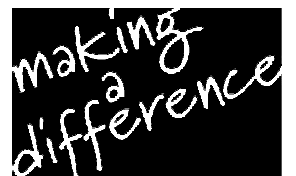


# Executive Committee

Tuesday, 21st June  
2011  
7.00 pm

Committee Room 2  
Town Hall  
Redditch



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

# Access to Information - Your Rights

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

Your main rights are set out below:-

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

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

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

21st June 2011

7.00 pm

## Committee

Committee Room 2 Town Hall

### Agenda

#### Membership:

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

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|--|---|
| <b>1. Apologies</b>  | To receive the apologies of any Member who is unable to attend this meeting.  |
| <b>2. Declarations of Interest</b>   | To invite Councillors to declare any interests they may have in items on the agenda.  |
| <b>3. Leader's Announcements</b>   | <ol style="list-style-type: none"><li>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</li><li>any other relevant announcements.</li></ol> <p>(Oral report)</p> |
| <b>4. Minutes</b><br>(Pages 1 - 8)<br>Chief Executive  | To confirm as a correct record the minutes of the meeting of the Executive Committee held on the 31st May 2011.<br><br>(Minutes attached)   |
| <b>5. Work Experience Opportunities Task and Finish Review - Final Report</b><br>(Pages 9 - 24)<br><br>Work Experience Opportunities Task & Finish Group | To consider the final report of the Work Experience Opportunities Task and Finish Group.<br><br>(Report attached)<br><br><b>(No Specific Ward Relevance);</b>   |

# Executive

Committee

21st June 2011

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| <p><b>6. Quarterly Performance Monitoring - Quarter 4 - January to March 2011</b></p> <p>(Pages 25 - 42)</p> <p>Director of Policy, Performance and Partnerships</p>           | <p>To consider the quarterly performance report, showing indicators which have improved, declined or remained static when compared to the same period in the previous financial year.</p> <p>(Report attached)</p> <p><b>(No Specific Ward Relevance);</b></p>   |
| <p><b>7. Quarterly Monitoring of the Benefits Service Improvement Plan - Quarter 4 - January to March 2011</b></p> <p>(Pages 43 - 52)</p> <p>Head of Finance and Resources</p> | <p>To advise Members of actual performance during Quarter 4 of the Improvement Plan.</p> <p>(Report attached)</p> <p><b>(No Specific Ward Relevance);</b></p>  |
| <p><b>8. Quarterly Monitoring of Complaints and Compliments - Quarter 4 - January to March 2011</b></p> <p>(Pages 53 - 78)</p> <p>Head of Customer Services</p>                | <p>To consider a report which provides a quarterly update on Formal Complaints and Compliments received by the Council.</p> <p>(Report attached)</p> <p><b>(No Specific Ward Relevance);</b></p>   |
| <p><b>9. Overview and Scrutiny Committee</b></p> <p>(Pages 79 - 86)</p> <p>Chief Executive</p>   | <p>To receive the minutes of the meeting of the Overview and Scrutiny Committee held on the 24th May 2011.</p> <p>There are recommendations to consider.</p> <p>(Minutes attached)</p>   |
| <p><b>10. Worcestershire Shared Services Joint Committee</b></p> <p>(Pages 87 - 96)</p>  | <p>To note the Protocol for referral of Decisions from the Worcestershire Shared Services Joint Committee to participating authorities. This protocol was agreed at a previous meeting of the Joint Committee but was not subsequently referred on to the Executive Committee for noting and commenting on, as appropriate.</p> <p>(Minutes and Protocol attached)</p> <p><b>(No Specific Ward Relevance);</b></p> |

# Executive

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21st June 2011

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|---|--|
| <p><b>11. Minutes / Referrals - Overview and Scrutiny Committee, Executive Panels etc.</b></p> <p>Chief Executive</p> | <p>To receive and consider any outstanding minutes or referrals from the Overview and Scrutiny Committee, Executive Panels etc. since the last meeting of the Executive Committee, other than as detailed in the items above.</p>  |
| <p><b>12. Advisory Panels - update report</b></p> <p>(Pages 97 - 100)</p> <p>Chief Executive</p>                      | <p>To consider, for monitoring / management purposes, an update on the work of the Executive Committee's Advisory Panels and similar bodies, which report via the Executive Committee.</p> <p>(Report attached)</p>  |
| <p><b>13. Action Monitoring</b></p> <p>(Pages 101 - 102)</p> <p>Chief Executive</p>                                   | <p>To consider an update on the actions arising from previous meetings of the Committee.</p> <p>(Report attached)</p>  |
| <p><b>14. Exclusion of the Public</b></p>   | <p>Should it be necessary, in the opinion of the Chief Executive, 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 (to be specified) of Part 1 of Schedule 12 (A) of the said Act, as amended.”</b></p> |
| <p><b>15. Confidential Minutes / Referrals (if any)</b></p>   | <p>To consider confidential matters not dealt with earlier in the evening and not separately listed below (if any).</p>  |







## Executive Committee

31st May 2011

### MINUTES

#### Present:

Councillor Carole Gandy (Chair), Councillor Michael Braley (Vice-Chair) and Councillors Juliet Brunner, Greg Chance, Malcolm Hall, Jinny Pearce, Debbie Taylor and Derek Taylor

#### Also Present:

Councillors Simon Chalk and Robin King

#### Officers:

J Bayley, K Dicks, C Flanagan, S Hanley, T Kristunas and J Pickering

#### Committee Services Officer:

D Sunman

#### 1. APOLOGIES

Apologies for absence were received on behalf of Councillor Brandon Clayton.

#### 2. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 3. LEADER'S ANNOUNCEMENTS

There were no Leader's Announcements.

At this point in the meeting Councillor Chance raised the following:

- whether Councillor Gandy had completed the compulsory Chair's training prior to the meeting. The Chief Executive confirmed that the Chair's training was in the process of being arranged and that in these circumstances Councillor Gandy could continue to chair the meeting.
- Proposed a motion that Item 7 and 8 be discussed in public session on the grounds that an important principle regarding

.....  
Chair

support of third sector organisations was involved. The motion was seconded and a vote taken. The motion was defeated.

**4. MINUTES**

**RESOLVED that**

**the minutes of the meeting of the Executive Committee held on 12th April 2011 be confirmed as a correct record and signed by the Chair.**

**5. ROAD GRITTING SHORT, SHARP REVIEW - FINAL REPORT**

Councillors Robin King and Simon Chalk attended the meeting to present the final report of the Gritting Short, Sharp Review Group.

Members were informed that the Group had made 13 recommendations that had been designed to help improve road gritting and winter service arrangements in Redditch during periods of inclement weather.

The Group recognised that Worcestershire County Council (WCC), as the responsible authority for gritting and highways maintenance, had worked hard during December 2010 to minimise the impact of unprecedented weather conditions on the highways in the County.

The aim of the review had been to help WCC to continue to improve winter service arrangements by contributing a local perspective about actions that could be taken to improve conditions in Redditch for the future.

The Committee were informed that the Group had made a number of recommendations about relevant sections of the County Council's website. It was noted that following presentation of the report for the consideration at the Overview and Scrutiny Committee in April alterations had been made to the Council's website. These alterations had addressed some, though not all, of the Group's concerns.

Councillor King thanked all members of the Group and, in particular, former Councillor Graham Vickery who had initially chaired the Group. He also thanked the Head of Environmental Services and his team, and the Overview and Scrutiny Support Officer for their support in the production of the final report.

The Chair informed members that a meeting had been arranged for the beginning of July with WCC's Cabinet Member with Responsibility for Highways and Transport. She reported that it

was her intention to take a copy of the final report to the meeting for discussion.

**RESOLVED that**

- 1) **the report be noted;**
- 2) **the Executive Committee receive an update following the meeting with WCC's Cabinet Member with Responsibility for Highways and Transport.**

**6. REDDITCH COUNCIL PLAN 2011-14**

The Committee received a report on and copy of the draft Redditch Council Plan 2011-14 for approval.

Officers reported that the Council Plan, and associated Action Plan, had been developed to reflect the Council's vision as 'an enterprising community, which is safe, clean and green' as well as a fourth overarching priority to be a well-managed organisation.

Members noted the comments of the Overview and Scrutiny Committee from their meeting on 13th April when they considered the draft plan for pre-scrutiny.

**RECOMMENDED that**

**The Council Plan 2011 – 2014, attached at Appendix 1 of the report, be approved.**

**7. REVIEW OF LEASE - 21 AND 21A SALTERS LANE**

Members agreed a further 3 year lease with associated terms on 21 and 21a Salters Lane.

[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 affairs of any particular body (including the authority holding that information.)]

**8. REVIEW OF LEASE - UNIT 1, MATCHBOROUGH CENTRE**

Members agreed the continuation of a concessionary rent agreement and the terms thereof in relation to Unit 1, Matchborough House.

[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 affairs of any particular body (including the authority holding that information.)]

**9. PARK HOUSE (150 EVESHAM ROAD)**

Members considered a report requesting that the site of the former Park House (150 Evesham Street) be declared surplus to requirements and made available for disposal.

**RECOMMENDED that**

- 1) the site of the former Park House (150 Evesham Street) be declared surplus to requirements; and**

**RESOLVED that**

- 2) Local Councillors consult residents and feedback ideas for the future use of the site; and**
- 3) a further report be submitted to the Executive Committee at the meeting scheduled for 2nd August 2011 regarding the disposal and future use of the site.**

**10. OVERVIEW AND SCRUTINY COMMITTEE**

The Committee received the minutes of the meeting of the Overview and Scrutiny Committee held on 13th April 2011. Members noted the recommendations regarding the pre-scrutiny of the Redditch Council Plan 2011 – 2014 as noted in Minute 6 above.

**RESOLVED that**

**the minutes of the meeting of the Overview and Scrutiny Committee held on 13th April 2011 be received and noted.**

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

There were no minutes or referrals under this item.

**12. ADVISORY PANELS - UPDATE REPORT**

The Committee received an update on the work of the Executive Committee's Advisory Panels and similar bodies.

The following was noted:

- Procurement Steering Group – date to be arranged: and
- Planning Advisory Panel – next meeting – 28th June

**RESOLVED that the report be noted.**

**13. ACTION MONITORING**

**RESOLVED that**

**the report be noted.**

**14. 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 on the grounds that it involves the likely disclosure of exempt information as defined in the relevant paragraph 3 of Part 1 of Schedule 12 (A) of the said Act, as amended:**

- **Review of Lease – 21 and 21a Salters Lane (as detailed at Minute 6 above); and**
- **Review of Lease – Unit 1 Matchborough House (as detailed at Minute 7 above).**

The Meeting commenced at 7.27pm  
and closed at 9.05pm

.....  
Chair



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

Document is Restricted





## **EXECUTIVE COMMITTEE**

21st June 2011

### **WORK EXPERIENCE OPPORTUNITIES TASK AND FINISH REVIEW – FINAL REPORT**

|                           |   |
|---------------------------|---|
| Relevant Portfolio Holder | <b>Councillor Carole Gandy, Portfolio Holder for Community Leadership and Partnership</b> |
| Relevant Head of Service  | <b>Ruth Bamford, Head of Planning and Regeneration</b>                                    |
| Wards Affected            | <b>All Wards</b>  |
| Non-Key Decision          |   |

#### **1. SUMMARY OF PROPOSALS**

This report contains the final proposals of the Work Experience Opportunities Task and Finish Group. The Group is proposing five recommendations which are designed to increase the provision for young people to undertake work experience placements in Redditch.

#### **2. RECOMMENDATIONS**

The Committee is asked to **RECOMMEND** that

- 1) the current work experience scheme, which provides work experience opportunities for 14 and 15 year olds at Key Stage 4 at school, should be continued locally;**
- 2) Worcestershire County Council should plan immediately for an increased number of pupils at schools across the County due to the raising of the participation age in 2013 and 2015;**
- 3) the continued function of the Worcestershire Education Business Partnership should be supported by the Council;**
- 4) a greater number of local employers should show a commitment to visit schools in Redditch to provide presentations on life in the workplace; and**
- 5) there should be a central RBC Officer point of contact for schools to arrange work experience placements at Redditch Borough Council.**

#### **3. BACKGROUND**

- 3.1 The Work Experience Opportunities Task and Finish Group was established in October 2010 to find out what provision is available locally for young people to undertake work experience placements and what could be done to increase these opportunities. Four members

**EXECUTIVE COMMITTEE**

21st June 2011

were appointed to the review: Councillors Peter Anderson; William Norton; Mark Shurmer; and Andrew Fry. Councillor Anderson was appointed to chair the review. Following Councillor Norton's resignation from the Group early in the review, Councillor Andrew Brazier was nominated as his replacement.

- 3.2 The review was prompted by concern that Redditch possesses a disproportionate number of young people relative to the size of the town who are neither in education, employment, or training. In December 2010, 5.7 per cent of 16-18 year olds in Redditch, 127 people, were recorded as being NEET which was amongst the highest rates in Worcestershire. The average across the County was 5.3 per cent. The West Midlands average was 6.1 per cent. The national average was 5.9 per cent.
- 3.3 Work Experience is a key component of the work-related learning programme which became a statutory requirement of the Key Stage 4 (years 10 and 11) curriculum in 2004. Work related learning is defined as a "planned activity which uses the context of work to develop skills, knowledge and understanding useful in work, including learning through the experience of work, learning about work and working practices, and learning the skills for work" (Department for Children, Schools and Families).
- 3.4 The intention of work-related learning was to give school pupils at the age of 14 and 15 a greater opportunity to develop their employability skills in preparation for employment at 16 and beyond, increase their knowledge and understanding of employers and employment, and to learn from direct experiences in the workplace.
- 3.5 91.7 per cent of applicable year ten students from schools in Redditch undertook work experience en bloc during the 2009/10 school year, a percentage that was comparable with the national average.
- 3.6 In September 2010, Professor Alison Wolf of King's College London launched an independent review into vocational education opportunities across the country. The review was commissioned by the Secretary of State for Education, Michael Gove MP. Professor's Wolf published her proposals in March 2011.
- 3.7 Within her final report, Professor Wolf recommended to Government that 'helping young people to obtain genuine work experience...should be one of the highest priorities for 16-18 education policy in the next few years'. Professor Wolf also recommended that government should 'remove their statutory duty to provide every young person at KS4 (Key Stage 4) with a standard amount of "work-related learning". Professor Wolf supported this recommendation with the following comments:

**EXECUTIVE COMMITTEE**

21st June 2011

'Fewer and fewer employers are willing to accommodate young people under the age of 16 on their premises; and the paper work associated with placements has increased exponentially. For that reason the blanket requirement to give all KS4 pupils 'work experience' – or, as it has officially become, 'work-related learning' – has served its time. It is very expensive: typically, for a school, the equivalent of at least half a full-time teacher's salary a year plus substantial administrative support. Too often, now, this does not even involve being in a workplace, as schools admit defeat and arrange something 'work-related' (and largely pointless) on school premises.'

