing;**

**RECOMMENDED that**

- 6) further authority be delegated to the Head of Planning & Regeneration, Business Centres Manager, or Economic Development Manager, in consultation with the relevant Portfolio Holder, so that occupancy and performance can be improved, as detailed in Appendix 6 to the report.**

**32. OVERVIEW AND SCRUTINY COMMITTEE**

**RESOLVED that**

**the minutes of the meeting of the Overview and Scrutiny Committee held on 28th April 2010 be noted.**

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

There were no minutes or referrals under this item.

**34. ADVISORY PANELS - UPDATE REPORT**

In relation to the Independent Remuneration Panel, the Chair informed Members that a report on a proposal for a joint Worcestershire Panel was being prepared for submission to the next full Council meeting.

**RESOLVED that**

**the report be noted.**

**35. ACTION MONITORING**

**RESOLVED that**

**the report be noted.**

**36. EXCLUSION OF THE PUBLIC**

**RESOLVED that**

**under S.100 I of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matter(s) on the grounds that it/they involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs 3 of Part 1 of Schedule 12 (A) of the said Act, as amended.**

**Church Hill District Centre – Redevelopment Report (as detailed at Minute 30 below); and**

**37. REDI Centre – Options update (as detailed at Minute 38 below)  
CONFIDENTIAL MINUTES / REFERRALS (IF ANY)**

There were no confidential minutes of referrals.

# Executive Committee

16th June 2010

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**38. REDI CENTRE - OPTIONS**

[During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. Councillor Chance queried the reason that the item had been designated as confidential and was advised that it contained information relating to the financial or business affairs of particular persons / organisations, disclosure of which was not in the public's or the Council's best interest. It was therefore agreed to exclude the press and public prior to any debate.]

The Meeting commenced at 7.00 pm  
and closed at 9.05 pm

.....  
Chair



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

Document is Restricted



**REDDITCH BOROUGH COUNCIL****EXECUTIVE**

28th July 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**

**The 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**

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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**

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**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.

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**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
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	N/a

**REDDITCH BOROUGH COUNCIL**

**EXECUTIVE**

**28th July 2010**

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**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](mailto:h.bennett@bromsgrove.gov.uk)  
Tel: (01527) 881400





# Council Plan 2010-13



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



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

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## 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).

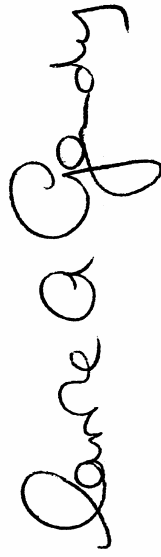
Continuing the building analogy, we have much to look forward to as a Council over the next three years. In fact one of our major projects is the transformation of Abbey Stadium, one of our four leisure centres, to incorporate a state-of-the-art swimming pool and revamped leisure offering from 2012 - 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 21<sup>st</sup> 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’, we have entered 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.



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.



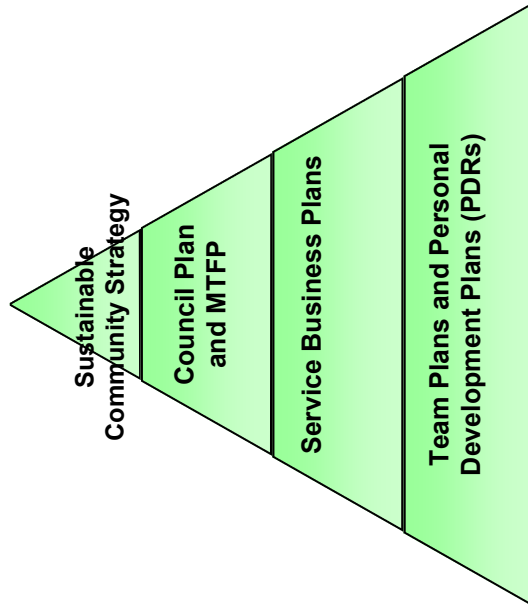
A handwritten signature in blue ink, which appears to read 'K. Dicks'. The signature is written in a cursive style and is positioned to the left of the portrait photo.

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.



## 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.

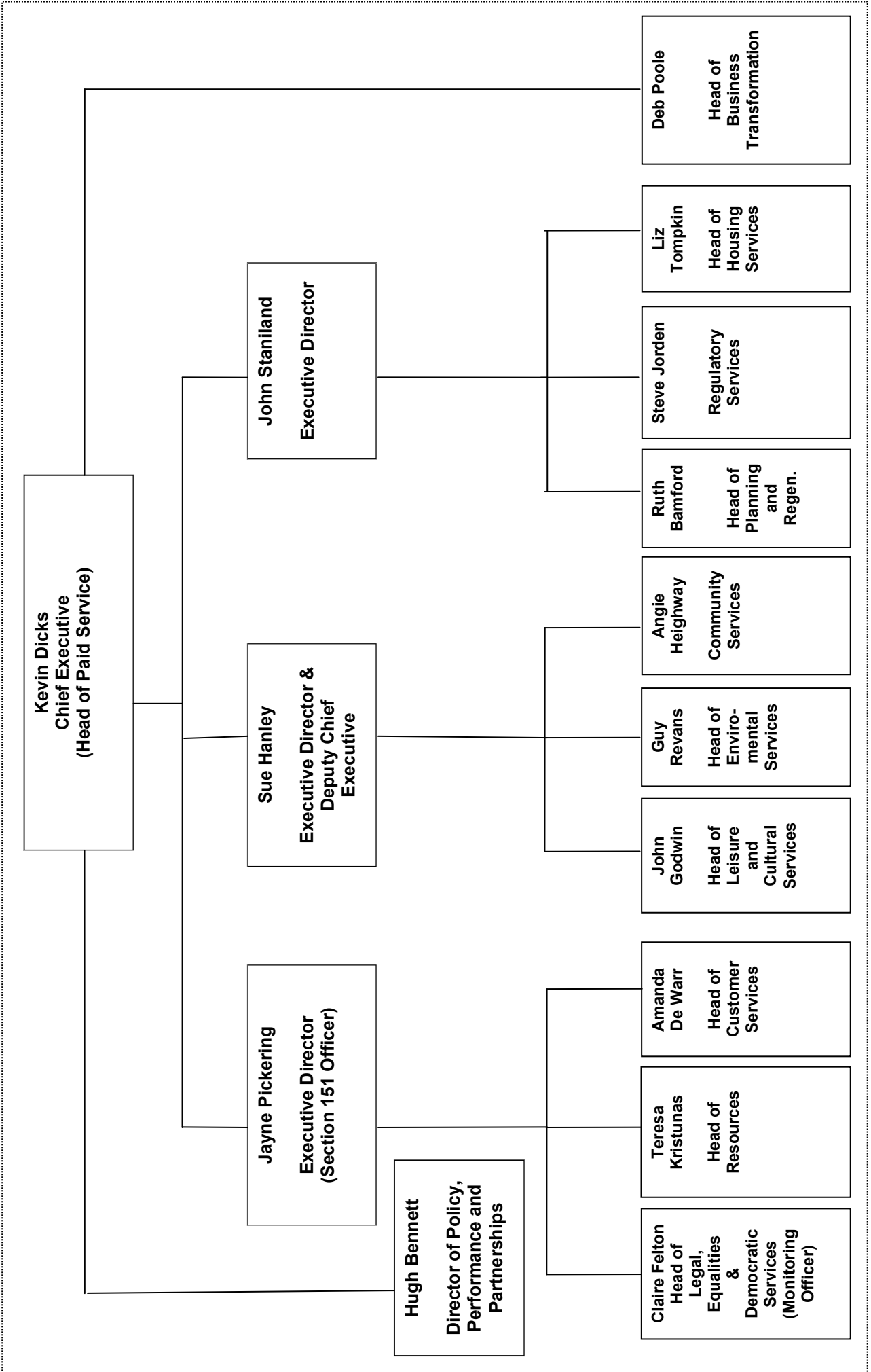
Portfolio Holders are appointed annually by the Council and between them cover all areas of the Council’s work and responsibility. “Portfolio” indicates a specified area of responsibility allotted by formal resolution, for the purposes listed below:

- 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 inc. Voluntary Sector** – Cllr Carole Gandy  
This portfolio covers the Council’s relationships with other partners and stakeholders, both locally within the County, regionally and nationally.
- **Community Safety & Regulatory Services** – Cllr Juliet Brunner  
This portfolio covers the areas of Crime & Disorder, Safer Communities and the Licensing function.
- **Corporate Management** – Cllr Michael Braley  
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** – Cllr Brandon Clayton  
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 Tourism** – Cllr Peter Anderson  
This portfolio covers Culture and Recreation, Community Training, Education, Learning and Skills, the Voluntary Sector and Children’s Centres.
- **Planning, Economic Development and Transport** – Cllr Jinny Pearce  
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**  
Providing appropriate and effective services that achieve value for money.
- **Modernisation**  
Engaging 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; and
- 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 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](http://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

## Comprehensive Area Assessment

In December 2009 the Comprehensive Area Assessment (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 their 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.

The new Coalition Government has subsequently abolished CAA; however, the work of the Redditch Partnership on the “red flag” issues continues as the issues are still there, “red flag” or no “red flag”.

## 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](http://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.



<b>PRIORITY AREA:</b> <b>Enterprising Community (EC)</b>	<p><b>Key Deliverables:</b></p> <ul style="list-style-type: none"> <li>Improving educational attainment, improving our children's aspirations and reducing health inequalities.</li> <li>Better utilisation of our Council housing stock.</li> <li>Supporting long term economic growth.</li> <li>Supporting existing Redditch businesses.</li> <li>First class leisure facilities.</li> <li>Supporting a prosperous town centre.</li> <li>Council's grant policy</li> </ul>
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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			
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>		
<ul style="list-style-type: none"> <li>Development of a new Sustainable Community Strategy with a focus on addressing the "red flag" issues.</li> </ul>			31 March 2011	Support from the Improvement and Development Agency.		
				<b>Lead Officer</b>		
				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"> <li>NI 156 No. of households living in temporary accommodation</li> </ul>	15	15	15

Key Actions	Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> <li>Housing Quality Network Assessment and Joint Benefits / Housing Audit Commission Inspection</li> </ul>	31 May 2010 01 October 2010		John Staniland
<ul style="list-style-type: none"> <li>Resolution of long term financing of Housing Service.</li> </ul>	31 March 2011		John Staniland
<ul style="list-style-type: none"> <li>Development of Tenant Involvement Strategy</li> </ul>	31 August 201		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"> <li>NI151 – overall employment rate (working age)</li> <li>NI152 – Working age people on out of work benefits</li> <li>NI153 – Working age people claiming out of work benefits in the worst performing neighbourhoods</li> <li>NI171 – New business registration rate</li> <li>NI172 - % of small businesses in an area showing employment growth</li> </ul>	Maintain at or above Great Britain average Maintain at or below Great Britain average Maintain at or below Great Britain average Maintain at or above Great Britain average Maintain at or above Great Britain average Maintain at or above Great Britain average Maintain at or above Great Britain average	Maintain at or above Great Britain average Maintain at or below Great Britain average Maintain at or below Great Britain average Maintain at or above Great Britain average Maintain at or above Great Britain average Maintain at or above Great Britain average Maintain at or above Great Britain average	Maintain at or above Great Britain average Maintain at or below Great Britain average Maintain at or below Great Britain average Maintain at or above Great Britain average Maintain at or above Great Britain average Maintain at or above Great Britain average Maintain at or above Great Britain average

Key Actions	Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> <li>North Worcestershire Economic Development Strategy proposals approved.</li> </ul>	September 2012		John Staniland
<ul style="list-style-type: none"> <li>Ensure an adequate supply of land for economic growth</li> </ul>	2012 (dependent on new planning regime)		John Staniland

Key Deliverable: EC4	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Supporting existing Redditch businesses	✓	✓	<ul style="list-style-type: none"> <li><b>NI151</b> – overall employment rate (working age)</li> <li><b>NI152</b> – Working age people on out of work benefits</li> <li><b>NI153</b> – Working age people claiming out of work benefits in the worst performing neighbourhoods</li> <li><b>NI171</b> – New business registration rate</li> <li><b>NI172</b> - % of small businesses in an area showing employment growth</li> </ul>	<p>Maintain at or above Great Britain average</p> <p>Maintain at or below Great Britain average</p> <p>Maintain at or below Great Britain average</p> <p>Maintain at or above Great Britain average</p> <p>Maintain at or above Great Britain average</p> <p>Maintain at or above Great Britain average</p>	<p>Maintain at or above Great Britain average</p> <p>Maintain at or below Great Britain average</p> <p>Maintain at or below Great Britain average</p> <p>Maintain at or above Great Britain average</p> <p>Maintain at or above Great Britain average</p> <p>Maintain at or above Great Britain average</p>	<p>Maintain at or above Great Britain average</p> <p>Maintain at or below Great Britain average</p> <p>Maintain at or below Great Britain average</p> <p>Maintain at or above Great Britain average</p> <p>Maintain at or above Great Britain average</p> <p>Maintain at or above Great Britain average</p>