- 3.8 The Report's essential rejection of the value of work related learning at Key Stage 4 was discussed at length by the Group with expert witnesses during the review.

EVIDENCE GATHERING

- 3.9 The Group met with local stakeholders who are either responsible for providing work experience opportunities for young people in Redditch and neighbouring areas, or had a clear interest in work experience opportunities to be widened for young people. The Group obtained evidence to support its recommendations from face-to-face meetings with and written correspondence from local schools, businesses, education agencies, and students. The Group has also obtained information on work experience and the situation of NEETs from a number of research documents.

Consultation with local schools

- 3.10 The Group interviewed the work experience coordinators and lead teachers from the four senior schools in Redditch: Trinity High School; St Augustine's Catholic High School; Kingsley College; and Arrow Vale Community High School to establish how work experience is currently arranged by the schools and to discuss what was achieved by a young person participating in a placement. The Group also sought advice on how work experience opportunities could be expanded locally.
- 3.11 The Group was informed during its discussions that the process for arranging work experience placements at the four senior schools was broadly similar. The process is complicated, with a number of checks being necessary and parental permission being required before a placement could be approved. Placements could be undertaken outside of the County, however this had cost implications.
- 3.12 Students had the opportunity at some schools to undertake extended placements for ten day periods at Key Stage 4 where the student's attitude was positive and their work schedule allowed, whilst further work experience opportunities were made available for sixth formers who were in need of practical experience to augment the course that

**EXECUTIVE COMMITTEE**

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they were undertaking. Typically, this would be for one day a week. Some placements were also provided on demand for sixth form students and also extended placements for one or two days per week if this was practically possible.

- 3.13 Often, however, the students' existing commitment to course work and preparation for examinations reduced the possibility of additional placements being arranged.
- 3.14 The Group learnt that the success of the student's placement was largely dependent on their own attitude and willingness to make the most from their placement. The Group was advised that it was often the less academically gifted students who adapted most easily to the changed environment by drawing upon their interpersonal and practical skills. It was also reported that many students became noticeably more confident and mature after undertaking a placement.
- 3.15 A successful placement could also enable the student to develop good contacts with potential employers. The Group also heard that students often benefited from being given real responsibility during their placement.
- 3.16 There were several reasons why a company might refuse to provide a work experience placement. Some companies were currently sensitive to being seen to bring in work experience students while redundancies were an issue. Solicitors were said to be reluctant to accept students due to the confidential nature of their work. Other companies reportedly had issues with health and safety checks because there was insufficient time to do the necessary training or the risk was seen as too great. It was also reported that some companies had insisted that they did not currently possess the necessary resources to host a work experience placement.
- 3.17 Some companies were reluctant to continue participating in the process based on negative experiences in the past, whilst it was reported that others simply did not appreciate the positive benefits that might result from hosting placements. It was felt a lot more could be done to convince companies that working with students was in their long term interests.
- 3.18 An important element of work related learning was to give the student a practical opportunity to further improve their job application skills. Elements of this included successfully completing applications forms as instructed; developing their interview technique; and being advised how to construct a curriculum vitae. Company visits were sometimes arranged to give the students another taster of life in the work place.
- 3.19 The Group heard that it was vital for the student to have the support of their parents when undertaking a work experience placement. The

**EXECUTIVE COMMITTEE**

21st June 2011

personal preference of the parents could be very influential in where the placement was undertaken. The parents were also responsible for their child's transportation and ensuring that they arrived each day on time.

- 3.20 It was suggested that the attitude of parents towards employment could have a huge influence on the student's attitude towards a placement. The Group heard that students were less likely to recognise the benefits offered by a placement in terms of helping them to enter the world of work if their parents had only a limited work ethic. An important role of the schools in these instances was to advocate the value of work experience to the parents.
- 3.21 Schools' representatives interviewed after the release of the Wolf Report expressed deep concern with the proposal to remove the statutory requirement for students at Key Stage 4 to undertake work related learning. Many of the students had little or no understanding of the workplace environment, and discontinuing the process would be detrimental to their personal development. It was felt that this might ultimately lead to an increase in the number of NEETs in the local community.

Consultation with education partners and agencies

- 3.22 The Group consulted with the Worcestershire Education Business Partnership, an organisation that encourages employers and schools to work together to help build the aspirations and work related skills of young people.
- 3.23 The Group was advised that the Worcestershire Education Business Partnership had been set up by Worcestershire County Council to support the work related learning activities throughout the County. This involved supporting over 120 schools and sixth form colleges in Worcestershire. The Partnership carried out a requirement for all work experience placements to be checked and to ensure that the company hosting a placement had a clear understanding of the roles of both the mentor and the student. Their staff ensured that the companies had an identified person directly responsible for the student and possessed a defined work schedule for the student.
- 3.24 A member of staff of the Worcestershire Education Business Partnership would visit the host company and checked that the employer's liability insurance was in place and that Health and Safety requirements would be met. If the placement was outside the locality, another education business partnership would be requested to undertake these checks. The Partnership also provided insurance against personal injury to students, a feature that is apparently not universally available in other counties.

**EXECUTIVE COMMITTEE**

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- 3.25 The Partnership hosted an electronic database that contained the information on all past and present placements that had taken place in the County since the Partnership's inception in 2005. This was demonstrated to the Group. The database contained over 9,000 registered opportunities for work experience placements, complete with the details of status, contact person, and an indication of the type of business involved. The database also possessed a facility to search for a particular type of job within a chosen geographical location. Therefore, a database user would have the ability to gain details of a specific range of work experience providers within a very short time period.
- 3.26 The database provided by the Worcestershire Education Business Partnership was regarded by all of the school representatives that were interviewed as a very valuable resource in arranging work experience placements, especially in terms of having an up to date list of companies that were likely to offer placements.
- 3.27 The Partnership was sometimes unable to facilitate sufficient placements because of the disproportionate demand for placements in: forensic science; sport; computer game design; website design; fashion design; law; media; journalism; and the medical profession.
- 3.28 The Partnership also worked to find placements for students doing courses that possessed a requirement in the curriculum for work experience placements to be undertaken. Students preparing for some university or professional courses were often required to undertake additional placements. Furthermore, some students required extended placements as part of a BTEC (Business & Technology Education Council) or similar courses.
- 3.29 The Worcestershire Education Business Partnership arranged school visits from local companies to give students a greater idea of the skills that were required in the workplace. Unfortunately, the Group was advised that these visits were not taking place very frequently in Redditch.
- 3.30 The Group was informed during the latter stages of the review that the Worcestershire Education Business Partnership would no longer be funded from April 2011.
- 3.31 The Group also met with Forward Consortium, a partnership that consists of all the high schools, special schools, FE colleges and training providers in North East Worcestershire. Its remit is to help the pupils to access the best of a number of vocational courses in the local area. The Consortium had worked with schools to set up vocational facilities where these did not previously exist.

**EXECUTIVE COMMITTEE****21st June 2011**

- 3.32 Forward Consortium now concentrated on delivering diplomas across a range of disciplines for students between the ages of 14 to 19. The diplomas offered a mixture of classroom work and hands on experience, of which an extended work experience placement was a key component. The diplomas had been introduced by the previous government to deliver a world class qualification.
- 3.33 Experience showed that all pupils needed to understand the work environment and have access more frequently than the present arrangements allowed. It was suggested that young people should also be better educated in terms of the skills that businesses sought.
- 3.34 The Group was urged to support the work of Connexions in providing guidance and assistance for those who were NEET, and also the work of the Worcestershire Education Business Partnership. It was considered imperative that, in the current state of flux, local bodies must work together to develop a common agenda in order to move forward together.
- 3.35 Having also met with Connexions Officers who worked directly with local NEETs, the Group was informed that the service had limited resources, but ran a 'New Chances' programme for twenty-five young people who generally preferred practical learning experiences and were extremely keen for practical work experience opportunities to help develop both practical skills and, more crucially, their self-esteem. The Group was encouraged to help provide further practical work experience placements for these young people.

**Consultation with students**

- 3.36 The Group attended a meeting of the Redditch Student Council on 31st January 2011 and enjoyed a lively discussion. The Student Councillors commented that they were given little choice when choosing work experience placements and found it difficult to gain a placement in an area of work that was of interest to them. It was also the general view of the Student Council that work experience placements often entailed basic tasks and at times did not offer genuine opportunities to explore the possibilities for future employment. They also broadly agreed that had they been able to identify sources of relevant work experience then they may have regarded their placements as more worthwhile.
- 3.37 A number of Student Councillors suggested that some students would be willing to take advantage of more work placements. It was felt that the most appropriate time to undertake these would be during the summer holidays following the period of GCSE examinations. Others were of the opinion that many students would be unwilling to give up their own free time to voluntarily do more work experience. They also expressed a preference to work in commercial businesses rather than the voluntary sector.

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- 3.38 The Group also met with a student who had decided to undertake a work experience placement within the Legal, Equalities and Democratic Services Department at Redditch Borough Council. The student had arranged three work experience placements on her own initiative. The Group was informed that the work experience placements were very useful in allowing her to make a more informed choice on the career that she wished to follow.

Consultation with local businesses

- 3.39 The chair of the Review, Councillor Peter Anderson, issued a letter on behalf of the Group to a number of local companies inviting their thoughts on the value of work experience. The local companies had been identified as regular providers of work experience placements. The Group received a number of responses that are referred to within the recommendations section of the report.

**4. RECOMMENDATIONS**

- 4.1 Recommendation 1: The Group recommends that the current work experience scheme, which provides work experience opportunities for 14 and 15 year olds at Key Stage 4 at school, should be continued locally.**

- 4.1.1 The Group strongly feels that work experience opportunities for 14 and 15 year old pupils in school at Key Stage 4 should be retained. During the course of the review, the Group found that considerable support existed locally for the continuation of the work experience scheme at Key Stage 4.

- 4.1.2 There was no doubt that this aspect of a pupil's education was considered a high priority by all of the schools and gives substantial benefits to those who take part. For those students without a clear idea of how they wished their career to proceed, the Group learned that a placement was an ideal opportunity for a student to develop their employability skills and to mature as an individual. The Group was provided with the following quote concerning the importance of work experience from a Head Teacher at a local senior school:

“Our students very much value their work experience placements and time away from school. It helps them confirm future life choices and makes them more focused on their studies and their examinations on their return to the classroom”.

- 4.1.3 The Group was regularly advised that a work experience placement represented an ideal opportunity for a student to test their current career plans and make informed decisions about their future. It was often reported that students had benefited from a work experience



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placement. It was further observed that a negative placement could be beneficial to a student by preventing them from further pursuing a particular career that was not suitable to them.

- 4.1.4 The Group received a number of responses from local businesses expressing their support for the continuation of the work experience scheme. The businesses that provided feedback ranged from huge multinational firms to a small local family business. The emerging view was that work experience produced many benefits for both the employer and participant and that, if possible, more opportunities for work experience placements should be provided.
- 4.1.5 The Wolf Report suggested that work experience at Key Stage 4 is an excessively costly exercise that too often fails to provide young people with an opportunity to gain genuine work experience. The evidence that the Group obtained locally did not support this view largely because the support provided to schools in Redditch was significantly better than that mentioned within the Wolf Report.
- 4.1.6 The Wolf Report recommends that work experience should be one of the highest priorities for 16-18 education policy in the next few years. Whilst the Group welcomes the potential increase in future opportunities for 16-18 year olds to undertake work experience, the Group does not feel that this should be at the expense of the current opportunities that are provided for 14 and 15 year olds. The Group was informed during its discussions that it was often the less academically gifted students who benefited most from a work experience placement. The Group therefore feels that it would not be helpful to many students if work experience opportunities were delayed.
- 4.1.7 The Group was made aware of the Government's *Get Britain Working* initiative that was launched in January 2011. The initiative is aimed at 18-21 year olds who are claiming Jobseekers Allowance and possess little or no work history with opportunities for two to eight week experience placements. However, the initiative does not currently target any areas in Worcestershire for increased work experience opportunities for 18-21 year olds.

There is real concern, therefore, that work experience opportunities for young people in Redditch might be significantly restricted in the event that the statutory requirement is removed for work related learning at Key Stage 4 and few other opportunities are provided.

- 4.1.8 The Group does not believe that continuing work experience opportunities for Key Stage 4 students will necessarily be sufficient in itself to reduce the number of young people who are NEET in Redditch. It strongly feels that abolishing work experience opportunities for 14 and 15 year olds would be hugely detrimental for the progression of many young people, especially those who are less gifted academically,

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and would very likely result in a significant increase the number of NEETs in Redditch in the short to medium term. The Group therefore urges the Council to work with schools and partner organisations to support the continuation of the Work Experience Scheme at Key Stage 4 and to increase further opportunities.

**4.2 Recommendation 2: The Group recommends that Worcestershire County Council should plan immediately for an increased number of pupils at schools across the County due to the raising of the participation age in 2013 and 2015.**

- 4.2.1 The Education and Skills Act 2008 increased the minimum age at which young people in England can leave learning, thus requiring them to continue in education or training to the age of 17 from 2013 and to 18 from 2015. The current Government has since made clear its own commitment to this. The raising of the participating age will not necessarily require young people to remain within school until the age of 18. Young people will also have the choice to undertake work based learning, including apprenticeships, or part-time education and training if they are employed, self-employed or volunteering for more than twenty hours a week.
- 4.2.2 The Group took every opportunity to ask about this policy and its likely effects for young people in Redditch, especially those who are NEET or are thought to be at risk of becoming NEET.
- 4.2.3 The Group feels that effective planning must begin at the earliest opportunity to increase the number of work based learning opportunities locally. The Worcestershire Education Business Partnership has played a central role in providing young people with work related learning opportunities since its inception in 2005. The Group is therefore very concerned that a vacuum will emerge in facilitating work based learning opportunities should the Partnership be discontinued. The Group feels that the Partnership is a key resource that must be retained and enhanced to enable the requirements of the extended business relationships to be achieved within the expanded remit of the schools.
- 4.2.4 The Group is also concerned that raising of the participation age will create new demand on school facilities and resources that the Group is unable to identify. Local reports recently stated that there are currently more than 500 young people between the age of 18 and 24 in Redditch who are unemployed. In another documents, the Group was informed that the numbers are biased towards the lower ages. Using this information, it is not unreasonable to suggest that schools in Redditch will have to support and administer hundreds more pupils by 2015.
- 4.2.5 Evidence collected by the Group leads it to believe that returning the pupils to the classroom, either within a school or college, is not an

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option that will effectively address the problem. The need is to provide a pathway that leads to long term employment, rather than just another certificate. This implies that schools must increase their involvement with employers comprehensively. The Group recommends that this work should commence at the beginning of the 2011/12 school year.

**4.3 Recommendation 3: The Group recommends that the continued function of the Worcestershire Education Business Partnership should be supported by the Council.**

4.3.1 During the course of the review, the Group was regularly referred to the role of the Worcestershire Education Business Partnership in terms of providing young people with the opportunity to experience life in the workplace. Principally this was achieved through the facilitation of work experience placements. The Group was hugely impressed with the electronic database function run by the Worcestershire Education Business Partnership to arrange work experience placements. The database was regularly referred to by the work experience coordinators and lead teachers from local schools as a crucial resource for arranging work experience placements.

4.3.2 The Worcestershire Education Business Partnership also undertook a number of essential tasks to facilitate work experience placements, including health and safety checks of the employer. Crucially, its work is a cost effective way of arranging work experience placements.

4.3.3 The Group was also informed that the Worcestershire Education Business Partnership helped to bridge the gap between education and business by providing further opportunities for young people in Redditch and across the County to sample a taste of life in employment. This was predominantly achieved through visits from local businesses to local schools. The Group was therefore very concerned to learn that the Worcestershire Education Business Partnership funding would cease altogether from April 2011.

4.3.4 The value of the Worcestershire Education Business Partnership's function has also been recognised by local businesses that were contacted during the course of the review who had built up strong relationships with the Worcestershire Education Business Partnership over recent years.

4.3.5 The Group therefore recommends that the continued function of the Worcestershire Education Business Partnership should be supported to help ensure that school pupils in Redditch will continue to be provided with opportunities to experience life in the work place in a cost effective manner.

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- 4.4 Recommendation 4: The Group recommends that a greater number of local employers should show a commitment to visit schools to provide presentations on life in the workplace.**
- 4.4.1 During its investigations, the Group was informed that a number of local companies visited schools in Redditch to provide presentations on life in the workplace. The Group learnt that these presentations typically offered both the visiting company and students a range of important benefits.
- 4.4.2 For the students, the presentations provided further information on what essential skills were required to succeed in the workplace. Significantly, it also gave students a clearer indication of the relevance of their school work to future employment. For the local companies, the presentations predominantly offered longer term benefits of creating a direct dialogue with potential future employers at a minimal cost.
- 4.4.3 Enabling industrial representatives the opportunity to give presentations at schools was found to be an effective means of countering the negative perception of manufacturing and commerce held by many students. This is particularly significant in Redditch given its traditional manufacturing base.
- 4.4.4 The Group suggests that more local employers should therefore be encouraged to deliver presentations to local students for their own benefits as well as the students, and to strengthen the existing links between schools and local industry.
- 4.5 Recommendation 5: The Group recommends that there should be a RBC Officer central point of contact for schools to arrange work experience placements at Redditch Borough Council.**
- 4.5.1 Redditch Borough Council is a regular provider of work experience placements for young people in the local community. Many students in Redditch have been given the opportunity to develop their employability skills by experiencing life in employment in one or more of the Council's many departments. Close to two hundred placements have been undertaken at the Council since 2008. The Council's support for work experience was greatly valued by the work experience coordinators and lead teachers interviewed by the Group.
- 4.5.2 It was suggested to the Group, however, that the process for arranging work experience placements at Redditch Borough Council could be improved if there was a central point of contact at the Council for schools to liaise and arrange work experience placements. The Group was advised that some work experience coordinators would contact each Council Department separately to arrange a placement. A Human Resources Officer at Redditch Borough Council would eventually be

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contacted when administrative clearance was required once the placement had been verbally agreed between the work experience coordinator and contact person with the Council department. The whole process was regarded as unnecessarily lengthy and overly bureaucratic.

- 4.5.3 The Group therefore feels that the process for arranging work experience placements at Redditch Borough Council should be streamlined. It is proposed that all requests from local schools for work experience placements at the Council should be directed to a central point of contact within the Human Resources Department who would be responsible for assigning the request to each of the Council's departments. This would alleviate the current requirement for schools to contact each department individually. A more efficient process could increase the number of work experience placements provided by Redditch Borough Council as it would ensure that all departments would be regularly contacted in future to arrange a placement.

**5. FINANCIAL IMPLICATIONS**

It is not currently possible to establish how much it would cost to implement recommendations relevant to Redditch Borough Council. However, it is likely that providing support to the continued function of the Worcestershire Education Business Partnership will have financial implications. This would require further consideration when the specific actions were agreed

**6. LEGAL IMPLICATIONS**

No legal implications have been identified.

**7. SERVICE / OPERATIONAL IMPLICATIONS**

- 7.1 The Group's recommendations are designed to help ensure that young people in Redditch have sufficient opportunities to develop the skills that are required to succeed in the workplace. The Group feels therefore that this would help the Council to meet the corporate aim to be an enterprising community.
- 7.2 The Group suggests that increasing opportunities for local young people to participate in work experience is consistent with one of the aims of the *Raising Educational Achievement and Aspirations Action Plan* as part of the *Redditch Sustainable Communities Strategy* to 'raise awareness of the opportunities on offer to children and young people in Redditch'.
- 7.3 Offering further work experience placements at the Council to local students, as part of both the Human Resource Delivery Plan and the

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Leisure Services Plan, is an agreed action within the Redditch Economic Development Strategy 2009-2018. It is felt that the Group's proposals would help the Council to achieve this by raising awareness of the value of work experience and by supporting the mechanisms that facilitate work experience placements in Redditch and neighbouring areas.

- 7.4 It is understood that having a central RBC Officer central point of contact to coordinate work experience placements at the Council, as recommended within the report, was previously in place at the Council. It is therefore felt that reverting to this previous practice will not have significant operational implications.

**8. CUSTOMER / EQUALITIES AND DIVERSITY IMPLICATIONS**

There are no direct equalities and diversity implications.

**9. RISK MANAGEMENT**

There are no direct risk management implications

**10. APPENDICES**

None

**11. BACKGROUND PAPERS**

Learning and Skills Network, 'Changing the NEET mindset' (2010).

Owens Consulting, 'Young people in Worcestershire who are NEET Available: a research study' (2011).

UK Commission for Employment and Skills, 'The Employability Challenge: Full Report' (February 2009).

CBI, 'Time Well Spent: Embedding employability in work experience' (March 2007).

Christian Percy, 'Exploring the impact of formal work experience and term-time paid employment using longitudinal data from England (2003-2007)' (February 2010).

IPSOS Mori, Young People Omnibus 2009: Wave 15 – A research study on work-related learning among 11-16 year olds on behalf of the Qualifications and Curriculum Authority (January – April 2009).

Alison Wolf, 'Review of Vocational Education – The Wolf Report' (March 2011).

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Institute for Education Business Excellence, 'Policy Update Special Edition: Wolf Review of 14-19 Vocational Education' (March 2011)

Institute for Education Business Excellence. 'Students' Perceptions of Work Experience: Report of a Survey carried out by the National Support Group for Work Experience, 2007-08 (2008)

**CONTACT FOR THE REPORT**

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**CORPORATE PERFORMANCE REPORT**  
**QUARTER 4, PERIOD ENDING 31 MARCH 2011**

|                            |  |
|----------------------------|--|
| Relevant Portfolio Holder  | Cllr Michael Braley, Portfolio Holder for Corporate Management |
| Portfolio Holder Consulted | Yes at Portfolio Holder Briefing                               |
| Relevant Head of Service   | Hugh Bennett, Director of Policy, Performance and Partnerships |
| Wards Affected             | All Wards  |
| Non-Key Decision           |  |

**1. SUMMARY OF PROPOSALS**

This report provides Members with an opportunity to review the Council's performance for quarter 4 of the 2010/11 financial year and to comment upon it.

**2. RECOMMENDATIONS**

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

**the update on key performance indicators for the period ending 31st March 2011 be considered and commented upon.**

**3. KEY ISSUES**

**Financial Implications**

3.1 Poor financial performance will be detrimental to any Council assessment and overall performance. Specific financial indicators included in the 2010/11 set are listed below:

- a) NI 181 – time taken to process housing benefit / council tax benefit new claims and change events;
- b) BV 008 – percentage of invoices for commercial goods and services that were paid by the Council within 30 days of receipt or within the agreed payment terms;
- c) BV 79b (i) – the amount of Housing Benefit overpayments recovered as a percentage of all HB overpayments.

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**Legal Implications**

- 3.2 Under the Local Government and Public Involvement in Health Act 2007, a set of 198 new National Indicators was introduced to replace the previous Best Value Performance Indicators. These cover all public authorities, but are not all applicable to Redditch Borough Council. The Government have announced that the NI set is to be reduced and these changes will be reviewed as part of the production of the Council Plan 2011/12.

**Service/Operational Implications****Basis of Quarterly Reporting**

- 3.3 In moving the agenda forward, the Council looked to address the following:
- a) Retaining a tighter focus at a corporate level – with a clearly defined number of indicators reported and monitored;
  - b) Developing capacity for Directorates to strengthen performance management by focusing on service plan commitments;
  - c) Continuing to monitor selected National Indicators and retained Best Value Performance Indicators (BVPI's) and local indicators at a Member level at least annually;
  - d) The development of links to how the Council is performing in its key delivery projects.

**Corporate Performance Report**

- 3.4 The corporate performance report compares the year to date outturn with the same period last year and shows those indicators which are included in the Council Plan and whether they have improved, declined and remained static in performance.
- 3.5 In total, data has been provided for 43 indicators for quarter 4. Of these, 21 have improved in performance and 19 have declined compared to the same period last year. In addition there are 3 indicators which have remained static, 1 of which is currently at optimum performance and as such no improvement is possible.
- 3.6 Of those indicators which have declined, there are only 3 which are specifically problematic and require further analysis (see section 3.5.6).

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- 3.7 This report shows that of the 43 indicators reported this quarter, 48.8% have improved when compared to the same period last year (April to March). By way of example:
- a) NI 181 – the time taken to process Housing Benefit / Council Tax Benefit new claims and change events has demonstrated a positive direction of travel as the length of time to process the claims has reduced by 2.05 days over the last 12 months, falling from 13.40 days to 11.35 days;
  - b) NI 016 – serious acquisitive crime rate has fallen by 5% (53 fewer offences) over the 12 months, April 2010 and March 2011 when compared to the same period last year;
  - c) NI 155 – the number of affordable homes delivered (gross) has exceeded its target by 36 units;
  - d) NI 195(a) – the levels of litter in the borough have also reduced when compared to the same period last year, down from 8% to 5%;
  - e) CS 002 – the number of British Survey Comparator crimes reported has fallen from 3,469 to 3,241, a reduction of 6% compared to the same period in 2009/10;
  - f) WM 016 – following publicity, there has been an increase of 2,331 people using the Dial-A-Ride service over the past 12 months;
  - g) BV 212 – when compared to the same period last year, the average length of time taken to re-let local authority housing has reduced from 22.92 days to 19.55 days.
- 3.8 The three indicators highlighted as showing particular concern are:
- a) BV 012 – the number of working days / shifts lost to the Local Authority due to sickness absence per full time equivalent staff member has increased from 9.02 days to 10.16 days when compared to the same period last year. An active sickness management process is in place and the Sickness Absence policy is under review by Human Resources;
  - b) BV 079b(i) – the amount of housing benefit overpayments recovered as a percentage of all housing benefit overpayments, when compared to the same period last year, has dropped from 75.99% to 67.15% missing the 80% target by 12.85 percentage points. The 2009/10 figure was inflated due to recovery of council tenants rent reduction in quarter 3 showing a fall in performance. However, when compared to the 2008/09 figure, which was not influenced by specific events, there has been an increase in the recovery rate rising from 65.24% to 67.15%.

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This would suggest the original target of 80% was too high and 70% would have been more realistic;

- c) NI 015 – there has been a steady rise in the volume of violent offences, showing there has been a 26% increase (equivalent to 20 additional offences) for 2010/11 compared to 2009/10. It is uncertain as to whether recording issues are clouding the true picture, and work is ongoing with the Crown Prosecution Service to clarify the situation.

- 3.9 The National Indicator (NI) set was introduced with effect from 1 April 2008 and became the only indicators that public authorities are required to report on to central Government. Figures collected for 2008/09 formed the baseline for future reporting. 27 national indicators were included in the Local Area Agreement (LAA) for Worcestershire of which 12 were district indicators. The LAA is now complete and has been abolished.
- 3.10 To maintain data quality, the Council uses an electronic data collection (EDC) spread sheet. This shows our current and historic performance against selected national indicators and local performance indicators.
- 3.11 The Council's current Council Plan makes a clear commitment to improve the way in which priority actions are planned and to improve the way in which performance is managed. Appendix 1 reports on the 2010/11 performance indicators contained within the Council Plan.
- 3.12 The performance indicator set includes BV 012 which reports on the number of working days / shifts lost to the local authority due to sickness absence per full time equivalent staff member. Quarter 4, 2010/11 shows an increase in the amount of time lost due to sickness absence compared to the same period last year (April – March).
- 3.13 The performance data contained in the attached report relates directly to all the Council's priorities and objectives.
- 3.14 There are a total of 4 performance indicators that relate to air quality and climate change within the list of National Indicators all of which are included in the corporate set. These indicators are all reported annually.
  - a) NI 185 – Percentage reduction in CO<sub>2</sub> from Local Authority operations;
  - b) NI 186 – Per capita reduction in CO<sub>2</sub> emissions in the local authority area;
  - c) NI 188 – Planning to adapt to climate change and;

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- d) NI 194 – Air quality – percentage reduction in NO<sub>x</sub> and primary PM<sub>10</sub> emissions through local authority's estate and operations.

Performance management implications are detailed within this report at Appendix 1.

- 3.15 There are a number of performance indicators relating to community safety in the 2010/11 corporate indicator set.
- a) NI 15 – Serious violent crime rate;
  - b) NI 16 – Serious acquisitive crime rate;
  - c) NI 17 – Perceptions of anti-social behaviour and;
  - d) NI 21 – Dealing with local concerns about anti-social behaviour and crime issues by the local council and police;
  - e) NI 27 – Understanding of local concerns about anti-social behaviour and crime issues by the local council and police and;
  - f) NI 41 – Perceptions of drunk or rowdy behaviour as a problem;
  - g) CS 002 – Total British Crime Survey crimes.

Performance for these indicators can be seen in Appendix 1.

**Customer / Equalities and Diversity Implications**

- 3.16 Information contained in the attached appendix will be communicated to both internal and external customers via the intranet/Internet following approval at committee.
- 3.17 Additional customer service performance indicators have been added for 2010/11:
- a) WMO 011 – Percentage of calls resolved at first point of contact;
  - b) WMO 012 – Percentage of calls answered (switchboard and contact centre);
  - c) WMO 013 – Average speed of answer (seconds);
  - d) WMO 014 – Number of complaints received;
  - e) WMO 015 – Number of compliments received.

Performance for these indicators can be found in Appendix 1

- 3.18 Enhanced performance will assist to improve customer satisfaction.
- 3.19 There are two performance indicators included in the 2010/11 corporate set which relate to equality and diversity. These indicators are both performing well with the number of racial incidents recorded

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(BV 174) improving and the percentage of recorded incidents resulting in further action (BV 175) remaining at 100%.