Key Actions	Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> <li>Minimum of 3 business events per year.</li> </ul>	31 March 2011 (and annually thereafter)		John Staniland
<ul style="list-style-type: none"> <li>Review operation of business centres.</li> </ul>	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	Positive Trend	Positive Trend	Positive Trend
Key Actions	Timescales	Resources additional to base budget	Lead Officer			
<ul style="list-style-type: none"> <li>Delivery of project plan for opening of stadium.</li> </ul>	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"> <li>Annual review of Town Centre Strategy action plan</li> <li>Completion of existing public realm studies and development of programme of work.</li> </ul>	31 March 2011 31 March 2011		John Staniland John Staniland			

• Redevelop Church Hill district centre.		March 2013	Capital Programme	John Staniland		
<b>Key Deliverable EC7</b>	<b>Key Impacts</b>		<b>Key Performance Indicators</b>	<b>Target 2010/11</b>	<b>Target 2011/12</b>	<b>Target 2012/13</b>
	<b>Community Strategy</b>	<b>Local Area Agreement</b>				
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.	Positive Trend Positive Trend	Positive Trend Positive Trend	Positive Trend Positive Trend
<b>Key Actions</b>		<b>Timescales</b>	<b>Resources additional to base budget</b>	<b>Lead Officer</b>		
• 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		

<b>PRIORITY AREA: Safe (S)</b>	<b>Key Deliverables:</b> <ul style="list-style-type: none"> <li>• Reducing actual crime levels.</li> <li>• Addressing perceptions of crime.</li> <li>• Reducing re-offending.</li> <li>• Developing community cohesion.</li> <li>• Reducing anti-social behaviour.</li> <li>• Managing the night time economy.</li> </ul>	
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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)	✓	✓	Total Crime (09/10 baseline 3,459 crimes)	Downward Trend	Downward Trend	Downward Trend
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>		
<ul style="list-style-type: none"> <li>• Revise and update Community Safety Partnership Plan.</li> </ul>			By 31 <sup>st</sup> March 2011	<b>Lead Officer</b>		
					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	✓	✓	<b>NI17</b> Perceptions of anti-social behaviour. <b>NI21</b> Dealing with local concerns about anti social behaviour. <b>NI27</b> Understanding of local concerns about anti-social behaviour	Positive Trend	Positive Trend	Positive Trend
				Positive Trend	Positive Trend	Positive Trend
				Positive Trend	Positive Trend	Positive Trend

Key Actions		Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> <li>Develop a community safety communications strategy action plan.</li> <li>Improve security in the Winyates Estate</li> </ul>		31 <sup>st</sup> March 2011	£32,000 Area Based Grant	Sue Hanley
		31 <sup>st</sup> March 2013	£500,000 LAA Reward Grant	Sue Hanley
Key Deliverable S4		Key Performance Indicators		
Developing community cohesion	Community Strategy	Local Area Agreement	Target 2010/11	Target 2011/12
	✓	✓	Positive Trend	Positive Trend
Key Actions		Resources additional to base budget		
<ul style="list-style-type: none"> <li>County Council to deliver Community Cohesion Strategy with Borough dimension.</li> </ul>		By 31 <sup>st</sup> March 2011		Sue Hanley
Key Deliverable S5		Key Performance Indicators		
To reduce anti-social behaviour	Community Strategy	Local Area Agreement	Target 2010/11	Target 2011/12
	✓	✓	Positive Trend	Positive Trend
			Positive Trend	Positive Trend
			Positive Trend	Positive Trend

Key Actions	Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> <li>Develop and implement an Anti-Social Behaviour Strategy working in partnership with all stakeholders (statutory plan).</li> </ul>	By 31 <sup>st</sup> March 2011		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)	Downward Trend	Downward Trend	Downward Trend
Key Actions	Timescales		Resources additional to base budget	Lead Officer		
<ul style="list-style-type: none"> <li>Licensing audits.</li> <li>Licensing policy review.</li> </ul>	On-going			John Staniland		
	31 March 2011			John Staniland		



<p><b>PRIORITY AREA:</b> <b>Clean and Green (CG)</b></p>	<p><b>Key Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Community Events</li> <li>• Countryside Centre.</li> <li>• Waste Recycling and Reduction.</li> <li>• Climate Change.</li> <li>• Landscaping.</li> <li>• Detritus.</li> </ul>
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Key Objective CG1	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Community Events	✓		Numbers attending	43,248	44,112	44,995
<b>Key Actions</b>	Resources additional to base budget		<b>Timescales</b>	<b>Lead Officer</b>		
<ul style="list-style-type: none"> <li>• Development of Morton Stanley festival project plan to include confirmation of acts, confirmation of licenses and infrastructure health and safety agreed.</li> </ul>			August each year.	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.	341,726	348,560	355,531
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>		
<ul style="list-style-type: none"> <li>Report to Executive on Countryside Centre.</li> <li>Procurement exercise to facilitate an alternative provider.</li> </ul>			Sept 2010 March 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	✓	✓	<b>NI 191</b> – Residual household waste per household <b>NI 192</b> - %of household waste sent for reuse/ recycling/ composting	<575kg >29.4%	<10/11 outturn >10/11 outturn	<11/12 outturn >11/12 outturn
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>		
<ul style="list-style-type: none"> <li>Delivery of waste minimisation campaign.</li> <li>Roll out of garden waste scheme.</li> <li>Develop service standards, bin sizes and focus on reducing road sweeper detritus.</li> </ul>			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><b>NI 185</b> – CO<sub>2</sub> reduction from Local Authority operations</p> <p><b>NI 186</b> – Per capita reduction in CO<sub>2</sub> emissions in the Local Authority area</p> <p><b>NI 188</b> – Planning to adapt to climate change</p>	2% (based on 08/09 baseline)	4% (based on 08/09 baseline)	6% (based on 08/09 baseline)
				9% reduction on 2005 baseline.	Target to be set by County Council.	Target to be set by County Council.
				Level 2	Level 2	Level 3
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>		
<ul style="list-style-type: none"> <li>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</li> </ul>			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.	Positive Trend	Positive Trend	Positive Trend
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>		
<ul style="list-style-type: none"> <li>Britain in Bloom.</li> </ul>			June 2010	Sue Hanley		

<ul style="list-style-type: none"> <li>Green Flag awards (x3).</li> <li>Re-measure landscape (audit) and refine service.</li> </ul>	July 2010	Sue Hanley
	September 2010	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><b>NI 195(a)</b> - Improved street and environmental cleanliness - levels of litter</p> <p><b>NI 195(b)</b> - Improved street and environmental cleanliness - levels of detritus</p> <p><b>NI 195(c)</b> - Improved street and environmental cleanliness – levels of graffiti</p> <p><b>NI 195(d)</b> - Improved street and environmental cleanliness – levels of fly-posting</p> <p><b>NI 196</b> – Improved street and environmental cleanliness – fly-tipping</p>	6%	6%	6%
				25%	24%	24%
				2%	2%	2%
				0	0	0
				1	1	1
Key Actions	Timescales		Resources additional to base budget	Lead Officer		
<ul style="list-style-type: none"> <li>LAA project working with the County Council.</li> <li>Complete review of sweeper schedules.</li> <li>Fly tipping project (Environmental Services and Housing).</li> </ul>						Sue Hanley
						Sue Hanley
						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.

<b>WELL MANAGED ORGANISATION</b>	<p><b>Key Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Managing Finances.</li> <li>• Governing the Business.</li> <li>• Managing Resources.</li> <li>• Managing Performance.</li> <li>• Customer Processes.</li> <li>• Political Governance.</li> <li>• Shared Services.</li> <li>• Worcestershire Enhanced Two Tier (WETT).</li> <li>• Strategic Planning.</li> <li>• Learning and Development.</li> <li>• HR Modernisation.</li> <li>• Positive Employee Climate.</li> </ul>	
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Key Objective WM1	Key Impacts		Key Performance Indicators	Target 2010/11	Target 2011/12	Target 2012/13
	Community Strategy	Local Area Agreement				
Managing Finances - To achieve year on year improvement in our level of Use of Resources judgement score		✓	<ul style="list-style-type: none"> <li>• Use of Resources score for Managing Finances</li> </ul>			Minimum score of 3 for each element
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>		<b>Lead Officer</b>
<ul style="list-style-type: none"> <li>• Integrated financial and performance reporting.</li> <li>• Budgets aligned to priorities through annual Executive/CMT away day and financial/service planning timetable.</li> <li>• Budget consultation, in particular, budget jury and on-line consultation.</li> </ul>			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"> <li>Use of Resources score for Managing Finances</li> </ul>			Minimum score of 3 for each element
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>	<b>Lead Officer</b>	
<ul style="list-style-type: none"> <li>Delivery of cashable savings from procurement plan.</li> <li>Review of departmental risk registers.</li> </ul>			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"> <li>Use of Resources score for Managing Finances</li> </ul>			Minimum score of 3 for each element
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>	<b>Lead Officer</b>	
<ul style="list-style-type: none"> <li>Update asset management plan and dispose/retain assets as per Council's priorities.</li> <li>Reduce CO2 emissions as per Clean and Green priority.</li> </ul>			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"> <li>Use of Resources score for Managing Finances</li> </ul>			Minimum score of 3 for each element
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>	<b>Lead Officer</b>	
<ul style="list-style-type: none"> <li>Develop data quality strategy action plan and review annually.</li> <li>Develop corporate project management methodology.</li> <li>Develop VFM measures to track efficiency gains.</li> </ul>			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"> <li>Local Government Equalities Standard</li> </ul>	2	2	3
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>	<b>Lead Officer</b>	
<ul style="list-style-type: none"> <li>Undertake Customer Service Excellence accreditation.</li> <li>Develop community engagement strategy.</li> <li>Undertake equalities peer assessment.</li> </ul>			March 2013 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	Positive Trend (2008 baseline)	Positive Trend	Positive Trend
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>		
• 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.			
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>		
• Recruit transformation team.			Aug 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.			
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>		
• 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		✓				
<b>Key Actions</b>			<b>Resources additional to base budget</b>	<b>Lead Officer</b>		
<ul style="list-style-type: none"> <li>Maintain and deliver the spatial planning function..</li> </ul>			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"> <li>Investors in People accreditation</li> </ul>			April 2013
<b>Key Actions</b>			<b>Resources additional to base budget</b>	<b>Lead Officer</b>		
<ul style="list-style-type: none"> <li>Develop corporate workforce plan.</li> <li>Develop Investors in People Action Plan.</li> </ul>			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		✓				
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>		
• 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			
<b>Key Actions</b>			<b>Timescales</b>	<b>Resources additional to base budget</b>		
• 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 population<sup>1</sup>, 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 Borough 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.<sup>2</sup>



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

<sup>2</sup> 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](http://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](http://www.redditchbc.gov.uk).

To find out more about what the Borough Council does, visit our website at [www.redditchbc.gov.uk](http://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](mailto:policy.team@redditchbc.gov.uk)





**REDDITCH BOROUGH COUNCIL****EXECUTIVE  
COMMITTEE**28<sup>th</sup> July 2010**Review of Redditch Borough Council's Sheltered Housing Stock further to  
Community Consultation**

Relevant Portfolio Holder	Cllr Brandon Clayton
Relevant Head of Service	Liz Tompkin
Key Decision	

**1. SUMMARY OF PROPOSALS**

This report is brought to you further to the decision of the Executive Committee on 26th August 2009 to approve the Council's Older Persons Housing and Support Strategy and its Action Plan subject to community consultation. That consultation has now been carried out (see Consultation Statistics, Appendix 1) and the Committee is asked to approve the proposed revised categories following the Review of Redditch Borough Council's Sheltered Housing as attached (see Proposed Revised Categories, Appendix 2). The draft action plan has been updated based on progress made and is attached for approval (see Draft Action Plan, Appendix 3).

**2. RECOMMENDATIONS**

The Committee is asked to **RECOMMEND** that

- 1) **the preferred options, as determined by Members, from those detailed in Appendix 2, Section 6.1 and 6.2 be approved;**
- 2) **up to £166,150.00 capital funding be approved for the essential improvement works recommended in Appendix 4;**
- 3) **up to £31,051.00 revenue funding be approved to fund the post of Older Persons' Housing Liaison Officer as detailed in Appendix 16 and paragraph 5.5 of this report; and**

**RESOLVE** that

- 4) **based on the findings of the Review of Redditch Borough Council's Sheltered Housing, the categorisation of properties on page 11 in Appendix 2 be adopted;**
- 5) **officers undertake a feasibility study to consider the findings and options in Appendix 2, Section 6.3 and bring a further report back to Councillors within 12 months of this report;**

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COMMITTEE**

28<sup>th</sup> July 2010

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- 6) if approved, the above changes only be applied to new tenants from 1<sup>st</sup> April 2011 with all current residents keeping their tenancy, even if they do not meet the new criteria;
- 7) the revised Action Plan in Appendix 3 be adopted, subject to Councillors' comments;
- 8) an additional member of staff be appointed for twelve months to facilitate the change management process (see Appendix 16); and  
  
subject to the Council's approval of the budgetary implications, as specified separately above, and consequent adjustment of the Capital Programme
- 9) approval be given to incur up to the expenditure detailed in 2) above for the purposes detailed in the report, in accordance with Standing Order 41.