## **4. RISK MANAGEMENT**

Assessing the Council's performance forms part of the Council's approach to risk management.

## **5. APPENDICES**

Appendix 1 - Quarter 4 Corporate Performance Report, period ending 31 March 2011

## **6. BACKGROUND PAPERS**

The details to support the information provided within this report are held by the Policy Team and on the Electronic Data Collection (EDC) system.

## **AUTHOR OF REPORT**

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**Corporate Performance Report**  
**Quarter 4, 2010/11 - Period Ending 31 March 2011**

The following pages provide a report for all corporate performance indicators which are contained in the Council Plan, for which data was expected and provided in quarter 4 (January - March) and annual indicators for 2010/11; the information relates to a year to date comparison where data is available for both periods.

|  | Finance & Corporate Resources (FR) |       | Leisure, Environmental & Community Services (LEC) |       | Policy, Performance & Partnerships (PPP) |       | Planning, Regeneration, Regulatory & Housing Svcs (PRRH) |       | Total |       |
|--|------------------------------------|-------|---|-------|--|-------|--|-------|-------|-------|
|  |                                    |       |   |       |  |       |  |       |       |       |
| Total number of corporate performance indicators <b>providing comparative outturn</b> data for quarter 4 | 5                                  | %     | 30  | %     | 3  | %     | 5  | %     | 43    | %     |
| Total number of indicators showing improvement compared to the same period last year 😊                   | 1                                  | 20.0% | 16  | 53.3% | 1  | 33.3% | 3  | 60.0% | 21    | 48.8% |
| Total number of indicators showing a decline compared to the same period last year ☹️                    | 4                                  | 80.0% | 12  | 40.0% | 1  | 33.3% | 2  | 40.0% | 19    | 44.2% |
| Total number of indicators showing no change compared to the same period last year 😐                     | 0                                  | 0.0%  | 2   | 6.7%  | 1  | 33%   | 0  | 0.0%  | 3     | 7.0%  |

\*\*One of the indicators showing no change is currently at optimum performance and as such, no improvement is possible

**Key Findings for Quarter 4**

This report shows that of the 43 indicators reported this quarter, 48.8% have improved when compared to the same period last year. By way of example, it can be seen that the length of time taken to process housing benefit/council tax benefit new claims and change events (NI 181) has reduced from 13.40 days last year to 11.35 days, a reduction of 2.05 days; this is against a target of 12 days. Likewise, the levels of litter have reduced from 8% to 5%, a reduction of over 35%. Another indicator performing particularly well is the average time taken to re-let local authority housing which has reduced from 22.92 days to 19.55 days, beating the 24 day target by 4.45 days.

However, there are also indicators which are highlighted as areas for concern; the number of days/shifts lost due to sickness absence (BV 012) has increased from 9.02 days in 2009/10 to 10.16 days a decline in performance by 1.14 days. There is an active sickness procedure in place and the Sickness Absence policy is being reviewed. Similarly, the level of serious violent crime (NI 15) has risen from 0.98 (per 1,000 population) to 1.28, a total of 26% increase on the same period last year. It is uncertain as to whether recording issues are clouding the true picture, and work is ongoing with the Crown Prosecution Service to clarify the situation.

**Additional Information**

In quarter 1, 2010/11 a new column was added to this report showing the most recent benchmarking data where it is available. These benchmark figures have been collated by taking the best outturn from a list of our 'nearest neighbours'. The nearest neighbour list is put together by CIPFA (Chartered Institute of Public Finance & Accountancy) and contains a list of authorities which most closely match the characteristics of Redditch. The benchmark for BV 008 (percentage of invoices paid) and BV 012 (sickness absence) is no longer available nationally, therefore we have taken the best outturn for Worcestershire as a benchmark for these indicators.

Continued over

**Corporate Performance Report**  
**Quarter 4, 2010/11 - Period Ending 31 March 2011**

The table below shows a key to terms and symbols used throughout this report.

| <b>Key to Terms and Symbols</b>                            |           |                     |             |                                    |             |
|--|-----------|---------------------|-------------|------------------------------------|-------------|
| Improving performance compared to same period last year    | ☺         | Positive Trend      | <b>+ve</b>  | Lower Super Output Area            | <b>LSOA</b> |
| Worsening performance compared to same period last year    | ☹         | Negative Trend      | <b>-ve</b>  | West Midlands                      | <b>WM</b>   |
| No change in performance compared to same period last year | ☺☹        | Data is provisional | *           | Dept of Energy and Climate Change  | <b>DECC</b> |
| No data available for the period                           | #         | To be confirmed     | <b>TBC</b>  | Redditch School Sports Partnership | <b>RSSP</b> |
| Not applicable for this indicator/period                   | <b>NA</b> | Place Survey        | <b>(PS)</b> |                                    |             |



| Indicator Description   | Indicator Reference | Current                     |                             |                        |                   | Historic                           |         |         | Comments   |
|---|---------------------|-----------------------------|-----------------------------|------------------------|-------------------|------------------------------------|---------|---------|--|
|   |                     | 1 April 2009<br>31 Mar 2010 | 1 April 2010<br>31 Mar 2011 | Direction of<br>Travel | Target<br>2010/11 | Benchmark<br>(where<br>applicable) | 2008/09 | 2009/10 |  |
| Time taken to process Housing Benefit / Council Tax Benefit new claims and change events (days)   | NI 181              | 13.40                       | 11.35                       | ☺                      | 12 days           | 5                                  | 17.70   | 13.40   | Average for the year is 11 days.   |
| The amount of Housing Benefit overpayments recovered as a percentage of all HB overpayments   | BV 079b(i)          | 75.99%                      | 67.15%                      | ☹                      | 80.00%            | NA                                 | 65.24%  | 75.99%  | The figures since quarter 1 (2010/2011) have had to be re-done as a software fault meant previously identified overpayments were under-reported. Due to the fluidity of the figures, they will include changes caused by other transactions since original report e.g. awards of underlying entitlement. The comparison on the year to date 2009/10 (75.99%) and 2010/11 (67.15%) does not mean performance has deteriorated as last year's recovery was inflated due to recovery of council tenants rent reduction in quarter 3. Ignoring quarter 3 (2009/10), the highest actual amount recovered was in Quarter 4 (2010/11). There has been an increase in number and amounts of overpayments identified due to fraud where recovery is more difficult. |
| Percentage of invoices for commercial goods and services that were paid by the Council within 30 days of receipt or within the agreed payment terms | BV 008              | 93.55%                      | 92.39%                      | ☹                      | 95%               | 98.24%                             | 91.62%  | 93.55%  | The Senior Payments Officer has been working on a project to progress a new self service system which has resulted in a reduction in resources within the service; however the new self service system will dramatically reduce officer time in raising orders and paying invoices.  |
| The number of working days/shifts lost to the local authority due to sickness absence per FTE staff member  | BV 012              | 9.02                        | 10.16                       | ☹                      | 9.02              | 9.02                               | 9.60    | 9.02    | Decrease in sickness from last quarter and decrease in sickness from the same quarter in 09/10. Active sickness management taking place, and Sickness Absence policy still under review by HR.   |
| Customer services - percentage of enquiries resolved at first point of contact  | WMO 011             | NA                          | 99.00%                      | NA                     | 90%               | NA                                 | NA      | NA      | The quarter 4 figure (98.52%) indicates a high level of service at the first point of contact and is borne out with satisfaction levels in the Customer Service Centres and One Stop Shops. The difference to last quarter figure (99.47%) is due to the telephone contact centre no longer logging enquiries on One Serve.  |
| Customer services - percentage of calls answered (switchboard and contact centre)   | WMO 012             | NA                          | 82.40%                      | NA                     | 80%               | NA                                 | NA      | NA      | % of call answered much improved in this quarter as changes have been made within the service, which have resulted in an increase in the number of Customer Services Assistants available to work on the telephone.  |
| Customer services - average speed of answer (seconds)   | WMO 013             | NA                          | 15.5                        | NA                     | 20 secs           | NA                                 | NA      | NA      | Much improved call answering in this quarter despite an increase in call numbers due to having changed the way we work to ensure best use of resources   |

**Corporate Performance Report**  
**Quarter 4, 2010/11 - Period Ending 31 March 2011**

| Indicator Description          | Indicator Reference | Current                     |                             |                     |                    | Historic                     |         |         | Comments  |
|--------------------------------|---------------------|-----------------------------|-----------------------------|---------------------|--------------------|------------------------------|---------|---------|---|
|                                |                     | 1 April 2009<br>31 Mar 2010 | 1 April 2010<br>31 Mar 2011 | Direction of Travel | Target 2010/11     | Benchmark (where applicable) | 2008/09 | 2009/10 |   |
| Number of complaints received  | WMO 014             | 83                          | 80                          | NA                  | Contextual measure | NA                           | NA      | 83      | The number of complaints is more than the last quarter (18) and higher than the same quarter last year (12). The feedback we receive is very useful and in turn our understanding of service delivery and areas for improvement. However over the year the number of complaints has remained much the same. |
| Number of compliments received | WMO 015             | 287                         | 231                         | ☹                   | Contextual measure | NA                           | NA      | 287     | We have received more compliments than last quarter (39) but fewer than the same quarter last year (84). Over the year the number of compliments has reduced but it is not possible to see if there is a trend behind this or just that we have become less likely to record them.                          |

| Key to Terms and Symbols                                    |    |                         |      |
|---|----|-------------------------|------|
| Improving performance compared to same quarter last year    | ☺  | Data is provisional     | *    |
| Worsening performance compared to same quarter last year    | ☹  | Recovery plan in place  | (RP) |
| No change in performance compared to same quarter last year | ☹  | To be confirmed         | TBC  |
| No data available for the period                            | #  | Proxy indicator         | (P)  |
| Not applicable for this indicator/period                    | NA | Lower Super Output Area | LSOA |

| Indicator Description  | Indicator Reference | Current                     |                             |                        |                   | Historic                           |           |         | Comments  |
|--|---------------------|-----------------------------|-----------------------------|------------------------|-------------------|------------------------------------|-----------|---------|---|
|  |                     | 1 April 2009<br>31 Mar 2010 | 1 April 2010<br>31 Mar 2011 | Direction of<br>Travel | Target<br>2010/11 | Benchmark<br>(where<br>applicable) | 2008/09   | 2009/10 |   |
| % of people who believe people from different backgrounds get on well together in their local area (Worcestershire Viewpoint Survey)           | NI 001              | 71.7%                       | 71.4%                       | ☹                      | +ve               | 81.90%                             | 72% (P)   | 71.7%   | This is an annual survey which takes place in November. The results of which were published in quarter 3. Good performance is shown by a higher figure.   |
| Serious violent crime rate   | NI 015              | 0.98                        | 1.28                        | ☹                      | 0.98              | NA                                 | 0.57      | 0.98    | NI 15 rates (per 1,000 population) in Q4 have increased by 70% (equivalent to 12 additional offences) compared to Q3. Rates have increased by 22% (equivalent to 5 additional offences) compared to the same quarter of last year. These increases illustrate the seasonal nature of these types of offence, which are typically more frequent during Q2 and Q4. However, year to date, rates were 26% greater for 2010/11 compared to 2009/10 (equivalent to 20 additional offences). This indicates a steady increase in the volume of violent offences, although it is uncertain as to whether recording issues are clouding the true picture. Work is ongoing within the CPS to clarify this situation. |
| Serious acquisitive crime rate   | NI 016              | 11.51                       | 10.90                       | ☺                      | 11.50             | NA                                 | 12.93     | 11.51   | NI 16 rates (per 1,000 population) in Q4 have decreased by 1% compared to Q3 (equivalent to 3 fewer offences). Rates have increased by 51% (equivalent to 82 additional offences) compared to the same quarter of last year. It is worth noting that Q4 of 2009/10 did see particularly lower rates than other quarters, and during Q4 this year there was a spike of offences in January and February. Often, a small number of prolific offenders can generate a large number of offences in a short period of time which can have a large impact on overall volume. Over the full year to date, rates were 5% lower for 2010/11 compared to 2009/10 (equivalent to 53 fewer offences).                   |
| Perceptions of anti-social behaviour (Worcestershire Viewpoint Survey)   | NI 017              | 12.9%                       | 13.5%                       | ☹                      | 19.5% by 2011     | 13.6                               | 21.1% (P) | 12.9%   | This is an annual survey which takes place in November. The results were published in quarter 3. Good performance is shown by a lower figure.   |
| Dealing with local concerns about anti-social behaviour and crime issues by the local council and police (Worcestershire Viewpoint Survey)     | NI 021              | 30.5%                       | 42.9%                       | ☺                      | 30.1% by 2011     | 30.8                               | 24.8% (P) | 30.5%   | This is an annual survey which takes place in November. The results were published in quarter 3. Good performance is shown by a higher figure.  |
| Understanding of local concerns about anti-social behaviour and crime issues by the local council and police (Worcestershire Viewpoint Survey) | NI 027              | 31.6%                       | Viewpoint Survey            | NA                     | TBC               | 28.5                               | 25.1% (P) | 31.6%   | This is an annual survey which takes place in November, however this question was not asked in the November 2010 Worcestershire Viewpoint Survey and as such there is no comparison.  |
| Perceptions of drunk or rowdy behaviour as a problem (Worcestershire Viewpoint Survey)   | NI 041              | 23.9%                       | 25.2%                       | ☹                      | TBC               | 20.5                               | 30.8% (P) | 23.9%   | This is an annual survey which takes place in November. The results were published in quarter 3. Good performance is shown by a lower figure.   |

| Indicator Description  | Indicator Reference | Current                     |                             |                        |                    | Historic                           |         |         | Comments  |
|--|---------------------|-----------------------------|-----------------------------|------------------------|--------------------|------------------------------------|---------|---------|---|
|  |                     | 1 April 2009<br>31 Mar 2010 | 1 April 2010<br>31 Mar 2011 | Direction of<br>Travel | Target<br>2010/11  | Benchmark<br>(where<br>applicable) | 2008/09 | 2009/10 |   |
| Number of affordable homes delivered (gross)   | NI 155              | 111                         | 100                         | ☹                      | 64                 | 250                                | 10      | 111     | 18 Homebuy Direct units at Windsor Road have completed and 3 mortgage rescue units. Although the report shows a negative direction of travel compared to the same period last year, the target of 64 for 2010/11 has been exceeded by 36 units.   |
| Residual household waste per household (kg)  | NI 191              | 574.94                      | 569.17*                     | ☺                      | 570kg              | 480                                | 566.74  | 574.94  | Target of 570 achieved, but note that the figures are not finalised until the final return to waste data flow is made in September.   |
| Percentage of household waste sent for reuse, recycling and composting                       | NI 192              | 28.30%                      | 28.73%*                     | ☺                      | 30%                | 51.91%                             | 31.43%  | 28.30%  | Target of 30% not achieved but the figures are not finalised until the end of year return to Waste Data Flow is completed around September time.  |
| Improved street and environmental cleanliness - levels of litter                             | NI 195(a)           | 8%                          | 5%                          | ☺                      | 6%                 | 0%                                 | 5%      | 8%      | This is a good score and shows that the streets have a high standard of cleanliness with regards to litter levels and the target for the current year of 6% has been met.   |
| Improved street and environmental cleanliness - levels of detritus                           | NI 195(b)           | 26%                         | 28%                         | ☹                      | 25%                | 1%                                 | 11%     | 26%     | Levels of detritus remain comparable with the previous year's performance but the target (25%) has just been missed; we are continuing to make improvements to mechanical sweeping schedules.   |
| Improved street and environmental cleanliness - graffiti                                     | NI 195(c)           | 2%                          | 2%                          | ☹                      | 2%                 | 0%                                 | 1%      | 2%      | Very low levels of graffiti found and the target (2%) has been met  |
| Improved street and environmental cleanliness - fly-posting                                  | NI 195(d)           | 0%                          | 5%                          | ☹                      | 0%                 | 0%                                 | 0%      | 0%      | Very low levels of fly-posting found but the target (0%) has not been achieved  |
| Improved street and environmental cleanliness – fly tipping (Level 1 - Good, Level 4 - Poor) | NI 196              | 1                           | 3                           | ☹                      | Level 1            | 1                                  | 2       | 1       | The final score is a level 3 because the total number of fly-tips is slightly up from last year - but only by 15! However, the total number of enforcement actions has increased significantly from last year - up by 126 actions. Unfortunately the indicator does not take into account these factors and because the number of fly-tips has slightly increased, performance is classed as 'good' rather than 'effective (level2) or 'very effective' (level 1) |
| The number of racial incidents recorded by the authority per 100,000 population              | BV 174              | 24.15                       | 29.21                       | NA                     | Contextual measure | NA                                 | 12.56   | 24.15   | Racially motivated crimes have remained relatively stable in the Borough so an increase in reporting can be seen as a positive as it suggests increased confidence and engagement in the reporting system.  |
| The percentage of racial incidents that resulted in further action                           | BV 175              | 100%                        | 100%                        | ☺                      | Contextual measure | NA                                 | 100%    | 100%    | All racial incidents reported via the Hate Incident Reporting Scheme have further action taken ranging from liaison with the victim and witnesses and referral to the responsible agency to multi-agency case meetings through Redditch Anti Harassment Partnership.  |

| Indicator Description   | Indicator Reference | Current                     |                             |                        |                       | Historic                           |         |         | Comments   |
|---|---------------------|-----------------------------|-----------------------------|------------------------|-----------------------|------------------------------------|---------|---------|--|
|   |                     | 1 April 2009<br>31 Mar 2010 | 1 April 2010<br>31 Mar 2011 | Direction of<br>Travel | Target<br>2010/11     | Benchmark<br>(where<br>applicable) | 2008/09 | 2009/10 |  |
| Number of British Crime Survey Comparator crimes reported                     | CS 002              | 3,469                       | 3,241                       | ☺                      | Contextual<br>measure | NA                                 | 3,690   | 3,469   | BCS Crime rates (per 1,000 population) in Q4 2010/11 have increased by 4% (equivalent to 29 additional offences) compared to Q3, and rates have increased by 14% (equivalent to 91 additional offences) compared to the same quarter of last year. Despite small increases between quarters, over the full year to date, rates were 6% lower for 2010/11 compared to 2009/10 (equivalent to 228 fewer offences). |
| Number of people using the Dial-A-Ride service                                | WMO 016             | 32,865                      | 35,196                      | ☺                      | 34,330                | NA                                 | NA      | 32,865  | In comparison to previous year end of 2009/10 we have achieved 2331 more single journeys for year end 2010/11. I believe this is due to having the balance right with staff / resources and marketing the service well.  |
| Number of people using the Shopmobility service                               | WMO 017             | 19,238                      | 16,252                      | ☹                      | 19,238                | NA                                 | NA      | 19,238  | In comparison to end of 2009/10 visits are down by 2986. Introduction of car park fees, closing on bank holidays and Christmas Sundays, poor economic climate and extreme weather conditions have all had a part in the falling figures. However, new registrations are increasing and new leaflet design will be produced which should improve on last years total.   |
| Morton Stanley Park - number of visitors to the festival                      | CG 001              | NA                          | NA                          | NA                     | Baseline<br>year      | NA                                 | NA      | NA      | This is an annual indicator which is reported in quarter 2.  |
| Satisfaction with parks and open spaces (%) (Worcestershire Viewpoint Survey) | CG 002              | 79%                         | 77%                         | ☹                      | Baseline<br>year      | NA                                 | 73% (P) | 79%     | This is an annual survey which takes place in November. The results were published in quarter 3. Good performance is shown by a higher figure.   |
| Number of visitors to the Abbey Stadium and Hewell Road Swimming Pool         | EC 005              | 291,081                     | 296,945                     | ☺                      | 296,903               | NA                                 | NA      | 291,081 | Increase against annual performance 09/10. 4th quarter affected by closure of Abbey Stadium Sports Hall due to water damage to floor.  |
| Number of visitors to the Palace Theatre                                      | EC 006              | 44,857                      | 53,015                      | ☺                      | 45,756                | NA                                 | NA      | 44,857  | Increase in annual performance comparable with 09/10 due to additional marketing of shows and higher attendances for pantomime. All ancillary room hire usage now reported.  |
| Number of visitors to leisure centres   | EC 007              | 565,157                     | 569,187                     | ☺                      | 576,460               | NA                                 | NA      | 565,157 | Increase comparable with annual performance 09/10.   |
| Number of visitors to the Museum and Bordesley Abbey Visitors Centre          | EC 008              | 15,068                      | 21,347                      | ☺                      | 15,369                | NA                                 | NA      | 15,068  | Significant increase comparable with annual performance 09/10 due to increase in attendances through events and summer exhibitions as well installation of new play area and interpretation posts.   |
| Number of over 60's swimming usage  | EC 009              | 8,340                       | 7,385                       | ☹                      | 9,176                 | NA                                 | NA      | 8,340   | Reduction in annual performance due to end of free swimming programme and closure of facilities due to adverse weather.  |
| Number of under 16's swimming usage   | EC 010              | 23,203                      | 16,337                      | ☹                      | 23,667                | NA                                 | NA      | 23,203  | Reduction in annual performance due to end of free swimming programme and closure of facilities due to adverse weather.  |

| Indicator Description                               | Indicator Reference | Current                     |                             |                        |                   | Historic                           |         |         | Comments   |
|---|---------------------|-----------------------------|-----------------------------|------------------------|-------------------|------------------------------------|---------|---------|--|
|   |                     | 1 April 2009<br>31 Mar 2010 | 1 April 2010<br>31 Mar 2011 | Direction of<br>Travel | Target<br>2010/11 | Benchmark<br>(where<br>applicable) | 2008/09 | 2009/10 |  |
| Attendance at community events                      | EC 011              | 44,364                      | 62,073                      | ☺                      | 43,248            | NA                                 | NA      | 44,364  | Annual performance significantly increased comparable with 09/10 due to three large events and fine weather positively affecting attendances of regular events in annual programme. No events planned into programme during winter months. |
| Attendance at community centres                     | EC 012              | 151,650                     | 180,439                     | ☺                      | 154,683           | NA                                 | NA      | 151,650 | Significant increase in annual performance due to additional hires.  |
| Attendance at sports development sessions           | EC 013              | 59,741                      | 62,241                      | ☺                      | 60,935            | NA                                 | NA      | 59,741  | Increase in attendances compared with annual performance 09/10 due to additional activities and summer youth festival event.   |
| Attendance at arts development sessions             | EC 014              | 9,851                       | 14,236                      | ☺                      | 10,048            | NA                                 | NA      | 9,851   | Annual performance is significantly higher due to externally funded projects, arts festival / events in second and third quarters, and a School's Theatre In Health Education Tour.  |
| Number of visits to Arrow Valley Countryside Centre | EC 015              | 335,025                     | 342,973                     | ☺                      | 341,726           | NA                                 | NA      | 335,025 | Increase on annual performance compared with 2009/10 due to fine weather in period 2 and additional attendances at events.   |

**Key to Terms and Symbols**

|   |    |                         |      |
|---|----|-------------------------|------|
| Improving performance compared to same quarter last year    | ☺  | Data is provisional     | *    |
| Worsening performance compared to same quarter last year    | ☹  | Recovery plan in place  | (RP) |
| No change in performance compared to same quarter last year | ☺  | To be confirmed         | TBC  |
| No data available for the period                            | #  | Proxy indicator         | (P)  |
| Not applicable for this indicator/period                    | NA | Lower Super Output Area | LSOA |

| Indicator Description  | Indicator Reference | Current                     |                             |                        |                          | Historic                           |         |         | Comments  |
|--|---------------------|-----------------------------|-----------------------------|------------------------|--------------------------|------------------------------------|---------|---------|---|
|  |                     | 1 April 2009<br>31 Mar 2010 | 1 April 2010<br>31 Mar 2011 | Direction of<br>Travel | Target<br>2009/10        | Benchmark<br>(where<br>applicable) | 2008/09 | 2009/10 |   |
| Total tonnage of CO2 emissions from Local Authority operations   | NI 185 (a)          | 3,085                       | #                           | #                      | -4% on 08/09<br>baseline | NA                                 | 3,294   | 3,085   | A new methodology for calculating this indicator has recently been set out by DECC, now including water consumption and waste to landfill. We are required to re-calculate past years out-turns as well as 2010/11 by September 2011.   |
| CO2 - % reduction from Local Authority operations previous 12 months (April - March)   | NI 185 (b)          | 6.35%                       | #                           | #                      | -4% on 08/09<br>baseline | NA                                 | NA      | 6.35%   |   |
| Per capita reduction in CO2 emissions in the LA area   | NI 186              | #                           | #                           | #                      | 3% reduction             | 7.8                                | 7.3*    | #       | The benchmark provided is 2005. 2008 data provided - but there is a significant time-lag in obtaining this information  |
| Planning to adapt to climate change<br>(Level 0 - low performance, Level 4 - high performance)   | NI 188              | 1                           | 1                           | ☺                      | 2                        | 1                                  | 0       | 1       | The Council has an integrated climate change into the existing risk management process, where it will remain. We have completed a number of actions towards achieving level 2, including identifying our more vulnerable services and risk assessing these against increasing severe weather events. However, having received a letter from DEFRA (Department for Environment, Food and Rural Affairs) stating that there is no longer a requirement for LA's to report on NI188, our view is that our adaptation work should be a lower priority than for our other indicators (especially climate change mitigation) – therefore we have made a decision not to report on this indicator any longer. For the purposes of reporting, therefore, we will remain at Level 1. |
| Air quality - total NOx and PM10 emitted through local authority estate and operations   | NI 194(a)           | 6,430.9                     | #                           | #                      | -4% on 08/09<br>baseline | NA                                 | 8,787   | TBC     | A new methodology for calculating this indicator has recently been set out by DECC, now including water consumption and waste to landfill. We are required to re-calculate past years out-turns as well as 2010/11 by September 2011.   |
| Air quality - % reduction in NOx and PM10 emitted through local authority's estate and operations for previous 12 months (April - March) | NI 194(b)           | 8.41%                       | #                           | #                      | -4% on 08/09<br>baseline | NA                                 | NA      | TBC     |   |
| Percentage who people who agree that the Council provides value for money  | WMO 018             | 35.6%                       | 40.0%                       | ☺                      | +ve                      | NA                                 | 35% (P) | 35.6%   | The results for this indicator are gathered from an annual survey which takes place in November. The results were published in quarter 3. Good performance is shown by a higher figure.   |
| Percentage of people who are satisfied with the way the Council runs things  | WMO 019             | 47.3%                       | 45.0%                       | ☹                      | +ve                      | NA                                 | 43% (P) | 47.3%   | The results for this indicator are gathered from an annual survey which takes place in November. The results were published in quarter 3. Good performance is shown by a higher figure.   |

| Indicator Description | Indicator Reference | Current                     |                             |                     |                | Historic                     |         | Comments |
|-----------------------|---------------------|-----------------------------|-----------------------------|---------------------|----------------|------------------------------|---------|----------|
|                       |                     | 1 April 2009<br>31 Mar 2010 | 1 April 2010<br>31 Mar 2011 | Direction of Travel | Target 2009/10 | Benchmark (where applicable) | 2008/09 |          |

| <b>Key to Terms and Symbols</b>                             |    |                         |      |
|---|----|-------------------------|------|
| Improving performance compared to same quarter last year    | ☺  | Data is provisional     | *    |
| Worsening performance compared to same quarter last year    | ☹  | Recovery plan in place  | (RP) |
| No change in performance compared to same quarter last year | ☺  | To be confirmed         | TBC  |
| No data available for the period                            | #  | Proxy indicator         | (P)  |
| Not applicable for this indicator/period                    | NA | Lower Super Output Area | LSOA |



| Indicator Description  | Indicator Reference | Current                     |                             |                     |                         | Historic                     |         |         | Comments  |
|--|---------------------|-----------------------------|-----------------------------|---------------------|-------------------------|------------------------------|---------|---------|---|
|  |                     | 1 April 2009<br>31 Mar 2010 | 1 April 2010<br>31 Mar 2011 | Direction of Travel | Target 2010/11          | Benchmark (where applicable) | 2008/09 | 2009/10 |   |
| Number of households living in temporary accommodation               | NI 156              | 7                           | 3                           | ☺                   | 15                      | 0                            | 10      | 7       | Reduced due to levels of homeless prevention work   |
| Processing of major planning applications determined within 13 weeks | NI 157(a)           | 100.00%                     | 76.92%                      | ☹                   | 97%                     | 100%                         | 93.75%  | 100%    | 1 major application determined out of time again this quarter, this has been the same outcome for the past three quarters now. Although, due to the number of of major applications being received, the percentage has varied over the last 3 quarters.   |
| Processing of minor planning applications determined within 8 weeks  | NI 157(b)           | 95.24%                      | 100.00%                     | ☺                   | 93%                     | 100%                         | 90.41%  | 95.24%  | All minor applications determined within 8 weeks for the 4th quarter running.   |
| Processing of other planning applications determined within 8 weeks  | NI 157(c)           | 98.16%                      | 95.40%                      | ☹                   | 96%                     | 100%                         | 97.83%  | 98.16%  | 2 applications determined out of time, which is more than the previous quarter, but application numbers have increased since last quarter. (One of the applications was only 3 days over the 8 week timeframe because it needed to be reported to committee).   |
| New business registration rate (per 10,000 population)               | NI 171              | 51.4                        | #                           | NA                  | 4 more than WM rate     | 68.8                         | 50.9    | 51.4    | Worcestershire County Council advise data will be released January 2012   |
| % of small businesses in an area showing employment growth           | NI 172              | #                           | #                           | NA                  | 2% points above WM rate | 15.90%                       | 15.90%  | #       | Data to be provided by County - date unknown  |
| Average time taken to relet local authority housing (days)           | BV 212              | 22.92                       | 19.55                       | ☺                   | 24 days                 | NA                           | 27.46   | 22.92   | Performance is well within our target; this continues to be down to teams working together looking at areas to improve. Over the December/January period the weather had an impact on the turn around times for those weeks however the cumulative performance demonstrates that we are improving year on year. |
| Business events per annum  | EC 004              | NA                          | 3                           | NA                  | 2                       | NA                           | NA      | NA      | Events held: 11/5/10 - Redditch Biz Expo, 9/11/10 - Bromsgrove & Redditch Biz Expo, 25/11/10 - Olympic Procurement Workshop.  |
| Number of vacant units in Town Centre                                | EC 016              | NA                          | 39                          | NA                  | TBC                     | NA                           | NA      | NA      | The number of vacant units quoted is at 31 March 2011. The majority of vacant units are in the Kingfisher Shopping Centre (82%)   |

| Key to Terms and Symbols                                    |    |                              |
|---|----|------------------------------|
| Improving performance compared to same quarter last year    | ☺  | Data is provisional *        |
| Worsening performance compared to same quarter last year    | ☹  | Recovery plan in place (RP)  |
| No change in performance compared to same quarter last year | ☺  | To be confirmed TBC          |
| No data available for the period                            | #  | Proxy indicator (P)          |
| Not applicable for this indicator/period                    | NA | Lower Super Output Area LSOA |