**3. BACKGROUND**

- 3.1 The Government is strongly driving change in the housing and support of older people, based on the national profile of an ageing population. Its intention is to raise standards based on 'quality, choice and independence' and to ensure support and services are delivered, as far as possible, at the first level of intervention, in the community and in peoples' homes.
- 3.2 A Strategy was written which shows that significant parts of the Redditch housing stock for older people were set up 25 or more years ago, in accordance with the standards of the day. These do not necessarily meet contemporary standards or peoples' expectations, especially for mobility. The Council undertook a comprehensive assessment of the current stock to look at their fitness for the needs of older people, both now and in the future and produced an Action Plan.
- 3.3 The Executive Committee approved the Older Persons Housing and Support Strategy at their meeting on 26th August 2009 and approved a recommendation for the implementation of the Action Plan, subject to community consultation.
- 3.4 An active period of consultation followed from September to November 2009, during which time various awareness events were held including workshops for scheme residents. A newsletter offering feedback followed.

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The "My Home, My Future, My Choice Residents Group was formed in January, 2010 and continues to meet monthly. A feedback conference was held at the end of March 2010. Questionnaires were taken by the Home Support Officers during May 2010 to vulnerable residents to assess their awareness and understanding and any requests for further contact or information have now been followed up. All scheme tenants and all Councillors were sent invitations to the conferences and press releases were also published. A total of 9 Councillors attended the scheme visit events (see Appendix 1).

**4. KEY ISSUES**

- 4.1 It is important that we are able to meet the needs of many different types of customers. This opportunity will allow us to explore other options for housing those with sensory impairments, younger people with physical disabilities and those with learning difficulties. National statistics show that disabilities are affecting a greater number of people and there is a need to prepare for this in the future.
- 4.2 The Borough has a large and generally excellent portfolio of stock, but few schemes met all the standards we defined. Among the best performing were bungalows, except where there were problems of mobility due to access, poor internal arrangement or inadequate size. The schemes that were least fit for purpose included schemes with a high amount of bedsits, first floor flats, those with poor access and schemes in undesirable or difficult locations. Inadequate parking was also a concern.
- 4.3 Lowering the age limit in some schemes met the objective of reducing the length of time a property was empty and saved loss of revenue. It has worked very well in some schemes but it has led to instances of anti-social behaviour in other schemes due to differing lifestyles. The recent implementation of introductory tenancies will allow the Council to monitor new tenants (where they were not previously a secure tenant) and in the event of a breach of tenancy being highlighted can intervene and act much more quickly. An anti-social behaviour policy exists for all tenancy types so all instances will be addressed, irrespective of tenure.
- 4.4 In April 2009 the Supporting People contract changed from an accommodation based contract to a Floating Support contract for the Home Support Service. Tenants can now choose if they want to receive the support and in accordance with the contract, support can only be offered where there is an assessed need. This has led to very

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independent people living alongside those who are dependant on the Home Support Service.

- 4.5 The “My Home, My Future, My Choice” Consultation to produce the Strategy commenced in 2007, the Strategy was not brought to the Executive Committee for approval until 26th August, 2009. At that time it was approved, however only subject to further community consultation of the implementation of the Action Plan. The length of time the process has taken has lead to increasing anxiety among current residents. It is essential that any changes made as a result of this report are carried out as quickly and as sensitively as possible.
- 4.6 The change management process was adopted when the Strategy was approved and to be applied effectively will require sufficient resource. It is essential that the practicalities of change or any fears of change, however small, are met with a full, personal and dedicated support programme by an experienced compliment of staff.
- 4.7 Recent consultation has identified that residents would feel more secure in older persons housing if the allocation process were more specialised. Further investigation would be required to examine the full implications of this change. The “My Home, My Future, My Choice Residents Group” who meets monthly with officers has already begun discussing Local Lettings Plans criteria. Further consultation surrounding both Local Lettings Plans and the allocation process with affected schemes is essential.
- 4.8 There have been concerns, during the consultation period, that reducing the age of entry to older persons accommodation below 60 will attract the ‘Right to Buy’ and that this may lead to problems in the future. The entry age has already been reduced in some schemes and no applications have been made to be able to measure its effect. It is felt to be a minimal risk as those choosing to rent older persons accommodation are unlikely to opt for an investment in this market. This has however been taken into full consideration.
- 4.9 Fire safety has been highlighted as a serious issue following the recent property inspections in some schemes. It is essential that appropriate precautions are taken urgently.
- 4.10 Some of the Schemes currently qualify for the concessionary T.V. licence and others are on preserved rights. To continue to be eligible for the

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concessionary licence, all tenants within the schemes must fulfil all the four criteria (refer to Appendix 6).

- 4.11 The term “sheltered” accommodation has been under much debate both nationally and locally during recent consultation. The majority of those who expressed a preference agreed it provided a sense of security whilst others found the term derogatory. The Council felt it was important to recognise that as views were mixed it should agree new wording and specific criteria which have been detailed in Appendix 2 on page 11.
- 4.12 The Council has worked closely with staff and Councillors to identify a variety of ways to engage residents. There was an active consultation period which started with staff and public conferences and then various events during September and October 2009. A newsletter was sent out in December 2009 to all scheme tenants, all Councillors, relevant staff, over 50’s on the waiting list and those who had expressed an interest during the active consultation period. The project group continued to communicate with tenants from January to March 2010 when a feedback conference was held. Full details of this can be found in Appendix 1.

**5. FINANCIAL IMPLICATIONS**

- 5.1 In order to improve standards to an acceptable level and taking into account the feelings of residents during consultation the council have proposed a schedule of works that should be carried out.
- 5.2 The Schedule of proposed works and costings can be found at Appendix 4. Listed in the schedule are details of works required to bring the schemes up to the measured standards (see Appendix 7) further to consultation with scheme residents. Essential works are considered to be those that will enhance safety and security. Desirable works are those that would improve quality of life and fixtures and fittings works are those which would improve the look of the scheme.

**The total cost of essential works are: £ 166,150**  
(Priority is the lift installation at Harry Taylor House £45,000)

Works classed as desirable total: £ 136,700

Fixtures and Fittings total: £ 29,000

Total costs of works to improve standards £ 331,850  
(See Appendix 4)

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- 5.3 The essential works required at the 3 communal schemes that we are proposing should be in Category A, are broken down as follows: (figures are already included in the above total).

Harry Taylor House	£55,500
Arthur Jobson House	£10,100
Ibstock House	£9,000
Total	£74,600

See Appendix 4 for more details.

**Additional Financial Implications**

- 5.4 The issues raised regarding car parking will be addressed as part of the existing Car Parking Project which Councillors and Officers are already undertaking across the borough.
- 5.5 In addition to the schedule of works, the council feel that it is essential to engage the services of an Older Persons' Housing Liaison Officer. This is imperative to ensure a sensitive approach and smooth transition period. A draft Job Description can be found in Appendix 5. The total cost of this additional member of staff would be £31,051.00.
- 5.6 Essential upgrading to the Lifeline system in the existing Older Persons Housing will be required in the next few years, with some schemes requiring upgrade by 2012 due to the BT21CN Digital Switchover. The total estimated cost of those works will be approximately £305,000.00. The three communal schemes proposed for Category A (Arthur Jobson House, Harry Taylor House and Ibstock House) have already been upgraded. If lower levels of support are still required within any other scheme, they would be best served by installing independent dispersed Lifeline units to ensure that a call alarm service is delivered and removed when required. A dispersed unit would cost £121.00 plus installation (based at current Tunstall Telecom prices). The latest quotation and breakdown of costs by scheme can be found in Appendix 19.

**6. LEGAL IMPLICATIONS**

- 6.1 The Disability Discrimination Act 1995 (DDA) places duties on service providers and requires 'reasonable adjustments' to be made when providing access to goods, facilities, services and premises.

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- 6.2 Since 1st October 2004, Service providers may have to make 'reasonable adjustments' in relation to the physical features of their premises to overcome physical barriers to access (refer to Appendix 8).
- 6.3 Section 167 (1) of the Housing Act 1996 requires each Local Authority to have a scheme for determining priorities in allocating housing accommodation. The existing Housing Allocations Policy already meets the Local Authorities legal requirements.
- 6.4 In order for a dwelling to be exempt from the Right to Buy Scheme the following criteria must be satisfied under paragraph 11 of Schedule 5 of the Housing Act 1985:
- B
- a) It is one of a group particularly suitable for occupation by elderly persons (having regard to its location, size, design, heating system and other features).
  - b) The dwelling houses in the group are usually let to persons aged 60 or above. They need not be let exclusively to the elderly if the other occupants are persons with a physical disability.
  - c) The group is warden controlled. If the warden is not resident, there must be a system for calling him/her and the use of a nearby common room.
- 6.5 If these conditions are not satisfied, the dwelling will not be exempt and (subject to the other requirements of the HA 1985 being fulfilled) the tenant will be entitled to exercise the right to buy (see Appendix 9).

**7. POLICY IMPLICATIONS**

- 7.1 The current Housing Strategy provides the strategic direction generally for older person's housing. This Older Persons Housing Strategy was approved by Full Council on 18<sup>th</sup> September 2009.
- 7.2 The proposed changes would not require any amendment to the Allocations Policy as the Director and Portfolio holder have the delegated authority to introduce Local Lettings Plans where required.

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**8. COUNCIL OBJECTIVES**

- 8.1 The Review of Redditch Borough Council's Sheltered Housing has highlighted that older people see Safety and Security as being key priorities and this has been addressed in the Strategy and Action Plan. A commitment for all new residents in Category A properties to receive support from the Home Support Service will increase the time that staff are on site and promote the feeling of additional security. A move towards allocations to only over 65 year olds in particular schemes will also seek to reduce the difficulties experienced as a result of lifestyle differences between older and younger residents and contribute towards them feeling safer.
- 8.2 The review has highlighted a number of priorities for the improvement of Older Persons Housing which will make the accommodation more suitable for residents and a more pleasant place to live. The Council has also identified where sensor lighting can be installed and heating systems upgraded which will reduce the running costs of schemes and reduce harmful CO2 emissions.
- 8.3 The proposed new categorisation for Older Persons Housing (see Appendix 2 page 11) aims to make it easier for younger people with disabilities to access accommodation suitable to meet their needs. The review has highlighted that there is inequality between the speed at which those with a disability that are under the age of 50 are able to access accommodation as opposed to those over the age of 50. Currently it takes disabled individuals under 50 years of age 13% longer to access adapted accommodation than disabled individuals over 50 years of age. Research demonstrates that meeting the housing needs of disabled people is key to ensuring that they have the best possible chance of remaining independent, accessing employment and leading fulfilling lives. Given that 38% of those in current Older Persons Housing have little or no support needs it is clear that more priority should be given to younger disabled people with a support need who need to access appropriate accommodation.
- 8.4 In the past twelve months the average allocation time for Older Persons bed-sit accommodation was 23.33 days compared to 12.5 in general let bed-sit accommodation. The difference is due to the low numbers of elderly people interested in bed-sit accommodation and properties often being offered to several people before they are accepted. There are significantly larger numbers of people in housing need under 60 years of age who want bed-sit accommodation and it is clear that widening the age



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range in certain schemes would increase the demand for the accommodation and assist the authority to improve its performance in respect of the following indicators:

- BV212 - Average Number of Days taken to Re-let Council Housing; and
- HH2 – Void Loss Expressed as a percentage of Gross Rent

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

- 9.1 Failure to approve the recommendations will make it difficult for the Council to achieve national, regional, county and local strategic aims.
- 9.2 If we do not consider reducing the entry age for the allocation of Older Persons Housing in the long term the Council will impede its performance in relation to average re-let times and void loss and may not achieve the required standards during housing inspections.
- 9.3 The Council could be in breach of the Disability Discrimination Act 1995 in that it has not made reasonable adjustments to remove access barriers to accommodation for disabled people.
- 9.4 The Council may not be able to meet the demand in housing and support from the growing population.
- 9.5 Failure to provide sufficient staffing resource to facilitate the proposed changes could lead to delays and unnecessary distress to tenants. This could also put additional pressure on other front line teams such as the Housing Options Service which is already seeing an increase of customers of up to 30%.
- 9.6 There have been significant changes to Health and Safety Legislation and Fire Regulations. It is predicted that over the next 16 years regulations will become increasingly stringent and that the Council may struggle to make some buildings legally compliant. Failure to consider the options at an early stage may leave the Council at risk of litigation and increased financial burden in some cases.

**10. CUSTOMER IMPLICATIONS**

- 10.1 The Council is committed to providing appropriate accommodation and support for older people that meets required standards. The Council is

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- equally committed to working with residents during the change management process to minimise any impact on lifestyle the changes incur.
- 10.2 Tenants affected by the outcomes of this report may decide they no longer wish to reside in their current accommodation. The Council will need to prioritise their request for a move and increase front line services accordingly. A dedicated officer will be appointed to any tenant wishing to move to assist with practicalities.
- 10.3 Tenants wishing to remain in their current accommodation may have concerns about the effect any changes will have on their lifestyle. The Council will offer full support in an advisory capacity. This will form part of the change management programme.
- 10.4 Where the option of disposal is approved an enhanced change management procedure will apply. Tenants will be fully consulted regarding their options and a dedicated officer will be appointed to each tenant.
- 10.5 Reasonable costs of moving may be reimbursed, all applications will be considered.

**11. EQUALITIES AND DIVERSITY IMPLICATIONS**

- 11.1 The Council must act in accordance with the Disability Discrimination Act 1995, with particular reference to the amendment on 1 October 2004 (see legal implications)
- 11.2 An impact assessment has been carried out which has been attached as Appendix 10.

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

- 12.1 All orders for work issued to contractors will be tendered for on the open market within Standing order 46 Procurement guidelines. This will safeguard the Council's budgets and quality of work to the residents.
- 12.2 Further work is required to identify way forward in relation to disposal options where deemed appropriate and it is proposed that a further report will follow within twelve months.

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- 12.3 The Action Plan which is included as Appendix 3 recommends further consultation regarding the usage of communal areas. It is anticipated that in some schemes additional revenue could be generated if communal areas were converted into dwellings for rental.

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

Property inspections carried out have identified where sensor lighting and upgraded heating systems are required. The installations of energy saving lighting and heating systems to the schemes will reduce running costs and reduce harmful CO2 emissions whilst keeping our residents safe and warm.

**14. HUMAN RESOURCES IMPLICATIONS**

- 14.1 The report seeks approval of the appointment of an Older Persons' Housing Liaison Officer for 12 months to manage the change management process.
- 14.2 There may be staff implications in respect of the Home Support Service as the Action Plan is implemented. The details of that will be brought back to Councillors for agreement in a further report.

**15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS**

The proposed changes will assist the Council to make better use of housing stock and reduce the time taken to re-let properties which will have an impact on its performance and increase the revenue to the Authority.

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

The Council, as is duty bound, has considered crime and disorder implications during consultation. Safety and security have featured in the measured standards and the possibility of increased anti-social behaviour has been discussed during consultation with tenants. Introductory tenancies and a review of the allocation procedure is proposed.

**17. HEALTH INEQUALITIES IMPLICATIONS**

- 17.1 The Comprehensive Area Assessment highlighted inequalities in respect of the life expectancy of females, alcohol related hospital admissions and

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obese adults. The review of Older Persons' Housing and Support highlighted that preventing adverse health conditions that limit their independence is a key priority for older people in Redditch. Key actions in the Strategy which may contribute to addressing these inequalities are:

- i) Extension of the Home Support Service into the Private Sector so that the service can be accessed by all regardless of tenure;
- ii) Review the Home Support Service so that the support delivered has a greater emphasis on preventing adverse health conditions and maximising independence;
- iii) Review of the communal areas to examine the levels of communal involvement and identify where enhancements could be made to increase the level of activity and meet the priorities highlighted by older people.

**18. LESSONS LEARNT**

- 18.1 A planned consultation programme with full co-operation and support from residents has been essential to informing and influencing proposals.
- 18.2 Forming a residents group has proved to be successful in allowing mutual understanding to be formed between Officers and residents.
- 18.3 It was clear from consultation that some customers perceived the length of time that it took the Council to review Older Persons Services and agree the proposals to be too lengthy. In response Officers have agreed to produce some guidance which will draw together the methods found to work best regarding consultation, research and planning which can be used to assist the delivery of future projects

**19. COMMUNITY AND STAKEHOLDER ENGAGEMENT**

Tenants, residents, councillors and staff have been consulted about the Older Persons Housing and Support Strategy and about the implementation of the Action Plan. Relevant partners and professional bodies were also invited to attend the conferences held. Officers have also consulted the Borough Tenants Panel, Neighbourhood groups and the Community Forum (see Appendix 1).

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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	Yes
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
Housing Advisory Panel	Yes

**21. WARDS AFFECTED**

All Wards.

**22. APPENDICES**

- Appendix 1 Consultation Statistics
- Appendix 2 Proposed Revised Categories
- Appendix 3 Updated Action Plan
- Appendix 4 Schedule of Proposed Works and Costings
- Appendix 5 Draft Job Description for Older Persons' Housing Liaison Officer
- Appendix 6 Concessionary TV licences
- Appendix 7 Measured standards
- Appendix 8 Understanding the DDA 1995

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- Appendix 9 Right to buy legislation
- Appendix 10 Impact assessment
- Appendix 11 Waiting List Information
- Appendix 12 Chiltern House Floor Plan
- Appendix 13 Scheme Reports
- Appendix 14 Home Buy Scheme
- Appendix 15 Terms of Reference for My Home My Future My Choice Residents Group.
- Appendix 16 Change Management Process
- Appendix 17 Roxboro House Fire Risk Assessment
- Appendix 18 Statistical Information
- Appendix 19 Lifeline Upgrade Charges

**23. BACKGROUND PAPERS**

- i) Feedback forms from 2009 / 2010 Consultation;
- ii) Minutes from 2009 / 2010 Consultation;
- iii) 2007 - My Home My Future My Choice Consultation Papers;
- iv) Older Person's Housing and Support Strategy Committee Report from 26 August 2010.

**AUTHOR OF REPORT**

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**REVIEW OF REDDITCH BOROUGH COUNCIL'S SHELTERED HOUSING STOCK FURTHER TO COMMUNITY CONSULTATION**

**EXECUTIVE SUMMARY**

**Introduction**

The Older Persons' Housing and Support Strategy and its Action Plan were approved by Full Council on 18<sup>th</sup> September, 2009 subject to Community Consultation. That consultation has now been carried out and this is the first report being brought back to Councillors for further approval.

This report addresses objectives 2 and 3 of the Action Plan's first priority which are:

- **Housing designated for Older People meets the defined level of standards and meets their needs.**
- **Review Housing designated for Older People that do not meet a defined level of standards**

The defined level of Standards can be found at Appendix 7

**Consultation**

Consultation on this specific objective and other areas of the Action Plan was commenced in September, 2009 with staff and public conferences. Workshops were held at schemes during October, 2009 where the standards and Action Plan objectives were discussed. Various other events were held to ensure all members of the Community were included. A Residents Group was formed to allow members of the public to work with officers. Home Support Officers visited service users to clarify and answer queries or concerns. Full details can be found at appendix 1.

**Desired Outcomes**

The Older Persons' Housing and Support Strategy Action Plan outcomes in relation to these priorities are:

- To ensure that existing Council Housing meets Older Peoples expressed needs including those of security, comfort and mobility
- Fewer void properties in Older Persons' Schemes
- Increased numbers of accommodation for general letting

**Review of the Sheltered Stock**

All the Council's Sheltered Housing Stock has been inspected and measured against the defined standards (app. 7). Of the 1169 units of accommodation currently held, 608 units with communal facilities or bungalows with appropriate access were considered suitable for proposed Category A.

There are a further 141 units which were considered to be reasonable and with potential to either meet Disability Discrimination Act 1995 regulations in the future with some investment or are reasonable and in high demand now, these would be suitable for proposed Category B.

A further 215 units of either communal accommodation or bungalows with access problems were considered suitable for Over 50's without mobility issues.

**Proposed Revised Categories**

**Category A - Older Persons Supported Housing**

Communal Accommodation - Aged 65 and over with a support need  
Bungalows – aged 60 and over or other adults with severe mobility issues  
(Priority given to those with an assessed support need).

**Category B – Older Persons Housing**

Communal Accommodation – Aged 60 and over with or without a support need

**Category C – Over 50's Housing**

Communal or bungalow accommodation for persons aged 50 and over with or without a support need. Not suitable for those with mobility issues.

**Full details can be found at page 11 of Appendix 2 and these are assuming recommendations for essential works are approved (see below and Appendix 4).**

**Essential Works Required**

Officers have identified improvement works that would allow a scheme to remain in our proposed Older Persons Housing Categories. Where it was felt that standards had not been fully reached but could be reached within a reasonable period of time, approximate costs have been included at Appendix 4. If the costs are not approved the proposed category may have to be reconsidered. After consultation with residents other costs have been included for works that have been classed as desirable or relate to fixtures and fittings.

**Properties not deemed suitable as Older Persons' Housing**

There are 201 units of accommodation over 12 schemes that have been deemed unsuitable as Older Persons' Housing. Councillors are being asked to approve that some of these schemes are returned to general let. Further information including the options to be considered and approved can be found at Section 6 of Appendix 2.

**Change Management Process**

The Change Management Process which can be found at Appendix 16 was approved along with the Older Persons' Housing and Support Strategy last year. In order to effectively manage the outcomes of decisions reached and to continue to implement and review the Action Plan officers are asking for approval for an additional temporary member of staff to facilitate this process (see Appendix 5).

**Conclusion**

In summary, Officers are proposing revised categories for Older Persons Council Housing in Redditch and recommending which schemes are appropriate for inclusion in those categories (see pages 21-24 of Appendix 2). Research and consultation has informed our proposals and several property inspections have been carried out, Councillors and residents were invited to inspections. Where properties have been deemed unsuitable for Older People, officers have provided recommendations for consideration where appropriate. A full change management programme is planned and in order to carry this out sensitively approval is sought for a temporary member of staff. The 'My Home, My Future, My Choice Residents Group' will continue to meet to ensure Residents, Councillors and Officers work together.

The benefits of approving proposals will ensure the desired outcomes are achieved and the Council are compliant with the Disability Discrimination Act 1995. It will improve the lifestyle and standard of accommodation for Older People living in Redditch and provide opportunities for the Council to provide housing to other client groups. The allocation process and demand for Older Persons' Housing will be reviewed annually in line with the Action Plan and the need for reviews on this scale will be minimised in the future.



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CAPITAL PROGRAMME OUTTURN 2009/10

Relevant Portfolio Holder	Cllr Michael Braley, Portfolio Holder for Corporate Management
Relevant Head of Service	Teresa Kristunas
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

- 1.1 To report on the actual expenditure and funding of the capital programme for 2009/10.
- 1.2 The figures included in this report will be subject to examination by the Audit Commission as part of the final accounts audit.

**2. RECOMMENDATIONS**

**The Committee is asked to RESOLVE that subject to any comments, the report be noted.**

**3. BACKGROUND**

The approved Capital Programme for 2009/10 totalled £15.3 million. The Programme includes a number of schemes that span more than one financial year and it is necessary during the year to profile the budget according to the actual progress made during the year.

**4. KEY ISSUES**

- 4.1 The detail included at Appendix 1 shows actual expenditure of £13.5 million, of which £1.7 million is work in progress. The appendix also shows the variances between the budget and actual spend. Appendix 1 also contains comments regarding the status of each scheme. The current expenditure on some schemes is treated as being complete, although the balance remaining will be transferred to 2010/11. This treatment is applied to schemes such as work to public buildings because the expenditure relates to discrete areas of work.

Financing of the Capital Programme

- 4.2 The 2009/10 Capital Programme has been funded as detailed in the following table:

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<b>Funding Source</b>	<b>£</b>
Major Repairs Reserve (HRA)	3,722,644
Prudential Borrowing	
- HRA	5,873,665
- General Fund	1,193,195
Capital Receipts	233,867
Grants	618,844
Section 106 Monies	135,523
Revenue Contributions	17,678
<b>Total</b>	<b>11,795,416</b>

**Capital Grants**

- 4.3 Grants and contributions from third parties are an important source of capital finance. In 2009/10 a total of £618,844 in terms of grants were utilised to fund the capital programme. The table below details the sources of grant and their use:

<b>Grants</b>	<b>£</b>	<b>Details</b>
Disabled Facilities Grants (DFGs)	240,000	Government support for DFGs
Regional Housing Pot	232,760	Government support for Decent Homes including Repairs Grants and Houses in Multiple Occupation Grants and Licensing
Rugby Football Union	24,822	Pitch works
Fair Play Playbuilder	96,347	Contribution from County Council

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Free Swimming	7,679	Hewell Road
DWP	17,235	IT equipment and software
<b>Total</b>	<b>618,844</b>	

**Capital Receipts**

- 4.4 Since the pooling of housing capital receipts was introduced on the 1<sup>st</sup> April 2004 and the downturn in the housing market the level of capital receipts has diminished. In 2009/10 the Council sold 6 dwellings under the Right to Buy (RTB) scheme this compares to 246 in 2003/04. Capital receipts of £10,000 or less are treated as revenue income.

<b>Use of Capital Receipts</b>	<b>£'000</b>
Balance as at 1 April 2009	1,337
Amounts received in year	627
less payment of RTB receipts to central government	389
Funding of 2009/10 capital expenditure	550
<b>Total</b>	<b>1,025</b>

**5. FINANCIAL IMPLICATIONS**

The financial implications are detailed within the report.

**6. LEGAL IMPLICATIONS**

- 6.1 Under Section 151 of the Local Government Act 1972 the Local Authority must make arrangements for the proper administration of its financial affairs.
- 6.2 The main definition of capital expenditure is set out in the Local Government Act 1989.

**7. POLICY IMPLICATIONS**

There are no specific policy implications.

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**8. COUNCIL OBJECTIVES**

The scheme included in the Capital Programme enables the Council to meet its objectives.

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

It is important for the outturn position to be reported publicly for budgetary control purposes.

**10. CUSTOMER IMPLICATIONS**

There are no direct customer implications.

**11. EQUALITIES AND DIVERSITY IMPLICATIONS**

There are no equalities and diversity implications.

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

Investment via the Capital Programme enables the Council to maintain and/or enhance the quality of its physical resources. Officers are required to follow the Council's procurement procedures in letting contracts associated with individual schemes within the programme. This should ensure value for money in terms of procurement.

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

There are no climate change, carbon implications or biodiversity implications.

**14. HUMAN RESOURCES IMPLICATIONS**

There are no human resources implications.

**15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS**

The Capital Programme is managed by service managers and through the Capital Programme Officers Group.

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

There are no community safety implications.

**17. HEALTH INEQUALITIES IMPLICATIONS**

There are no health inequalities implications.

**18. LESSONS LEARNT**

None

**19. COMMUNITY AND STAKEHOLDER ENGAGEMENT**

None.

**20. OTHERS CONSULTED ON THE REPORT**

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

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**21. WARDS AFFECTED**

None.