**EXECUTIVE  
COMMITTEE**

21st June 2011

**BENEFITS IMPROVEMENT PLAN – QUARTERLY MONITORING  
JANUARY – MARCH 2011**

|                            |   |
|----------------------------|---|
| Relevant Portfolio Holder  | Councillor Michael Braley, Corporate Management |
| Portfolio Holder Consulted | Yes   |
| Relevant Head of Service   | Teresa Kristunas, Head of Finance & Resources   |
| Wards Affected             | All Wards                                       |

**1. SUMMARY OF PROPOSALS**

To advise Members on the performance of the Benefits Service during the final quarter and to provide an update on the Benefits Service Improvement Plan.

**2. RECOMMENDATIONS**

**The Committee is asked to RESOLVE that**

**subject to any comments, the report be noted.**

**3. KEY ISSUES**

Background

- 3.1 The Benefits Service developed an Improvement Plan following the Audit Commission inspection in February 2009 and to prepare for a re-inspection in January 2011. Regular reporting of Benefits performance to members and Senior Officers was recommended.

Claims Performance

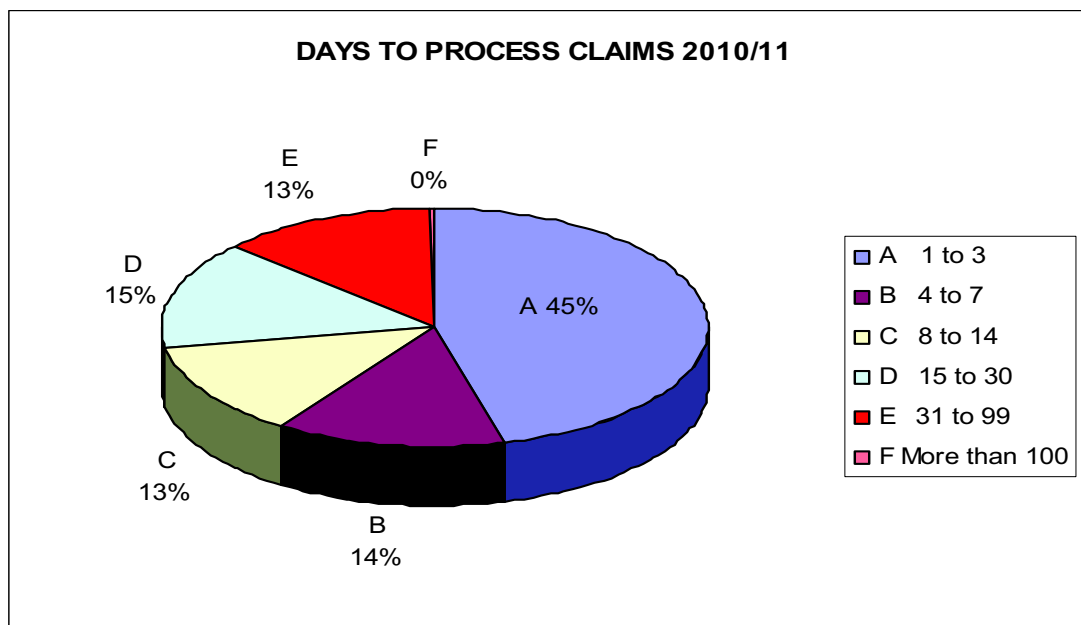
- 3.2 There is currently one National Indicator for the Benefits Service, NI181, which measures the average time taken to process new claims and change events for Housing Benefit and/or Council Tax Benefit claims. The service target is for claims, on average, to be decided within 12 calendar days, the average time taken in the fourth quarter was 9 days. During this quarter 1277 new claims were processed in an average of 18 days and 8899 change events in an average of 8 days. The table below provides further information on the performance during the year.

**EXECUTIVE  
COMMITTEE**

21st June 2011

| Month | New         |              | Changes      |             | COMBINED  |              | 14 Days   | Target    |
|-------|-------------|--------------|--------------|-------------|-----------|--------------|-----------|-----------|
|       | Claims      | Average      | Claims       | Average     | Target    | Actual       | %         |           |
| Apr   | 529         | 22           | 2086         | 10          | 12        | 13           | 92        | 90        |
| May   | 452         | 23           | 1953         | 9           | 12        | 12           | 96        | 90        |
| Jun   | 482         | 19           | 2243         | 12          | 12        | 13           | 92        | 90        |
| Jul   | 471         | 16           | 1972         | 12          | 12        | 12           | 90        | 90        |
| Aug   | 481         | 18           | 2276         | 10          | 12        | 12           | 90        | 90        |
| Sept  | 447         | 18           | 2016         | 10          | 12        | 11           | 95        | 90        |
| Oct   | 475         | 20           | 2220         | 12          | 12        | 13           | 93        | 90        |
| Nov   | 497         | 19           | 2159         | 12          | 12        | 13           | 92        | 90        |
| Dec   | 346         | 20           | 2073         | 9           | 12        | 11           | 93        | 90        |
| Jan   | 458         | 19           | 2933         | 9           | 12        | 10           | 95        | 90        |
| Feb   | 392         | 17           | 2780         | 8           | 12        | 9            | 94        | 90        |
| Mar   | 427         | 18           | 3186         | 7           | 12        | 8            | 95        | 90        |
|       | <b>5457</b> | <b>19.17</b> | <b>27897</b> | <b>9.78</b> | <b>12</b> | <b>11.31</b> | <b>93</b> | <b>90</b> |

- 3.3 An alternative way to view the time taken to process claims is to see how many claims are decided within a set number of days. As can be seen below during 2010/11 45% of claims (new and change events) were decided in three days or less.



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- 3.4 National data for the fourth quarter is not yet available but the table below shows selected local data from the third quarter of 2010.

| <b>Q3 2010/11</b>       | <b>All claims</b> | <b>New Claims</b> | <b>Change of circumstances</b> |
|-------------------------|-------------------|-------------------|--------------------------------|
| <b>GREAT BRITAIN</b>    | <b>13</b>         | <b>22</b>         | <b>11</b>                      |
| Bromsgrove              | 13                | 20                | 11                             |
| Malvern Hills           | 14                | 24                | 11                             |
| <b>Redditch</b>         | <b>12</b>         | <b>19</b>         | <b>11</b>                      |
| Worcester               | 12                | 22                | 10                             |
| Wychavon                | 13                | 24                | 11                             |
| Wyre Forest             | 11                | 24                | 9                              |
| Cannock Chase           | 16                | 28                | 12                             |
| East Staffordshire      | 16                | 28                | 13                             |
| Lichfield               | 16                | 26                | 14                             |
| South Staffordshire     | 10                | 20                | 9                              |
| Stafford                | 18                | 26                | 16                             |
| Staffordshire Moorlands | 23                | 32                | 20                             |
| Tamworth                | 14                | 22                | 12                             |
| North Warwickshire      | 10                | 19                | 8                              |
| Nuneaton and Bedworth   | 14                | 13                | 14                             |
| Rugby                   | 12                | 19                | 10                             |
| Stratford-on-Avon       | 11                | 19                | 9                              |
| Warwick                 | 12                | 18                | 11                             |
| Cheltenham              | 5                 | 18                | 3                              |
| Cotswold                | 8                 | 15                | 7                              |
| Forest of Dean          | 9                 | 14                | 8                              |
| Gloucester              | 11                | 20                | 9                              |
| Stroud                  | 15                | 19                | 14                             |
| Tewkesbury              | 18                | 33                | 15                             |

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Caseload

- 3.5 The live caseload increased slightly during the quarter to end at 8157. The figure for the same period last year was 7940. However there is still an element of volatility in the caseload with significant numbers of customers reporting changes. For example, during January 2011 the service monitored data relating to customers finding work and no longer being receiving Job Seekers Allowance. Of 46 cases reported as finding work by the Department of Work and Pensions 63% wished to continue claiming Housing Benefit and/or Council Tax Benefit. The average earnings of the 46 cases was around £13,000 and 14 of the cases were working for less than 30 hours each week. Anyone working more than 16 hours per week is classed as in being in full-time employment. The monthly Economic Summary for March 2011, compiled by Worcestershire County Council, shows that there was 2229 people unemployed in Redditch, 4.3% of the working age population. There were 669 vacancies in Redditch at the same point meaning there are 3.33 potential applicants for every vacancy. Across Worcestershire the number unemployed was 9465 and there were 3054 reported vacancies.

Income Maximisation

- 3.6 The Income Maximisation Officers have continued their good work meeting with partner and voluntary organisations to jointly promote welfare benefits and reduce fuel poverty. During the year they have assisted 127 local people claim additional Benefits with the following positive outcomes.

|    |   |
|----|---|
| 31 | Disability Living Allowance Care awards     |
| 31 | Pension Credit Awards                       |
| 26 | Disability Living Allowance Mobility awards |
| 13 | Council Tax Benefit claims                  |
| 8  | Attendance Allowance awards                 |
| 5  | Housing Benefit claims                      |

These new awards came to £4,500 per week and if they remain in payment for twelve months will total £233,000 in additional income for the recipients. The Income Maximisation Officers have also helped with preparations for the reductions in Housing Benefit being introduced from April 2011 onwards.

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Overpayment recovery

- 3.7 The amount of outstanding overpaid Housing Benefit at the beginning of the quarter was £1,222,996. A further £276,963 in overpaid Housing Benefit was identified in the quarter and £168,655 was recovered. A target of recovering 80% of identified overpayments was not met as only 67.15% was recovered. Nearly 28% of the total debt was recovered during the year.

During the last quarter the Benefits software supplier amended some routines and the amount of identified overpayments increased. There have also been some very large fraud related overpayments which are being recovered by weekly instalments. More than £600,000 of the outstanding overpayment is being recovered by weekly deduction from Housing Benefit entitlement and there are practical as well as legal limits as to how much can be recovered each week. The maximum deduction is £9.90 per week unless the overpayment is fraud related when £13.20 per week can be deducted.

About £541,000 is being recovered via sundry debt procedures and the table below shows an aged debt analysis of this debt. Again much of this debt is being recovered by weekly or monthly instalment and the performance target perhaps did not take into account the impact of large fraud cases or the continued challenging economic conditions. National benchmarking of these figures will soon be available.

| Type                         | Months             |                   |                   |                   |                    | Total              |
|------------------------------|--------------------|-------------------|-------------------|-------------------|--------------------|--------------------|
|                              | 0-12               | 13-24             | 25-36             | 37-48             | 49 +               |                    |
| Converted Rent Allowance     |                    |                   |                   |                   | £62,122.47         | <b>£62,122.47</b>  |
| Converted Rent Rebate        |                    |                   |                   |                   | £55,209.12         | <b>£55,209.12</b>  |
| Council Tax                  | £264.41            |                   | £459.75           | £2,956.22         |                    | <b>£3,680.38</b>   |
| Council Tax Fraud            | £389.76            | £776.20           | £1,434.61         |                   |                    | <b>£2,600.57</b>   |
| Council Tenant               | £89,819.48         | £23,475.57        | £12,428.95        | £10,208.96        | £5,618.39          | <b>£141,551.35</b> |
| Council Tenant Admin Penalty | £26.91             |                   |                   |                   |                    | <b>£26.91</b>      |
| Council Tenant fraud         | £7,902.16          | £24,704.08        | £10,540.40        | £8,761.26         | £2,507.40          | <b>£54,415.30</b>  |
| DHP                          | £213.20            | £285.39           | £84.57            |                   |                    | <b>£583.16</b>     |
| DHP Fraud                    |                    |                   | £99.90            |                   |                    | <b>£99.90</b>      |
| Private Tenant               | £99,709.76         | £26,624.93        | £4,973.55         | £4,467.57         | £5,323.31          | <b>£141,099.12</b> |
| Private Tenant Fraud         | £26,868.50         | £10,279.02        | £28,522.98        | £10,338.22        | £3,922.20          | <b>£79,930.92</b>  |
| <b>TOTALS</b>                | <b>£225,194.18</b> | <b>£86,145.19</b> | <b>£58,544.71</b> | <b>£36,732.23</b> | <b>£134,702.89</b> | <b>£541,319.20</b> |

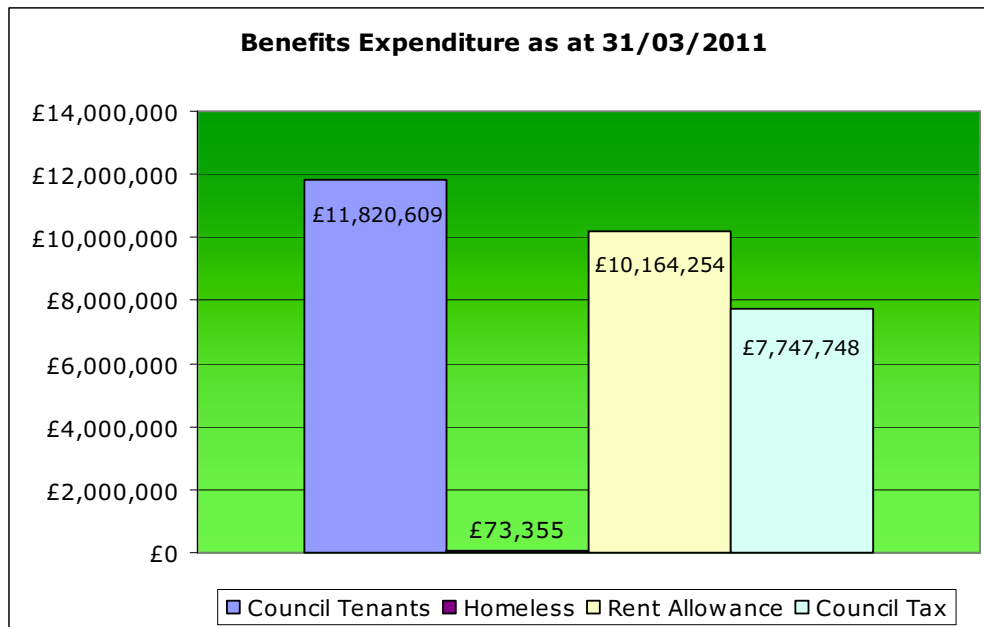
- 3.8 The service also monitors that the level of overpayments caused by Local Authority error or delay remains below the threshold to allow a 100% subsidy grant from the Department of Work and Pensions. Only £56,510 or 0.20% of qualifying expenditure has been attributed to

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Local Authority error or delay. This should enable 100% subsidy to be paid subject to an external audit.