**22. APPENDICES**

Appendix 1 – Capital Programme 2009/10

**23. BACKGROUND PAPERS**

Records held on CEDAR accounting system;  
Spreadsheets maintained within Financial Services;  
Various Council minutes approving the schemes within the Capital Programme.

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## Leisure &amp; Tourism

Job No.	Description	Budget	Actuals	Variance	%	Comments
C0036	Car Park Arrow Valley Park	155,000	160,933.39	-5,933.39	-3.83	Works complete.
C0026	Birchensale Playing Fields	65,250	58,688.55	6,561.45	10.06	Works complete.
C0044	Hewell Road - Electrical Upgrade	44,000	32,893.52	11,106.48	25.24	Works complete.
C0045	Hewell Road - Heat Exchange	21,000	20,999.56	0.44	0.00	Works complete.
C0046	Abbey Stadium Hall Floor Covering	40,000	37,428.06	2,571.94	6.43	Works complete.
C0050	Sound Desk Replacement - Pt	14,000	12,750.00	1,250.00	8.93	Works complete.
C0051	Batchley Cc (S106)	27,850	26,655.67	1,194.33	4.29	Works complete.
C0053	Free Swimming	7,680	7,679.00	1.00	0.01	Works complete.
C0106	Sensory Play Avcc	50,000	48,566.24	1,433.76	2.87	Works complete.
C0107	Play Adaption Msp	48,000	47,781.34	218.66	0.46	Works complete.
C1117	Forge Mill -Upgrade Pumping Station	22,130	12,701.36	9,428.64	42.61	Works complete.

<b>Total Leisure &amp; Tourism</b>	<b>494,910</b>	<b>467,076.69</b>	<b>27,833.31</b>	<b>5.62</b>
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## Well Managed Organisation

Job No.	Description	Budget	Actuals	Variance	%	Comments
C0202	IT Replacement Programme	86,620	63,919.12	22,700.88	26.21	Ongoing scheme.
C0214	Benefits Replacement System	46,830	17,235.55	29,594.45	63.20	Grant funded. Balance of original tender sum used to develop system.
C0217	Income Replacement System	16,400	6,722.10	9,677.90	59.01	Complete.
C0220	E-Shop Crm Software	21,700	21,700.00	0.00	0.00	Complete.
C0221	Internal Service Challenge	59,350	59,386.12	-36.12	-0.06	Complete.
C0222	Edms Housing And Asset Man	44,800	46,069.00	-1,269.00	-2.83	Complete.
C0223	Job Evaluation Software	40,500	9,829.14	30,670.86	75.73	Complete.
C2303	Health & Safety	8,500	3,568.18	4,931.82	58.02	No further expenditure. Budget deminimus
C1110	Public Building	230,250	112,727.74	117,522.26	51.04	Ongoing scheme.
C1006	Energy Manage/Measure	27,530	2,185.00	25,345.00	92.06	Ongoing scheme.

<b>Total Well Managed Organisation</b>	<b>582,480</b>	<b>343,341.95</b>	<b>239,138.05</b>	<b>41.06</b>
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## Housing

Job No.	Description	Budget	Actuals	Variance	%	Comments
C1009	Purchase Ex-Council Hses	315,710	252,263.45	63,446.55	20.10	Complete.
C1201	Catch Up Rep-Bath Replacemts	1,449,330	1,345,108.04	104,221.96	7.19	All under/overspends on the 2009/10 capital budgets will be carried over to the 4th year of the Five Year Decent Homes Programme.
C1202	Catch Up Rep-Kitchen Upgrades	2,929,680	2,821,171.30	108,508.70	3.70	
C1203	Catch Up Repairs	693,980	694,081.96	-101.96	-0.01	
C1204	Asbestos General	462,680	461,714.05	965.95	0.21	
C1205	Structural Repairs	246,820	250,039.05	-3,219.05	-1.30	
C1206	General Roofing	318,640	319,407.57	-767.57	-0.24	
C1207	Rewiring	1,141,130	1,141,363.53	-233.53	-0.02	
C1209	Upgrade Of Ch Systems	686,790	649,977.30	36,812.70	5.36	
C1210	Window Replacements	110,250	110,778.14	-528.14	-0.48	
C1216	Roof Works - C/Hill & Wood	68,660	61,770.66	6,889.34	10.03	
C1222	Disabled Adaptations	620,000	526,540.22	93,459.78	15.07	Balance c/fwd to 2010/11.
C1239	Housing Stock Improvements	927,000	916,024.79	10,975.21	1.18	Balance c/fwd to 2010/11.
C2000	Home Repairs Grant(Over 60'S)	184,420	151,771.04	32,648.96	17.70	Balance c/fwd to 2010/11.
C2001	Disabled Facilities Grant	531,380	528,304.55	3,075.45	0.58	Complete.
C2301	Hmo Grants	48,980	45,625.05	3,354.95	6.85	Complete.
C2302	Energy & Efficiency Installs	164,000	30,463.05	133,536.95	81.42	Balance c/fwd to 2010/11.
C2304	Hmo Licensing Scheme	48,380	32,114.44	16,265.56	33.62	Grant funded. Ongoing.
C4003	Private Sector Stock Survey	6,000	14,250.00	-8,250.00	-137.50	Grant funded plus £12k received from the LAs. Ongoing.
C4005	Gypsy & Trav Assess	4,000	1,000.00	3,000.00	75.00	Grant funded. Ongoing.

<b>Total Housing</b>	<b>10,957,830</b>	<b>10,353,768</b>	<b>604,062</b>	<b>5.51</b>
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**Community Safety**

<b>Job No.</b>	<b>Description</b>	<b>Budget</b>	<b>Actuals</b>	<b>Variance</b>	<b>%</b>	<b>Comments</b>
C1230	Cctv District Centres Prog	47,900	24,060.43	23,839.57	49.77	Complete.
C1236	Cctv Audio Points	15,510	15,391.02	118.98	0.77	Complete.
C2222	Memorial Safety	17,180	6,010.00	11,170.00	65.02	Ongoing paritally funded by revenue contributiions.

<b>Total Community Safety</b>	<b>80,590</b>	<b>45,461</b>	<b>35,129</b>	<b>43.59</b>		
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**Environment & Transport**

<b>Job No.</b>	<b>Description</b>	<b>Budget</b>	<b>Actuals</b>	<b>Variance</b>	<b>%</b>	<b>Comments</b>
C2202	L'Scape Imp Programme	200,000	158,634.86	41,365.14	20.68	Ongoing scheme.
C2210	Park Infrastructure	43,600	14,009.72	29,590.28	67.87	Rolling programme of works.
C0049	Car Parking - Pay And Disp	28,800	18,352.18	10,447.82	36.28	End of current phase.
C1121	Batchley Brook	404,970	384,584.18	20,385.82	5.03	Complete.
C0052	Avcc Bus Route	10,248	10,187.04	60.96	0.59	Complete.

<b>Total Environment &amp; Transport</b>	<b>687,618</b>	<b>585,768</b>	<b>101,850</b>	<b>14.81</b>		
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<b>TOTAL</b>	<b>12,803,428</b>	<b>11,795,416</b>	<b>1,008,012</b>	<b>7.87</b>		<b>0.00</b>
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**12,683,428**



## WORK IN PROGRESS AT YEAR END

## Leisure &amp; Tourism

Job	Description	Budget	Actuals	Balance	Comments
C0012	Abbey Stadium Redevelopment	701,300	691,884.44	9,415.56	Ongoing scheme.
C0029	Bmx Track	356,000	256,415.65	99,584.35	Further work to be undertaken.

## Well Managed Organisation

Job No.	Description	Budget	Actuals	Balance	%
C0215	Finance Replacement System	158,900	136,767.36	22,132.64	Additional module to be implemented.
C1120	Redevelopment Of Churchill Centre	35,700	35,694.64	5.36	Scheme ongoing
C2234	Drainage Works Cemetery	74,900	51,094.00	23,806.00	Further work to be undertaken.

## Housing

Job No.	Description	Budget	Actuals	Balance	Comments
C1240	Upper Norgrove - Costs (See Jy)	0	25,963.08	-25,963.08	To be funded from the disposal of Upper Norgrove.

## Environment &amp; Transport

Job No.	Description	Budget	Actuals	Balance	Comments
C0054	Astwood Bank Recreation Ground (S106)	12,000	10,509.51	1,490.49	Some finishing works outstanding.
C1218	Est Enhancement-Lodgepark	383,530	210,744.71	172,785.29	Work ongoing.
C1219	Est Enhancement-Woodrow	59,170	23,132.96	36,037.04	Minor finishing works planned for early 2010/11.
C1220	Est. Enhancement-Winyates	237,820	108,782.33	129,037.67	Work ongoing.
C2208	Town Centre Landscape Scheme	64,520	3,944.67	60,575.33	Work ongoing.
C2226	Oakenshaw Woods	20,000	3,267.53	16,732.47	Work ongoing.
C2229	Wirehill Woods	15,000	3,104.00	11,896.00	Yet to be completed.
C2221	L'Scaping Astwood Bank	75,300	70,192.84	5,107.16	Completed early 2010/11.
C2203	Recycling Project	139,340	41,863.31	97,476.69	Work ongoing.
C2213	Liveability	20,800	16,143.98	4,656.02	Completed early 2010/11.
C1124	Small Area Improvements	0	6,075.00	-6,075.00	Budget set up in 2010/11 (£100k)
C1302	Improved Parking Scheme	0	340.00	-340.00	Budget set up in 2010/11 (£250k)
C2219	Brockhill Community Woodlands	15,000	10,054.50	4,945.50	Completed early 2010/11.
C0047	Land Drain Works - Old Forge Dr	92,000	4,348.90	87,651.10	Work programmed for 2010/11
C0048	Land Drain Works - Dolphin Road	28,000	500.00	27,500.00	Work programmed for 2010/11

## Total Work in Progress

<b>2,489,280</b>	<b>1,710,823</b>	<b>778,456.59</b>
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**REDDITCH BOROUGH COUNCIL****EXECUTIVE  
COMMITTEE**28<sup>th</sup> July 2010**WRITE OFF POLICY - UPDATE**

Relevant Portfolio Holder	Cllr Michael Braley, Portfolio Holder for Corporate Management
Relevant Head of Service	Teresa Kristunas
Key Decision	
This report contains exempt information as defined in Paragraph(s) of Part I of Schedule 12A to the Local Government Act 1972, as amended	

**1. SUMMARY OF PROPOSALS**

- 1.1 The report proposes an amended policy for the write off of debts due to the authority.
- 1.2 The policy would operate across all debt streams and authority to delegate all debts, except those where the write off is being made due to hardship, vulnerability or as part of a debt matching arrangement, will be delegated to the Council's Section 151 Officer.
- 1.3 The policy introduces a requirement for information on the level of bad debt write off to be reported to the Executive Committee on a quarterly basis.
- 1.4 Introduction of the policy will require an amendment to the Council's financial regulations at D10 and D11.

**2. RECOMMENDATIONS**

**The Committee is asked to RECOMMEND that the draft Write Off Policy included at Appendix 1 be approved.**

**3. BACKGROUND**

- 3.1 The write off of bad debts is a necessary function of any organisation which deals with the collection of debt. Effective write off procedures contribute to the efficient management of debt as officers' time can be concentrated on monitoring and recovering the collectible debt.
- 3.2 The existing policy for write off of debt was approved in 2004. A LEAN processing review of the procedures for write offs found that:-
  - The process was wasteful in terms of the number of officers and levels of authorisation that are required prior to write off.

**REDDITCH BOROUGH COUNCIL**

**EXECUTIVE  
COMMITTEE**

**28<sup>th</sup> July 2010**

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- That the referral of write off for Executive Committee approval rarely resulted in authorisation to write off being withheld;
  - That the process of referring debts to Executive Committee caused delays to the timely write off of debt;
  - Executive Committee wrote off debt without any knowledge of the effect of the write off on the provision for bad debt.
- 3.3 The major impact on the provision for bad debt was the larger volumes of small value write offs and liquidation write offs which were approved at levels below Executive Committee. For example for Non-Domestic Rates write offs of £378,883.16 have been processed from 1<sup>st</sup> February 2009, none of these write offs required Executive Committee approval as they were either irrecoverable by virtue of being an insolvency debt or they fell below the £1,500.00 threshold.
- 3.4 The review highlighted that improvements to the efficiency of the write of process could be obtained if revisions were made to the debts which were referred for Executive Committee approval and better management information were provided to Executive Committee. The improved management information would allow scrutiny of the reasons for write off and the effects of all write off on the provision for bad debt.
- 4. KEY ISSUES**
- 4.1 The revised policy delegates the authority to write off all debts - except those where write off is requested due to hardship, illness or other exceptional circumstances and those being written off as part of a negotiated debt matching arrangement - to the Council's Section 151 Officer.
- 4.2 The process of reporting debts for write off will be simplified and the majority of write offs will be approved on bulk schedules – this will allow for better automation of the write off approval process and provide efficiency to the procedure.
- 4.3 Evidence of all checks carried out prior to write off will be prepared by the officer requesting write off and will be available for inspection at the approval and authorisation stages.
- 4.4 Quarterly monitoring reports will be provided to Executive Committee providing a profile of the existing debt by age and the proportion of debt

**REDDITCH BOROUGH COUNCIL**

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28<sup>th</sup> July 2010

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outstanding for that year. The value of debt written off to date (profiled by reason for write off) and the effect of write offs on the bad debt provision.