- 3.9 Local Authorities receive a grant to cover all overpayments attributed to Local Authority delay or error as long as the total does not exceed 0.48% of qualifying expenditure (qualifying expenditure in this case being expenditure which attracts 100% subsidy).
- 3.10 Total expenditure on Benefit payments increased to £29,806,000. Expenditure in 2009/10 was £28,753,000. Almost all this increase can be accounted for by the increase in private sector Housing Benefit expenditure which increased by £955,000.



There are approximately 78,700 people living in 34,000 households in Redditch and during the quarter there were 6280 Housing Benefit claims and 7790 Council Tax Benefit claims, with 5730 claiming both. This means that 18.47% of households receive Housing Benefit and 22.91% receive Council Tax Benefit. Housing Benefit is claimed by 7.97% of the local population and 9.89% claim Council Tax Benefit. The cost per household for Housing Benefit and Council Tax Benefit payments is £882.35 or £381.19 per person. The cost of Council Tax Benefit equates to £227.94 per household or £98.47 per person. The cost per Private tenant claim is £298.97 per household or £129.16 per person and for Council Tenants £350 per household or £151.20 per person.

**3.11 Appeals**

During the quarter 16 decisions were challenged through the appeals process, 12 of these decisions were revised and 5 cases could not be



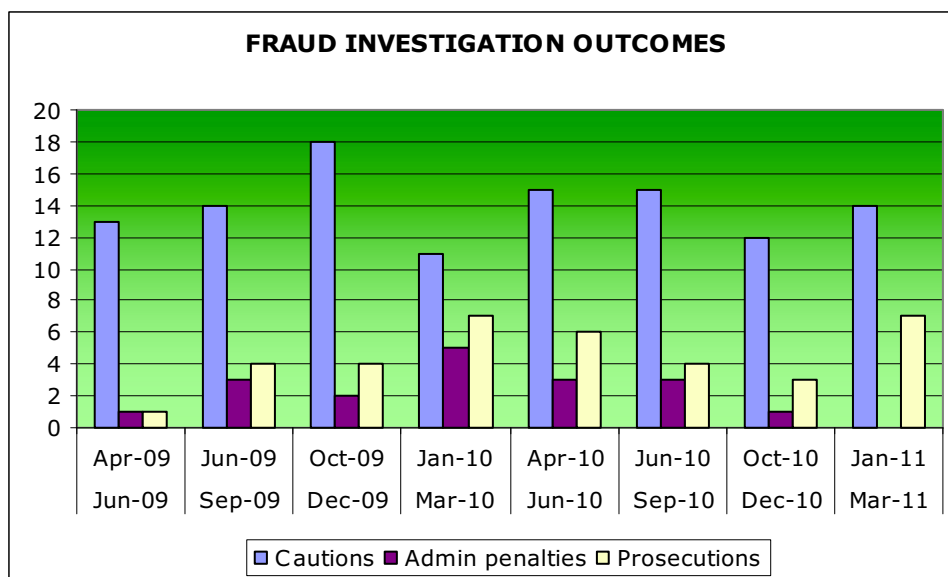
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revised so were forwarded to the tribunal service. During 2010/11 56 challenges to decisions were received and 98% of these were dealt with within 20 days. The tribunal accepted 7 cases from Redditch, 4 decisions were upheld 1 was revised and two are still waiting for a decision.

## 3.12 Counter Fraud work

In the quarter, 333 cases were reported where fraud was suspected, this figure included data matching results. Following further investigation 15 Cautions were issued and 7 cases were successfully prosecuted. The table below shows the results of the Investigation teams work.



During 2010/11 more than £172,000 in overpaid Housing Benefit and just under £40,000 in overpaid Council Tax Benefit was identified following fraud related activity. The two areas with the highest impact investigated were failure to declare work and living together as husband and wife cases. The latter in particular can generate very large individual overpayments, £13,000 - £14,000 just in Housing Benefit.

During the quarter 376 home visits were undertaken to establish that the correct level of Benefit was being paid. The visits resulted in 75% of the claims staying the same, 8% increasing and 17% decreasing. Over the year these visits identified £24,000 in overpaid Benefit.

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3.13 Improvement Plan

In February 2009 the Audit Commission inspected the Benefits Service and an improvement plan was drafted in preparation for a re-inspection. This re-inspection took place in October 2010 and the report was published in January 2011. The Benefits Service was rated as providing a “Good Service” with “promising prospects for improvement”.

3.14 The Audit Commission made four recommendations to improve the service further.

3.15 **Ensure that the design of the Service meets users needs by:** using demographic data more extensively to inform service access options and benefit take-up initiatives; and

using partners and the Third Sector to improve engagement with customers and obtain customers views.

3.16 **Improve customer access by:** reducing waiting times for customers at One-Stop-Shops through better analysis of the service received and by improving control over the flow of customers;

improving the speed in which changes reported by customers are dealt with; and

reducing the time taken to deal with appeals.

3.17 **Improve the service delivered to customers by:** being clear about what service standards customers can expect;

involving customers and partners in setting the standards; and

consistently and effectively reporting performance against those standards to customers and partners.

3.18 **Ensure that the plans for transformation have a focus on the ‘soft side of change’ and the Business Case for Shared Services is clear by:**

ensuring that sufficient focus and pre-planning is put into managing the impact and reactions of staff who are not directly involved in the review process;

a) identifying and taking appropriate actions to prevent the diminution of customer service during the review;

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- b) increasing the frequency of performance reporting during the review;
- c) clarifying how the Council will balance changes required to customer services through individual service reviews versus taking a corporate approach to the whole service; and
- d) ensuring that any agreement for shared service is clear on apportionment of costs, how it will deal with potential different political priorities and performance requirements.

3.19 An action plan to address these recommendations is being considered.

**Financial Implications**

3.20 There are no specific financial implications.

**Legal Implications**

3.21 There are no specific legal implications.

**Policy implications**

3.22 There are no specific policy implications.

**Council Objectives**

3.23 Enterprising Community  
Safe  
Well Managed Organisation

**Service/Operational Implications**

3.24 There are no Human Resources implications

**Customer / Equalities and Diversity Implications**

3.25 None specific

**4. RISK MANAGEMENT**

4.1 Without adequate performance monitoring arrangements there is a risk that improvements in the Benefits Service will not be achieved and that additional costs are incurred. In addition, without effective recovery procedures for overallowed Housing Benefit the Council will forego the ability to pursue debt recovery procedures with a consequential loss of income to the Council.

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5. **APPENDICES**

None

6. **BACKGROUND PAPERS**

Audit Commission re-inspection report.

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**QUARTERLY MONITORING OF COMPLAINTS AND COMPLIMENTS:  
 JANUARY TO MARCH 2011 (4<sup>th</sup> Quarter)**

|                           |  |
|---------------------------|--|
| Relevant Portfolio Holder | Cllr Michael Braley – Corporate Management |
| Relevant Head of Service  | Amanda de Warr, Head of Customer Services  |
| Non-Key Decision          |  |

**1. SUMMARY OF PROPOSALS**

- 1.1 This report provides a view on aspects of the Council’s Formal Complaints Procedure. It shows the numbers of complaints at each Stage (Formal, Complaint Appeal and Ombudsman) whether they were responded to on target and what has been learnt/service improvements that have been made.
- 1.2 The report also shows the compliments recorded during the same period and details the Ombudsman Enquiry response times and outcomes.
- 1.3 This report provides Members with an opportunity to review the Council’s performance for quarter 4 of the 2010/11 financial year.

**2. RECOMMENDATIONS**

**The Committee is asked to RESOLVE that**

**the update on complaints and compliments for the period  
 January - March 2011 be noted.**

**3. BACKGROUND**

- 3.1 The Council's Formal Complaints Procedure has the following stages:

|   |   |
|---|---|
| <b>Stage 1</b><br>Formal Complaint        | Relevant Director/Head of Service for that service area responds. Target for response 10 working days.              |
| <b>Stage 2</b><br>Complaint Appeal        | Chief Executive investigates and responds. Target for response 10 working days.                                     |
| <b>Stage 3</b><br>Member Complaint Appeal | Panel of Members consider complaint. Committee Services respond on Panel's behalf. No target set for response time. |
| <b>Ombudsman</b>                          | Chief Executive investigates and responds. Target of 28 working days (set by Ombudsman)                             |

- 3.2 Quarterly reporting is intended to drive improvement based on organisational need and local priorities.

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- 3.3 A new Customer Feedback Strategy and Procedure was launched on the 1st April 2011, but for the purposes of this report it is focusing on the 4th quarter leading up to that.

**4. KEY ISSUES****Basis of Quarterly Reporting**

- 4.1 The report sets out the statistical details of Formal Complaints, Complaint Appeals, Member Complaint Appeals and Ombudsman Enquiries.
- 4.2 This will enable a baseline to be set for further reporting and monitoring. This report presents the year end monitoring.
- 4.3 77% of Stage 1 complaints in the 4th quarter were responded to within the 10 day target compared to 92% in the same quarter last year. The response time for the whole of 2010/11 was 81% compared to 76% for the whole of 2009/10. Although performance fell in the 4th quarter in comparison to last year, the overall response time for the whole of the year was up. The reason was that some complaints took longer to respond to due to their nature, in all of these cases letters were sent out advising the customers that there would be a delay and giving them a timeframe within which we would conclude investigations and respond to them.
- 4.4 66% of Stage 2 complaints in the 4th quarter were responded to within the 10 day target compared to 50% in the same quarter last year. The response time for the whole of 2010/11 was 79% compared to 74% for the whole of 2009/10. Again, where a delay occurred customers were advised of the reasons for this and given a timescale for a full response.
- 4.5 We recorded a total of 80 complaints over the whole of 2010/11 of which 19 were taken to Stage 2. This is comparable with last year when a total of 83 complaints were received.
- 4.6 There were five Ombudsman enquiries for the whole of 2010/11, with one during the 4th quarter of 2010/11. The average response time to date for the year is 23.2 days. This is a slight improvement on the previous year when it was 23.8 days. Redditch Borough Council recorded the average as 16.6 days as Ombudsman double counted one complaint (two complaints about same issue) and did not include another as it was made by e-mail rather than formal process.

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4.7 The Ombudsman Response times for previous years are as follows:

| <b>Year</b> | <b>Number of Enquiries</b> | <b>RBC average days</b> |
|-------------|----------------------------|-------------------------|
| 06/07       | 8                          | 39.6 days               |
| 07/08       | 6                          | 26.7 days               |
| 08/09       | 5                          | 14.6 days               |
| 09/10       | 6                          | 23.8 days               |
| 10/11       | 5                          | 23.2 days               |

4.8 There were a total of 233 compliments formally received in 2010/11, compared to 288 in 2009/10. We are unable to ascertain a reason for the drop and it could simply be that we have not recorded many of the favourable comments received about our services.

**5. FINANCIAL IMPLICATIONS**

Poor performance may have an impact on the financial position of the authority.

**6. LEGAL IMPLICATIONS**

No particular legal issues arising from this report – any legal issues arising from complaints or compliments are dealt with on a case by case basis.

**7. POLICY IMPLICATIONS**

No particular issues arising from this report – any policy issues arising from complaints or compliments are dealt with on a case by case basis.

**8. COUNCIL OBJECTIVES**

Well Managed Organisation.

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

Without analysing the Council's complaints or compliments the Council cannot identify whether there are any patterns to complaints / compliments which need to be addressed and any lessons learned in order to improve the Council performance and service to the Customer.

**10. CUSTOMER IMPLICATIONS**

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It is important to customers to know that we respond properly to complaints and report on them. Without analysing the Council's complaints or compliments the Council cannot identify whether there are any patterns to complaints / compliments which need to be addressed and any lessons learned in order to improve the Council performance and service to the Customer. Customer feedback is a valuable tool for understanding what is going well, and what not so well, within the organisation.

**11. EQUALITIES AND DIVERSITY IMPLICATIONS**

None Specific.

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

None Specific.

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

None Specific.

**14. HUMAN RESOURCES IMPLICATIONS**

None Specific.

**15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS**

None Specific.

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

None Specific.

**17. HEALTH INEQUALITIES IMPLICATIONS**

None Specific.

**18. LESSONS LEARNT**

None Specific.

**19. COMMUNITY AND STAKEHOLDER ENGAGEMENT**

None Specific.



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**20. OTHERS CONSULTED ON THE REPORT**

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

**21. WARDS AFFECTED**

All Wards.

**22. APPENDICES**

|                |   |
|----------------|---|
| Appendix One   | Monitoring data 4th Quarter (Jan-March 2011)  |
| Appendix Two   | Quarterly Complaints Statistics               |
| Appendix Three | Quarterly Compliments Statistics              |
| Appendix Four  | What has been learnt and Service Improvements |
| Appendix Five  | LGO provisional complaint statistics.         |

**23. BACKGROUND PAPERS**

The details to support the information provided within this report are held by Chief Executive/Directors/Personal Assistants.

**24. KEY**

None.