- 4.5 Information may also be provided on the level of debt which may become subject to write off.

**5. FINANCIAL IMPLICATIONS**

The policy will operate within the existing provisions for bad debt, the additional monitoring proposed will improve the ability to monitor the appropriateness of those provisions and the total impact of write offs on the provision.

**6. LEGAL IMPLICATIONS**

Approval of the revised policy will require an amendment to be made to the Council's financial regulations.

**7. POLICY IMPLICATIONS**

A revised policy for the write off of debt is proposed.

**8. COUNCIL OBJECTIVES**

The proposed procedures should enable the Council to improve the process for the write off of debt by clarifying the situations in which debt can be written off and reducing the number of officers involved in the process.

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

There is a risk that recoverable debts may be written off or that debts may be written off without the appropriate checks being carried out. Sample testing off write offs by Internal Audit will identify any weaknesses in procedures. Inappropriate write offs can then be reversed and recovery action recommenced.

**10. CUSTOMER IMPLICATIONS**

There are no customer implications.

**REDDITCH BOROUGH COUNCIL**

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**11. EQUALITIES AND DIVERSITY IMPLICATIONS**

There are no equalities and diversity implications.

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

The revised write off procedure should be more effective in terms of the use of officer time. There are no procurement or asset management implications.

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

There are no climate change, carbon implications or biodiversity implications.

**14. HUMAN RESOURCES IMPLICATIONS**

There are no human resources implications.

**15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS**

It is proposed that performance information is reported to the Executive Committee on a quarterly basis.

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

There are no community safety implications.

**17. HEALTH INEQUALITIES IMPLICATIONS**

There are no health inequalities implications.

**18. LESSONS LEARNT**

None.

**19. COMMUNITY AND STAKEHOLDER ENGAGEMENT**

None.

**REDDITCH BOROUGH COUNCIL****EXECUTIVE  
COMMITTEE**28<sup>th</sup> July 2010**20. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	No.
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	No

**21. WARDS AFFECTED**

None.

**22. APPENDICES**

Appendix 1 – Draft Write Off Policy.

**23. BACKGROUND PAPERS**

Existing Write Off Policy and procedure.

**AUTHOR OF REPORT**

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## Draft Write Off Policy

<b>Contents</b>		
1	Introduction	3
2	Aims and Objectives	4
3	Categories of write off	5
4	Credit balance write on	
5	Authorisation for write off	
6	Monitoring	

## **1.0 Introduction**

The purpose of this document is to set out a framework for the authorisation and reporting of debt to be written off.

The Council delivers a wide range of services that involve the recovery of debt. Implementing an effective method for reporting and authorising the write off of irrecoverable debts will ensure that the functions of the council are carried out in an effective and efficient manner.

The effectiveness of the council's debt management will be improved by revising the authority to write off debts and empowering suitably competent officers to authorise the write off of debt.

The authorisation for write off of debt will only be referred to Executive Committee in cases where the write off would have a significant and material impact on the financial standing of the authority or where the decision to write off the debt is exceptional and the debt management and write off policy does not provide guidance.

The write off policy introduces a requirement for the Executive Committee to be informed on a quarterly basis of the present position with regard to overall debt, the value of debt written off within the financial year and the impact of these write offs on the authority's bad debt provision.

## 2.0 Aims and Objectives

Redditch Borough Council recognises that the prevention of indebtedness and the effective management of debt are crucial in maximising the resources available to the council and ensuring the well-being of the residents of the Redditch Borough.

The key aims of the policy are:

To improve the level of income collected by the Council;

To identify the circumstances when it will be appropriate to write off debts;

To summarise the steps which need to be taken before a debt is written off;

To introduce a scheme for authorising the write off of debt that ensures the decision to write off is made by an appropriate officer of the Council;

To ensure that members are informed of the level of debt owed to the council, the position regarding debts written off and the impact on the council's financial position.

To ensure that there is a coordinated approach to the sharing of debtor information across council departments and to the management and write off of debt.

The policy will apply to the following debts and to any combination of these debts;

Council Tax  
Non-Domestic Rates  
Housing Benefit Overpayments  
Sundry debts  
Housing rents  
Parking Enforcement Notices

### **3.0 Procedures for write off of debt**

Each service will have procedures or policies in place to enable timely billing and collection of debts and to ensure that in appropriate cases recovery action is taken promptly. The service's procedures and policies will identify the mechanisms provided by legislation for the recovery of debts.

As a general rule – except in cases of hardship, low value debt or cases where recovery is prevented by law - all recovery processes will be attempted before a debt is considered for write off.

The council recognises that there will be cases where it is not practical for the recovery process to continue because either the debtor has absconded or the costs of recovery are greater than the value of the debt outstanding.

The circumstances listed below are indicative of the situations in which a debt will be written off, the fact that a case falls within the criteria will not compel the council to write the debt off as there may be other factors which would indicate that recovery action is appropriate.

#### Circumstances where debts may be written off

##### *Closed accounts with debt below £50.00*

The costs of pursuing the debt through court action will exceed the outstanding balance. In addition the costs of pursuing a debt from an individual no longer resident in the property could further increase the costs.

Letters warning of the potential for court action will be issued if this does not prompt recovery the debt may be written off.

##### *Individual debts below £5.00*

It is not cost effective to pursue recovery of cases where the debt is below £5.00 and there is no ongoing liability to the Council. In these circumstances the debts will be written off.

##### *Debtor Absconded*

Trace Action will be undertaken and the debtor's details will be checked across all appropriate Council databases, with credit reference agencies and appropriate trace databases i.e. Experian and LOCTA.

If enquiries do not yield a forwarding address then the debt will be written off, if the debtor subsequently reappears the debt will be written back on and recovery action recommenced.

*Live debt which is uneconomic to pursue*

The costs of commencing bankruptcy action, applying for charging orders or making an application for committal to prison can be high with no guarantee that the debt will be recovered. Where an assessment of the debtor's circumstances indicates that further action would be costly and collection of the outstanding balance is unlikely the debt will be written off.

*Insolvency – bankrupt individual or insolvent company*

Where an individual has been made bankrupt or a company has entered liquidation no further recovery action can be taken and the debt will be written off.

If a bankrupt individual remains in receipt of Housing Benefit then recovery of Housing Benefit Overpayments can be made from any ongoing benefit entitlement up until the individual's discharge from bankruptcy.

*Dissolved Companies*

On dissolution the company will have no legal identity and any property of the company will become bona vacantia. There will be no prospect of recovery in these cases and the debt will be written off.

*Limited companies in administration*

In administrations the debt will be proved in the proceedings and written off. On going trading liabilities will be payable by the administrators and they will be advised to make payment.

*Debtor deceased with no prospect of recovery from estate*

It is a common misconception that when a person dies, his/her debts are automatically discharged. Debts are not discharged on death unless specific provision has been made for them to be discharged, e.g. by an insurance policy. All debts that are not provided for must be met from the assets of the deceased debtor. Where the assets are insufficient to meet all the debts, the estate is insolvent.

In these circumstances if it is not appropriate to apply for an insolvency administration order then the debt will be written off.

*Debtor sentenced to term of imprisonment in respect of the debt*

Where a term of imprisonment has been served in respect of a debt the council will be precluded from taking any further action to recover the outstanding balance and the debt will be written off.

*Debt remitted by court*

Magistrates have the power to remit all or part of a debt. If the magistrates have taken a decision to remit the debt no further recovery action can be taken and the debt will be written off.

*Out of time for recovery action*

Debts over 6 years of age where action for recovery has not been taken will be statute barred and write off will be necessary.

Where a liability order or judgement has been made in respect of the debt execution of the judgement will still be permitted. Therefore attachment of earnings order or the use of distress can still be made.

*Debtor out of jurisdiction*

Where a debtor is outside of the jurisdiction of England and Wales and there is unlikely to be any prospect of recovering the debt, it will be written off.

*Debtor's circumstances are such that it is not appropriate for council to pursue Debtor Infirm or suffering from hardship*

There will be cases where it is not felt to be appropriate to continue with recovery action due to the debtor's mental or physical health or due to particular circumstances of the case. In these cases the Service Manager will recommend that the Executive Committee approve write off the debt.

For Council Tax and Non-Domestic Rates debts the Revenue Service Manager should first consider whether a reduction of the debt under the provisions of Section 13a of the Local Government Finance Act 1992 or Section 49 of the Local Government Finance Act 1988 is more appropriate.

*Debtor enters into a debt matching agreement*

Debt matching is an agreement with the debtor whereby if payments are made under an agreed payment arrangement the Council will write off a portion of the debt, either on receipt of each payment or where payments have been made for a specified period of time.

Debt matching will only be undertaken where there are no prospects of recovering the debt in full and an assessment of the debtors income indicates that any payment arrangement would extend beyond three years.

Debt matching arrangement will be reviewed periodically to ensure there has not been a change in the debtor's circumstances. If the debtor's circumstances change then the arrangement may be amended or cancelled.

Debt matching will only be undertaken on recommendation of the Service Manager and approval of the Executive Committee.

### **Credit balance write offs**

Where accounts are closed and a credit balance is held on the account the credit will be refunded preferably by BACS where the customer's bank account details are held.

In cases where no bank account details are held we will write to the customer advising them of the credit and requesting details of the account into which the credit can be refunded. If we do not hold a forwarding address we will issue notification of the credit to the last known address of the individual.

If after a period of three months the customer has not requested a refund then the amount of the credit will be written off. Where the customer makes contact at a later date or is located at a new address within the area the amount can be written back on and repaid.

Credits held on open accounts will be rolled forward and offset against future year's charges if a request for refund is not made.

In cases where the credit balance is less than £5.00 refunds will not be made unless requested by the customer as the costs of making payment are greater than the credit held. Credit balances below £5.00 will be written off when identified.

Where mutual credits and debits exist across separate debt streams we will offer the customer the opportunity to transfer the credit to offset any debit balances before a refund is made.

### **4.0 Authorisation of write offs**

The table at appendix A details the authorisations required before a debt is written off.

### **5.0 Reporting write offs**

The table at appendix B summarises the action that will be taken prior to write off and the method of reporting the debt.

The Council's Section 151 Officer will approve procedures for the reporting, approval and authorisation of debts for write off.

### **6.0 Monitoring**

Each section will be responsible for ensuring that the policy is applied correctly and is effective. For each debt type management information will be compiled on a quarterly basis. The information will include a profile of debt by age, the value of debt written off to date (profiled by reason code), and the effect on the provision for bad debt.



Information will also be provided on debt which could become subject to write off; this would include debts where recovery is unlikely because the debtor has absconded, there is ongoing insolvency or a write off is pending.

**Appendix A – Authorisation levels for write off**

<b>Value</b>	<b>Recommendation</b>	<b>Examined / Approved</b>	<b>Authorised</b>
Credit balances	Income Officer (IO) Rent & Welfare Officer (RWO) Housing Database Officer. Revenue Officer (RO) Benefits Overpayments Officer (BOP)	Appropriate Service Supervisors/ Team Leaders	Appropriate Service Managers
Debts up to £100	Income Officer (IO) Rent & Welfare Officer (RWO) Revenue Officer (RO) Benefits Overpayments Officer (BOP)		Appropriate Service Supervisors/ Team Leaders.
£101 - £2,000	Income Officer (IO) Rent & Welfare Officer (RWO) Revenue Officer (RO) Benefits Overpayments Officers (BOP)		Appropriate Service Managers
Debts over £2,000	Income Officer (IO) Rent & Welfare Officer (RWO) Revenue Officer (RO) Benefits Overpayments Officers (BOP)	Service Managers	Executive Director (Finance and Corporate Resources) - Section 151 Officer  Financial Services Manager (deputy Section 151 Officer).  Head of Finance & Resources.  Head of Housing Services (HRA debt only)

<b>Value</b>	<b>Recommendation</b>	<b>Examined / Approved</b>	<b>Authorised</b>
Debts remitted by Magistrates or where a term of imprisonment has been served	Income Officer (IO) Rent & Welfare Officer (RWO) Revenue Officer (RO) Benefits Overpayments Officer (BOP)		Appropriate Service Managers
Insolvency proceedings Administration Order (where claim has been formally acknowledged)	Income Officer (IO) Rent & Welfare Officer (RWO) Revenue Officer (RO) Benefits Overpayments Officer (BOP)		Appropriate Service Managers
Debtor is deceased no prospect of dividend from estate	Income Officer (IO) Rent & Welfare Officer (RWO) Revenue Officer (RO) Benefits Overpayments Officer (BOP)		Appropriate Service Managers
Debt matching agreements	Appropriate Service Managers		Executive Committee
Cases of hardship or discretionary write offs	Appropriate Service Managers		Executive Committee

**Appendix B – Actions to be taken prior to write off**

<b>Write off reason</b>	<b>Actions Prior to W/Off</b>	<b>Procedure for Write/off</b>
Credit Balances < £5.00	None	Cases reported on bulk write off schedule for appropriate authorisation
Credit Balances > £5.00	Notice of credit issued to customer.	Cases reported on bulk write off schedule for appropriate authorisation
Closed accounts with debt below £50.00	Invoice/Demand issued to customer  No ongoing liability.  Debt static for 12 months	
Individual debts below £5.00	Invoice/Demand issued to customer.  No ongoing liability.  Debt static for 12 months	Cases reported on bulk schedule for appropriate authorisation.
Debtor Absconded	Check internal databases and trace database, enquiries with property agents.	Cases reported on bulk schedule for appropriate authorisation
Live debt which is uneconomic to pursue	All appropriate recovery routes attempted.  Assessment of costs and likelihood of recovery to be made.	Cases reported on bulk schedule for appropriate authorisation.
Insolvency – bankrupt individual or insolvent company	Claim lodged in proceedings.	Cases reported on bulk schedule for appropriate authorisation.
Dissolved Companies	Confirmation of dissolution received	Cases reported on bulk schedule for appropriate authorisation.
Limited companies in administration.	Confirmation of administration.  Debt lodged in proceedings.	Cases reported on bulk schedule for appropriate authorisation.

<b>Write off reason</b>	<b>Actions Prior to W/Off</b>	<b>Procedure for Write/off</b>
Debtor Infirm or suffering from hardship	Appropriate recovery procedures to be attempted.	Case referred to Executive Committee for W/off consideration.
Debtor's circumstances are such that it is not appropriate for council to pursue recovery.	Appropriate recovery procedures to be attempted.	Case referred to Executive Committee for W/off consideration.
Debtor deceased with no prospect of recovery from estate respect of the debt	Confirmation of value of the estate and outstanding liabilities obtained.	Cases reported on bulk schedule for appropriate authorisation.
Debtor sentenced to term of imprisonment in respect of debt.	No further powers of recovery	Cases reported on bulk schedule for appropriate authorisation.
Debtor out of jurisdiction		
Debt remitted by court	No further powers of recovery	Cases reported on bulk schedule for appropriate authorisation.
Out of time for recovery action	No further powers of recovery	Cases reported on bulk schedule for appropriate authorisation.
Debtor enters into a debt matching agreement	Debt matching agreement approved by Executive Committee.  Payments monitored – portion of debt written off at agreed intervals.	Cases reported on bulk schedule for appropriate authorisation.





# Overview and Scrutiny Committee

23rd June 2010

## MINUTES

### Present:

Councillor Diane Thomas (Chair), and Councillors Robin King, Wanda King, William Norton, Brenda Quinney, Mark Shurmer and Graham Vickery

### Also Present:

Councillors Andrew Brazier, Adam Griffin and Gay Hopkins.

### Officers:

H Bennett, A Heighway, L Jones, T Kristunas and S Skinner

### Committee Services Officer:

J Bayley and J Smyth.

### 13. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were received on behalf of Councillors Banks, A Clayton and Hartnett.

An apology was also received on behalf of Councillor Braley (Portfolio Holder for Corporate Management).

### 14. DECLARATIONS OF INTEREST AND OF PARTY WHIP

There were neither declarations of interest nor of Party Whip.

### 15. MINUTES

#### RESOLVED that

the minutes of the meeting of the Committee held on 28th April 2010 be confirmed as a correct record and signed by the Chair.

.....  
Chair

# Overview and Scrutiny Committee

23rd June 2010

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## 16. ACTIONS LIST

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

a) Action 2: Convergence between Council and Registered Social Landlords (RSL) Rents

Further to a request at the previous meeting, Members were provided with a written detailed breakdown of the methodology and Government formula for calculating rents. The national average formula rent for 2010/11, deemed to be the target for convergence, was £66.04, however the actual average rent for Redditch Borough Council was £63.38.

Officers clarified a number of points raised, in relation to the difference between the national average figure and that for Redditch Borough Council and explained that, as well as applying the Government formula rent, other factors were taken into account in respect of capital values of individual properties, which varied across the country, numbers of bedrooms and average earnings. Members were advised that, whilst authorities aimed for the “target” formula rent, the average was generally either lower or higher dependent on local factors. Officers further advised that the gap between the Government formula rent and actual average rents was much wider than Redditch’s in some areas.

Officers advised that local authorities had very little input into the process other than to undertake the calculations required based on the Government formula provided.

b) Action 6: Letter to former Councillor Phil Mould

Copies of a letter from the Chair on behalf of the Committee, sent to former Councillor Phil Mould, previous Chair of the Committee, were circulated for Members information.

c) Action 8: Garden Waste Collection – Pre-scrutiny

Members were advised that the Garden Waste Collection report, scheduled on the Forward Plan for consideration at the 29th September Executive Committee, had been included on the Committee’s Work Programme for pre-scrutiny at its meeting on 15th September 2010.



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**RESOLVED that**

**the reports be noted.**

## **17. CALL-IN AND PRE-SCRUTINY**

It was noted that there had been no specific call-ins relating to the Decision Notice of the Executive Committee meeting held on 16th June 2010.

In respect of pre-scrutiny requests, the Committee discussed various items scheduled on the Forward Plan for consideration by the Executive Committee. Members agreed that several of the items were suitable for pre-scrutiny, namely:

- a) REDI Centre Options – Update report (28th July 2010 Executive)
- b) Older Persons Housing and Support Strategy (28th July 2010 Executive);
- c) Children and Young Peoples Plan (12th January 2011 Executive); and
- d) Improvement Plan 2010/11 (28th July 2010 Executive - Members noted that this item might be removed from the Forward Plan);

It was noted that the Joint Worcestershire Scrutiny into Flood Task and Finish Group's recommendations had still to be considered by the Executive Committee, although no specific date for it to be considered had been scheduled on the Forward Plan. Officers were requested to advise Committee Services on the proposed date for the Executive to consider the matter as soon as possible for scheduling on the Forward Plan.

Reference was made to an item on the Decision Notice from the 25th May 2010 Executive Committee meeting relating to the Supporting People Strategy. Officers advised that, whilst the matter could no longer be called in, and the Executive Committee's recommendation to adopt the strategy was due to be considered at full Council on the 28th June (where Members would have an opportunity comment if they wished), it could still be subject to further scrutiny. Particular concerns were expressed about the style of writing and language used which, it was suggested, rendered the report incomprehensible, unclear and not suitable for a public audience.

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Members were informed that the report had, in fact, been produced by the County Council for circulation to District Councils. Officers were asked to report the Committee's concerns regarding the strategy to the Worcestershire Supporting Peoples' Group and provide a further presentation on the subject of the strategy for the Committee's consideration in due course.

**RESOLVED that**

- 1) **the REDI Centre – options report be provided for pre-scrutiny by the Overview and Scrutiny Committee prior to the Executive Committee considering the item;**
- 2) **the Older Persons Housing and Support Strategy report be provided for pre-scrutiny by the Overview and Scrutiny Committee prior to the Executive Committee considering the item;**
- 3) **the Children and Young Peoples Plan be provided for pre-scrutiny by the Overview and Scrutiny Committee prior to the Executive Committee considering the item;**
- 4) **subject to the item remaining on the Forward Plan, the Improvement Plan 2010/11 be provided for pre-scrutiny by the Overview and Scrutiny Committee prior to consideration by the Executive Committee;**
- 5) **a further presentation on the subject of the Supporting People Strategy be provided for the Committee's consideration in due course; and**
- 6) **in respect of the Joint Worcestershire Scrutiny in to Flooding Task and Finish Group recommendations, currently listed on the Forward Plan with no scheduled date, appropriate Officers be requested to provide Committee Services with a date when the item was to be considered by the Executive Committee, as soon as possible.**

**18. TASK & FINISH REVIEWS - DRAFT SCOPING DOCUMENTS**

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

Members reiterated their previous concerns on the continuing lack of Officer support for the work the Committee wished to undertake

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on both existing and future Task and Finish reviews. It was reported that the Head of Legal, Equalities and Democratic Services would be applying herself to resolving the issue as a matter of urgency.

## 19. TASK AND FINISH GROUPS - PROGRESS REPORTS

The Committee received oral reports in relation to current reviews, namely:

### a) Local Strategic Partnership

It was reported that eight further recommendations had been drafted at the most recent meeting of the Task and Finish Group. An additional witness interview was due to take place in June. The review was still considered to be on course for completion ahead of schedule and it was likely that the Group's final report would be presented in July / August 2010.

### b) Worcestershire Hub Review

The Chair thanked Councillor Hopkins for attending the meeting on behalf of the Committee. It was acknowledged that she had only recently taken on the role of the Council's co-opted Member on the Group and that she was not, therefore, fully conversant with the work of the review to date.

Councillor Hopkins reported that she had attended the most recent meeting of the Task and Finish Group and referred Members to her notes attached to the Agenda. She provided the following answers to the questions on the subject of the Worcestershire Hub service and Task and Finish review that had been proposed by members:

#### 1) What stage has the Joint Worcestershire Hub Scrutiny Task Group reached in the review of the Worcestershire Hub Service?

Councillor Hopkins advised that, from what she had understood from the meeting, the review of the Hub was well past the half-way stage.

#### 2) What actions are likely to be suggested to improve the delivery of the service?

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Councillor Hopkins reported that a number of actions were already being implemented; specifically for Redditch, a similar change to that already made by Bromsgrove who have provided one telephone number for their Revenues and Benefits service which has, it would seem, helped to reduce the number of enquiries to their back offices. It was anticipated that a similar set up in Redditch would have a similar impact on reducing calls through the Hub.

Redditch had introduced the option for its Switchboard to offer callers the opportunity to key in Office extension numbers (if known) which provided automatic transfers of calls and speeded up the process for passing on calls.

- 3) During the course of the Neighbourhood Groups Review in Redditch we consulted with residents who frequently complained about the Worcestershire Hub at Neighbourhood Group meetings. Has any attempt been made during the review to consult with residents about the service?

It was reported that a number of consultation processes were undertaken, namely:

- i) Customer Questionnaire – January / February
- ii) Worcester Viewpoint in May – a general newsletter but included an article on the Hub for feedback
- iii) Your Views Count – an online area on the Hub website which provided a questionnaire for users to complete and submit.

- 4) What measures are being taken to improve the Worcestershire Hub telephone service?

Councillor Hopkins advised that she had no further information on other measures to be taken at this time. It was reported that the Group's Chair had suggested that perceptions had indicated that the service had much improved. This view was not shared by the Committee and Members highlighted several of their own experiences when dealing with enquires through the Hub, namely:

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- i) A Member reported that during an enquiry through the Hub until they mentioned they were a Borough Councillor; they had been treated in an unsatisfactory manner.
- ii) A Member recently ordered a new wheelie bin and after several calls, which lasted between ten and fifteen minutes each, they ended up with five wheelie bins.
- iii) A Member attempted to report a problem with a pavement to the Highways Unit. This had not resulted in any action and they had eventually been advised to contact a County Councillor to resolve the issue.
- iv) A Member reported that, in his experience, using the Hub to access services was very frustrating because you could not approach individual services to discuss issues.

It was questioned what value was added to the delivery of services if people were prevented from having direct contact with relevant services. Officers reported that the ultimate vision for the Hub had been that a customer could contact any Hub in the County to resolve an issue regardless of where they lived in the County or who the responsible authority was. Due to technical difficulties, however, this ideal of service delivery still remained to be achieved.

Councillor Hopkins was asked to report the concerns and experiences highlighted by Members to the Joint Scrutiny Review Group for further consideration. It was noted that Councillor Hopkins would provide written updates for the Committee after every Review Group meeting.

In the context of external appointments, it was highlighted that, as Councillors, Members were appointed to a number of outside bodies, such as the Worcestershire Hub Board. However, they were not aware of providing updates on the work of these outside bodies for other Members' consideration. It was reported that feedback on outside Body appointments was supposed to be directed through the Executive Committee, although this rarely happened.

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## RESOLVED that

- 1) the updates be noted;
- 2) Councillor Hopkins be asked to report the Committee's concerns and comments on the Worcestershire Hub service back to the Joint Scrutiny Review Group for consideration; and
- 3) Officers be requested to review the arrangements currently in place for delivering reports on the subject of Members' work on outside bodies.

## 20. BUS PASS SCHEME: COUNTY PROVISION - UPDATE

The Committee received an update report on progress to date in relation to the Bus Pass Scheme for the County.

Officers reported on a number of specific areas, in particular in relation to:

### a) Age of eligibility for concessionary bus travel

Members noted that the age of eligibility for concessionary bus travel had been altered in line with changes made to the State Pension Scheme from April 2010. The changes, which would only impact on those due to turn 60 on or after 6th April 2010, had led to a lot of confusion for residents as there had been very little publicity nationally with the added issue that there would be a phased approach to issuing passes. Eligible residents would not necessarily receive their bus passes immediately upon application.

### b) Concessionary fares funding

The 2010/11 grant for Redditch had remained unchanged at £239,400. Members were reminded, however, that from 2011 the County Council would be the designated Travel Concession Authority for the County's six Districts and all funding will be directed to them.

Members were advised that the County Council had been instructed to have a main-stream, uniform approach to the scheme. Dependant on what scheme they decide to adopt, District Councils might ultimately have to fund any enhanced concessionary schemes they wished to have over and above the County Council's standard scheme.

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Officers reported that JMP Consulting would be providing estimates on the overall cost of pre-9.30am travel concession by the end of June. Members requested that a copy of the information be circulated to them for information. It was noted that two Districts had already removed this enhanced concession.

c) Branding

In response to a Member's query on why the Concessionary Passes could not display both County and Redditch Councils Logos on the front of cards, Officers advised that current legislation only allowed for the Travel Concession Authority's logo (the County Council's in this instance) to be displayed.

Members expressed their concerns that Redditch would have no real input into the decisions on the scheme and how it operated. They were particularly concerned that the pre-9.30am travel scheme might be lost.

It was noted that, ultimately the responsibility for the Concessionary Fares Scheme and the decision as to whether to adopt the National scheme or to allow enhancements such as pre-9.30am travel would rest with the County Council. It was suggested and agreed that the relevant Worcestershire County Council Portfolio Holder and appropriate County Council Officers with responsibility for concessionary fares should be invited to attend the next meeting of the Committee to discuss the matter in more detail.

**RESOLVED that**

- 1) the Officers' report and oral update be noted;**
- 2) Officers to circulate a copy of the information due to be provided by JMP Consulting on the costs associated with providing the pre-9.30am travel concession for members' consideration; and**
- 3) the relevant Worcestershire County Council Portfolio Holder and Responsible Officer(s) be invited to attend the 14th July 2010 meeting of the Overview and Scrutiny Committee, to discuss the matter in more detail.**

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## 21. CHARGING POLICY - MONITORING REPORT

The Committee received an oral report in relation to monitoring of the Council's Charging Policy on the Council's process for setting fees and charges.

Officers provided background information on the Charging Policy that had been approved by Council in accordance with the recommendations made by the Fees and Charges Task and Finish Group in 2008. It was clarified that the purpose of bringing the matter to Committee was for Members to monitor the impact of the Charging Policy on the Council's fees and charges setting process, its weaknesses and positive outcomes.

Members were informed that, there had been some significant changes to services since 2008, particularly in the Leisure Services. However, it was difficult to determine to what extent this had been influenced by the Charging Policy as the introduction of the charging policy had coincided with the economic downturn which was also likely to have impacted on the use of many services. Officers, though, believed that the spirit of the policy was being followed leading to improvements across various services, including Planning, Leisure and Garden Waste collection.

Members noted the information provided by Officers but considered that a comprehensive written report was required in order for them to exercise a proper monitoring role.

### **RESOLVED that**

**Officers provide the Committee with a detailed written report on the impact of the Council's Charging Policy on the fees and charges setting process as soon as possible.**

## 22. CONSOLIDATED REVENUE OUTTURN - FINANCIAL YEAR 2009/10

The Committee received a report which detailed the Council's overall financial outturn and actual income and expenditure for the 2009/10 financial year with a comparison to the budget for General Fund Services and the Housing Revenue Account.

Officers provided details on various aspects of the report in relation to major variations in budgets and in particular in respect of significant changes in the Corporate employee costs subsequent to the review of senior management posts and redundancies and it was noted that, whilst the figures were still subject to examination



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by the Audit Commission during July 2010, in general terms the Council had saved more than anticipated.

**RESOLVED that**

**the report be noted.**

**23. QUARTERLY PERFORMANCE MONITORING - QUARTER 4 -  
JANUARY TO MARCH 2010**

The Committee received a report on the Council's performance for the forth quarter of the 2009/10 financial year for comment and noting.

Officers reported on various indicators that had shown improvements and highlighted Benefits and Housing Repairs as well as reductions, particularly those relating to recycling and levels of detritus. Members commented that solutions were being implemented to improve clearance of detritus through staff training and increased use of equipment such as mechanical sweepers.

Members also discussed NI 151 regarding the slight fall in the local overall employment rate (working age) and queried what Redditch Borough Council, as a local employer, was doing to help improve employment in the town. In the absence of specific knowledge on the matter, Officers suggested that Local Authority influence on general employment in the town was fairly marginal although a number of events had been staged as part of the Local Development Strategy work and more were planned. The Committee agreed that relevant Officers be requested to circulate a written answer to the query for Members information.

**RESOLVED that**

- 1) the update on key performance indicators for the period ending March 2010 be noted; and**
- 2) in relation to NI 151, regarding the overall employment rate (working age), relevant Officers be requested to circulate a written answer to Committee Members in respect of the query on what Redditch Borough Council was doing to help improve employment in the town, as soon as possible.**

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## 24. ITEMS FOR SCRUTINY - SUGGESTIONS FROM THE CORPORATE MANAGEMENT TEAM

The Committee was asked to consider a list of potential items for scrutiny that had been proposed by the Council's Corporate Management Team and to determine which, if any, they considered might be suitable for inclusion on the Committee's Work Programme for the forthcoming year.

Members agreed that the "red flag" issues of education attainment and health inequalities were suitable for ongoing scrutiny. It was noted that the Redditch Partnership was currently working on both of these issues and that a Health Action Plan was to be produced. Officers suggested that the Overview and Scrutiny Committee might wish to look at the Health Action Plan in more detail and invite a representative of the NHS to a future meeting to for this purpose. It was also reported that the Local Strategic Partnership Task and Finish Group would be making recommendations regarding the partnership that would help the Committee in the long-term to scrutinise these issues.

The Committee further agreed that Shared Services and the WETT services would be suitable for scrutiny. Whilst joint scrutiny might be undertaken, Members were keen to consider both issues from a district perspective in order to gauge any direct benefits for the residents of Redditch.

A proposal was also put forward that the Committee consider setting up a Task and Finish Group to look into environmental standards on local estates. The Member concerned was requested to complete the required scoping document outlining their proposals for the review for formal submission to the Committee for consideration.

### **RESOLVED that**

- 1) **the list of potential items for scrutiny and Task and Finish Reviews provided by the Council's Corporate Management Team, be noted;**
- 2) **the Overview and Scrutiny Committee be provided with a copy of the Health Action Plan and a representative of the NHS be invited to attend a future meeting of the Committee to discuss the document in more detail;**

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- 3) appropriate reports on the subjects of Shared Services and WETT Services be provided at regular intervals for the Committee's information and consideration, commencing with the report on the WETT Regulatory Service for the 14th July 2010 meeting; and
- 4) a scoping document be submitted by Councillor Vickery in respect of his request for a Task and Finish review of environmental standards on local estates, for the Committee's consideration.

**25. WORCESTERSHIRE ENHANCED TWO TIER (WETT) REGULATORY SERVICE - QUESTIONS REGARDING THE SERVICE**

The Committee was asked to consider whether it wished to propose a list of questions on the Worcestershire Enhanced Two Tier (WETT) Regulatory Service which would be addressed by relevant Officers at a presentation at the following meeting of the Committee.

**RESOLVED that**

**Members provide the Overview and Scrutiny Support Officer, in advance of the meeting, with their questions (if any) on the subject of the WETT Regulatory Service for the consideration of relevant Officers.**

**26. WORCESTERSHIRE COUNTY COUNCIL - SUGGESTIONS FOR SCRUTINY**

The Committee was informed that it had been invited by Worcestershire County Council to consider whether it wished to propose any appropriate items for consideration by a selection of the County Council's Overview and Scrutiny Committees.

**RESOLVED that**

**Further to their invitation, the following items be put to Worcestershire County Council's appropriate Overview and Scrutiny Committees for consideration:**

- 1) road surfaces in Redditch;

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- 2) **the County's response to needs analysis as detailed in the Supporting People Strategy;**
- 3) **the funding of QUANGOS, in terms of Worcestershire accessing a fair share and how it is subsequently distributed County-wide; and**
- 4) **plans for economic development in North Worcestershire.**

## **27. REFERRALS**

The Committee was asked to consider a referral from the Local Strategic Partnership (LSP) Task and Finish Group relating to the potential for Redditch Borough Council to adopt a Staff Volunteering Policy. Members were provided with a copy of Bromsgrove District Council's Staff Volunteering Policy, which had been approved in February 2010, as an example.

Officers reported that, as the Bromsgrove Policy had only recently been adopted, it was much too early to assess its impact, take-up and benefits to staff at this time. With regard to the query on consultation, Officers suggested that at the very least, the Unions should be consulted but that it would be wise to consult with staff to gauge interest.

Members were generally supportive of the Council pursuing a Staff Volunteering Policy, but agreed that it would be prudent to monitor the impact of the Policy in Bromsgrove for a period of time to provide further information and allow an informed decision on whether a similar policy would be appropriate in Redditch.

### **RESOLVED that**

- 1) **the Overview and Scrutiny Committee review the proposal for a Staff Volunteering Policy in twelve months time once further information is available from Bromsgrove District Council on its success or otherwise; and**
- 2) **the Committee's Work Programme be amended accordingly.**

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## 28. WORK PROGRAMME

Members were reminded that the Scrutiny Work Programme Planning Event was due to be held on the 26th July 2010 at 6pm

### **RESOLVED that**

**subject to any updates previously agreed during the course of the meeting, the Committee's Work Programme be noted.**

The Meeting commenced at 7.00pm  
and closed at 8.45pm

.....  
Chair



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

Document is Restricted





**REDDITCH BOROUGH COUNCIL****EXECUTIVE COMMITTEE**

28th July 2010

**ADVISORY PANELS, WORKING GROUPS, ETC - UPDATE REPORT**

Relevant Portfolio Holder	Cllr Michael 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**

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**

	<b><u>Meeting :</u></b>	<b><u>Lead Members / Officers :</u></b> (Executive Members shown <u>underlined</u> )	<b><u>Position :</u></b> (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> / Vice-Chair: Cllr Hopkins  Guy Revans.	Next meeting – 3rd August 2010.
2.	Economic Advisory Panel	Chair: <u>Cllr Pearce</u> / Vice-Chair: Cllr Braley  John Staniland / Georgina Harris	Last meeting – 8th February 2010.

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3.	Housing Advisory Panel	Chair <u>Cllr B Clayton</u> / Vice-Chair Cllr Quinney Liz Tompkin	Last meeting – 22nd June 2010.
4.	Leisure Contracts Advisory Panel	Chair <u>Cllr Anderson</u> / Vice-Chair Cllr Hopkins Kevin Cook	Last meeting – 1st February 2010.
5.	Planning Advisory Panel	Chair <u>Cllr Pearce</u> / Vice-Chair Cllr M Chalk John Staniland / Ruth Bamford	Next meetings – 21st July & 11th August 2010.

**B. OTHER MEETINGS**

6.	Constitutional Review Working Party	Chair <u>Cllr Gandy</u> / Vice Chair Cllr Braley Steve Skinner	Last meeting - 24th February 2010.
7.	Grants Panel	Chair / Vice Chair Cllr Braley Angie Heighway	Next meeting – to be arranged.
8.	Independent Remuneration Panel	Independent Members / Chair Mr Andrew Powell	Last meeting – 5th February 2010.
9.	Member Development Steering Group	Chair <u>Brunner</u> / Vice-Chair Cllr Braley Steve Skinner / Trish Buckley	Last meeting – 23rd March 2010

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10.	Procurement Steering Group	Chair <u>Cllr Braley</u> / Vice-Chair Cllr Hall Sue Hanley	Last meeting – 18th January 2010.
11.	Church Hill District Centre – Members' Panel	Chair <u>Cllr B Clayton</u> Jim Prendergrast	Last meeting – 25th May 2010.

**22. APPENDICES**

None.

**AUTHOR OF REPORT**

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REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

28th July 2010

**ACTION MONITORING**

<b>Portfolio Holder(s) / Responsible Officer</b>	<b>Action requested</b>	<b>Status</b>
<b>13th January 2009</b>		
<b>Cllr Gandy / Executive Committee</b>	<b>Third Sector Task and Finish Group</b>  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.
<b>27th January 2010</b>		
<b>Cllr Gandy / A Heighway</b>	<b>Single Equalities Scheme</b>  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.	
<b>Cllr Braley / Property Services Manager / B Haycock</b>	<b>Easemore Road Site – Consultation with Tenants</b>  Officers undertook to carry out a basic check of all such Leases held by the Council by the end of the financial year.	
<b>3rd February 2010</b>		
<b>Cllr Braley / T Kristunas</b>	<b>Initial Estimates 2010/11</b>  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**

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<b>26th May 2010</b>		
<b>C Gandy / H Bennett</b>	<p><b>Council Plan 2010-13</b></p> <p>Officers undertook to circulate a definition of the acronym GV to Members of the Committee following the meeting.</p> <p>Amendments to be made to the Plan to reflect Members' comments on layout and content.</p>	
<b>B Clayton / L Tompkin</b>	<p><b>Capital Budget Provision 2009/10 and 2011/12 for Asbestos Removal</b></p> <p>Officers were requested to include a detailed update on asbestos removal as a separate appendix to the forthcoming half-yearly report on the Housing Capital Programme.</p>	
<b>16th June 2010</b>		
<b>M Braley / H Bennett / J Godwin / T Kristunas</b>	<p><b>Quarterly Performance Monitoring – Quarter 4</b></p> <p>Officers undertook to provide:</p> <ol style="list-style-type: none"> <li>1. Councillor Chance with additional information on the percentage of Council Tax collected by the Authority in the year (BV009) and One Stop Shop: customer satisfaction (WMO 003)</li> <li>2. all members of the Executive Committee with information relating to adult participation in sport and active recreation (NI008) both countywide and nationally.</li> </ol>	<p>Information relating to participation in sport circulated to the Committee (22nd June)</p>

**REDDITCH BOROUGH COUNCIL****EXECUTIVE COMMITTEE**

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<b>M Braley / T Kristunas</b>	<b>Quarterly Budget Monitoring – Quarter 4</b>  Officers undertook to provide: <ol style="list-style-type: none"> <li>1. Councillor Chance with additional information regarding Item 8 Debit; and</li> <li>2. all members of the Executive Committee a breakdown of amounts held in specific reserves from public donations.</li> </ol>	
<b><u>Note:</u></b>	<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 16/6/10