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**AUTHOR OF REPORT**

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**APPENDIX 1****COMPLAINTS MONITORING****October-Dec 2010-2011 (4<sup>th</sup> Quarter)****Formal Complaints (Stage 1)**

|                         | Number of complaints | Target met (response within 10 working days) | Complaint Justified | Complaint Partly Justified | Complaint Not Justified |
|-------------------------|----------------------|--|---------------------|----------------------------|-------------------------|
| 1 <sup>st</sup> Quarter | 14                   | 11 (79%)                                     | 5                   | 1                          | 8                       |
| 2 <sup>nd</sup> Quarter | 26                   | 20 (77%)                                     | 6                   | 5                          | 15                      |
| 3 <sup>rd</sup> Quarter | 18                   | 17 (95%)                                     | 3                   | 4                          | 11                      |
| 4 <sup>th</sup> Quarter | 22                   | 17 (77%)                                     | 6                   | 8                          | 8                       |
| <b>Full Year</b>        | <b>80</b>            | <b>65 (81%)</b>                              | <b>20</b>           | <b>18</b>                  | <b>42</b>               |

**Of the 22 Stage One complaints, details of the 14 that were Justified or Partly Justified:**

| Service                 | Nature of Complaint                                    | Justified/ Partly Justified | Action Taken or explanation  | Service Improvement  |
|-------------------------|--|-----------------------------|--|--|
| ICT                     | Lack of email acknowledgement for Council Tax Payment. | Justified                   | Apology given for the delay in fixing the on line payment problem.   | This has now been tested and rectified.  |
| Waste Collection        | Refuse and recycling bins not emptied for 2 weeks.     | Justified                   | Complainant contacted and advised of reasons for delay in collection due to bad weather. All bins now collected and returned to normal scheduled.  | All collections now back to normal (delays due to snow).   |
| Repairs and Maintenance | Problem with delay in plastering works to property.    | Justified                   | The original work ticket did not accommodate for the amount of work to be carried out, so a new appointment was made to ensure the complete job was carried out. Also on post inspection, it was found that the plastering work was not up to standard. This work has now been completed to the tenant's satisfaction. | Repeated incidents of below standard work would be highlighted to the R&M Manager in order for it to be addressed. |

|                  |   |                  |  |  |
|------------------|---|------------------|--|--|
| Benefits         | Discrepancy in benefit payment  | Justified        | Claim form indicated that payments should be made to landlord. Claim reviewed and correct rent figure used.  | Liaise with Redditch Operative to advise that a new claim form is not required to change payments. Brought to the attention of the Officers concerned but an oversight rather than a training issue. |
| Tenancy          | Delay in clearing back garden of the property   | Justified        | It was first thought that the Probation Service could assist with clearing the back garden, however, this was not possible. Arrangements have now been made with the Council's contractors to complete these works as a priority. Apologies given for the delay. | Item to be added to the 'First Visit tick list' for Tenancy Officer to ensure all works have been carried out/ordered from the void works.   |
| Waste Collection | Green bin not emptied for 5 weeks (has 3 babies/family of 5). Grey bin did not get emptied and waiting for a larger grey bin. | Partly Justified | Work being undertaken at property which caused difficulty in emptying bin and delivery of larger grey bin. Resident agreed to put her bin where it could be accessed by crew. Bin not always presented at address.   | After speaking to resident believe the issues will now have been resolved.   |
| OSS              | Lack of privacy when visiting the OSS at the Town Hall  | Justified        | The system at the Town Hall was being trialled on the Saturday the customer came in. Apology given for the lady's experience.  | Will look to provide more private interviews and review the system.  |

|                         |  |                  |   |   |
|-------------------------|--|------------------|---|---|
| Waste Collection        | Complaint that bin not emptied for 4 weeks over Christmas period. (Complaint sent into WCC and only received on 28 Jan). | Partly Justified | Explanation given of problems experienced due to severe weather conditions.   | -   |
| Repairs and Maintenance | Rear Fencing to property   | Partly Justified | On inspection, side and rear fence work was required, however, due to undergrowth needing to be cleared at the rear, only side fencing replaced and rear fencing work cancelled until undergrowth cleared. In the meantime tenants got the rear fencing replaced themselves. This latter work was not highlighted until complaint received. | A diary system has now been implemented for supervisors to both chase up connecting orders and to also follow up with tenants where follow up works are required. |
| Repairs and Maintenance | Continuing problem with mould in property  | Partly Justified | Insulation works to be carried out to roof and walls. Advice given on how to alleviate the problem of condensation in the property.   | Advice given to tenant.   |
| OSS/HR                  | Applying for jobs/Eviction/ Racial discrimination/ Housing Benefit problem.  | Partly Justified | Explanation given regarding recruitment policy / treatment in OSS was fair and with respect / information regarding benefit claim - small delay in reply to DHP but urgency was not made clear by the resident, ideally DHP request would have triggered intervention from Housing Options.   | Review how DHPs are awarded - mandatory check with Housing Options on all requests to jointly consider best solution - April 2011.                                |

|          |   |                  |  |  |
|----------|---|------------------|--|--|
| OSS      | Wrong advice given by OSS when providing copy of tenancy agreement.                       | Partly Justified | Advice CSA how customer felt, and discuss any individual training or awareness with them. Monitor during observation/ assessment with CSA in the future. Discuss with Benefits how system notes could identify if there are options which are open to resolve the enquiry. | None.  |
| OSS      | Siting of Tax Office gives no privacy. OSS/Benefits could do with some attitude training. | Partly Justified | OSS Manager phoned complainant and advised tax office only recently moved and settled in. Apology given regarding how Advisor had made him feel.   | Customer Service Skills for CSAs – refresher in April.                     |
| Lifeline | Written before do not need/use Lifeline service, so should not be paying.                 | Partly Justified | Mr Jenkins complaint was mainly a request for info. However information requested not received by Lifeline. Therefore he was unhappy his questions had not been acknowledged or answered.  | None. Cannot establish why his original request/letters were not received. |

### **Complaints Appeals (Stage 2)**

|                         | Number    | Target Met (response within 10 working days) | Complaints Upheld  |
|-------------------------|-----------|--|--|
| 1 <sup>st</sup> Quarter | 4         | 3 (75%)                                      | 2<br>(Stage 1 response had classed as complaint as justified – so agreeing that was still the case ie not overturning previous decision) |
| 2 <sup>nd</sup> Quarter | 10        | 9 (90%)                                      | 2 (Stage 1 response classed as Justified/Partly Justified – so agreeing that was still the case ie not overturning previous decision)    |
| 3 <sup>rd</sup> Quarter | 2         | 1 (50%)                                      | 1 – partly (Stage 1 response classed as Partly Justified – so agreeing that was still the case ie not overturning previous decision)     |
| 4 <sup>th</sup> Quarter | 3         | 2 (66%)                                      | 0  |
| <b>FULL YEAR</b>        | <b>19</b> | <b>15 (79%)</b>                              |  |

**Member Complaint Appeals (Stage 3)**

|                         | Number   | Dismissed Cases |
|-------------------------|----------|-----------------|
| 1 <sup>st</sup> Quarter | 1        | 1               |
| 2 <sup>nd</sup> Quarter | 2        | 2               |
| 3 <sup>rd</sup> Quarter | 1        | 1               |
| 4 <sup>th</sup> Quarter | 0        | -               |
| <b>Full Year</b>        | <b>4</b> | <b>4</b>        |

**OMBUDSMAN MONITORING – 2010/11 Response times & Outcomes**

| Complaint (service)            | Quarter Received | Info requested on | Target for response | Letter sent on (by e-mail) | Response time | Average Response time - to date | Outcome  |
|--------------------------------|------------------|-------------------|---------------------|----------------------------|---------------|---------------------------------|--|
| a) Housing                     | 2 <sup>nd</sup>  | 120710            | 060810              | 20 07 10                   | 11 days       | 11 days                         | No Maladministration – case closed.  |
| b) Property/ WETT              | 2 <sup>nd</sup>  | 100910            | 011010              | 14 10 10                   | 35 days       | 23 days                         | Local Settlement – pay £50 per couple (time and trouble) and offer to cover cost of further planning application (£350 approx) |
| c) Environmental Services      | 3 <sup>rd</sup>  | 051110            | 291110              | 101110                     | 5 days        | 17 days                         | No Maladministration – case closed.  |
| d) Housing – Communal Cleaning | 3 <sup>rd</sup>  | 151210            | 281210              | 14 01 11                   | 30 days       | 20.25 days                      | No Maladministration – case closed.  |
| e) Parking/OSS/ Equalities     | 4 <sup>th</sup>  | 160311            |                     | 18 03 11                   | 2 days        | 16.6 days                       | No Maladministration – case closed.  |

**NB** – note difference in LGO figures as LGO enquiry (b) was counted twice (one complaint but two complainants) and they have not included complaint (e) which was dealt with outside of normal procedure. Therefore the LGO formal statistics give an average response time for year of 23.2 days (not 16.6 as above).

| Year  | Number of Enquiries | RBC average days |
|-------|---------------------|------------------|
| 06/07 | 8                   | 39.6 days        |
| 07/08 | 6                   | 26.7 days        |
| 08/09 | 5                   | 14.6 days        |
| 09/10 | 6                   | 23.8 days        |

| 2009/10 STATS FOR DISTRICT COUNCILS |            |                 |
|-------------------------------------|------------|-----------------|
| Less than 28 days                   | 29-35 days | 36 days or more |
| 61%                                 | 22%        | 17%             |





APPENDIX 2

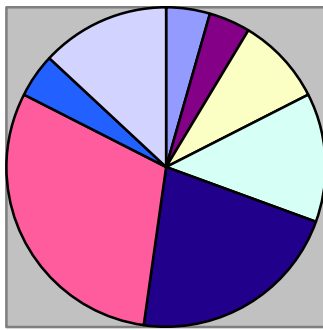
# Redditch Borough Council Quarterly Compliment Statistics



## January-March 2011

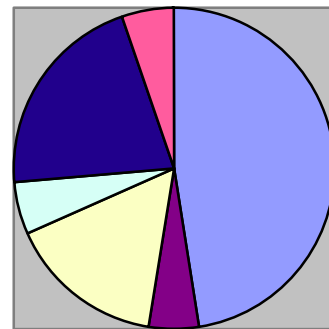
There were a total of 49 compliments in the last quarter

### PLANNING & REGENERATION, REGULATORY & HOUSING DIRECTORATE



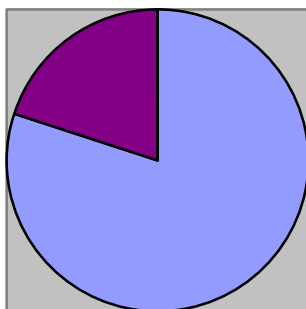
- Performance&Database(1)
- Capital(1)
- Planning(2)
- Aids&Adaptations(3)
- Repairs&Maintenance(5)
- Sheltered Housing/Home Support(7)
- Rent(1)
- Tenancy(3)

### LEISURE, ENVIRONMENT & COMMUNITY DIRECTORATE



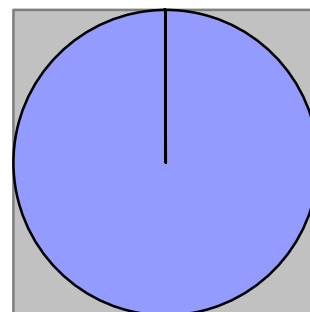
- Palace Theatre (9)
- Cleansing(1)
- Engineering&Design(3)
- Forge Mill Museum (1)
- Landscape(4)
- WasteCollection(1)

### FINANCE & RESOURCES DIRECTORATE



- OSS&Customer Services(4)
- Revenues(1)

### CHIEF EXECUTIVES



- PA's/DST(2)

### What did you compliment?

The majority of compliments related to the **Palace Theatre** and **Home Support**



APPENDIX 3

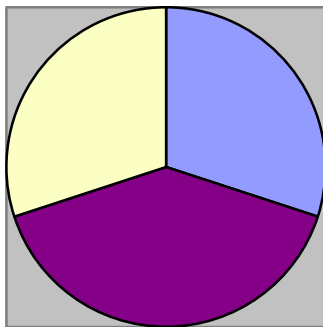
# Redditch Borough Council Quarterly Complaints Statistics



## January-March 2011

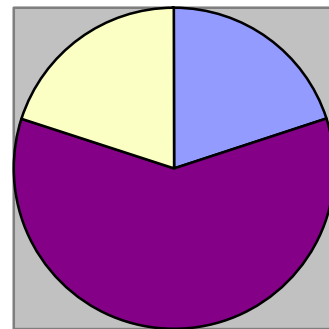
There were a total of 22 complaints in the last quarter

PLANNING & REGENERATION, REGULATORY & HOUSING DIRECTORATE



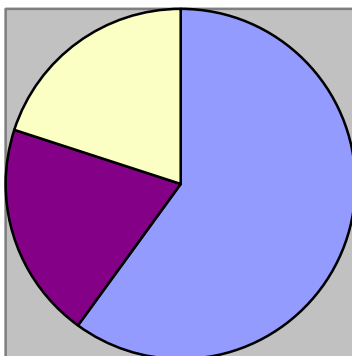
- Repairs&Maintenance(3)
- Tenancy(4)
- Housing Options(3)

LEISURE, ENVIRONMENT & COMMUNITY DIRECTORATE



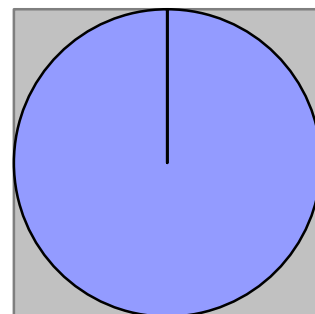
- Housing Strategy(1)
- WasteCollection(3)
- Lifeline(1)

FINANCE & RESOURCES DIRECTORATE



- OSS (3)
- Benefits(1)

CHIEF EXECUTIVES



- Business Tranformation(1)

### What did you complaint about?

Only a small number of complaints received however the majority of related to **Tenancy**



**APPENDIX 4**

# Redditch Borough Council Quarterly Complaints Statistics



**January - March 2011**

## What we Learnt and Service Improvement

| <b>Issue</b>   | <b>Action Taken/Improvement</b>   |
|--|---|
| Fencing to be erected – work not completed as landscaping work required first. | A diary system has now been implemented for supervisors to both chase up connecting orders and to also follow up with tenants where follow up works are required. |
| Benefit claim - small delay in reply to DHP.                                   | Review how DHPs are awarded - mandatory check with Housing Options on all requests to jointly consider best solution - April 2011.                                |
| On Line Payments – no acknowledgment received.                                 | Error fixed and tested.   |
| Garden Clearance before property let.  | Item to be added to the 'First Visit tick list' for Tenancy Officer to ensure all works have been carried out/ordered from the void works.                        |

In many cases we also:

- apologies, explanations given and issues discussed with complainant
  - staff training provided
  - procedures revised



April 2011

To Chief Executives of Local Authorities  
and other bodies within jurisdiction

(figure)

Our ref: PC/5/2/1/RPR

**If telephoning please contact: Linda Cumming on 024 7682 0067  
or, if using email, send to: l.cumming@lgo.org.uk**

Dear Chief Executive

**Local Government Ombudsman – provisional complaint statistics**

I enclose our provisional end-of-year statistics for your council, together with notes to aid interpretation. The final statistics will be incorporated into your council's Annual Review Letter from the Ombudsman.

The main Local Authority Report, together with detailed printouts, will help you check the accuracy of the statistics and may also be of use in any more detailed analysis you wish to do. These detailed lists include complainants' personal information, which is confidential and so will not form part of the published statistics.

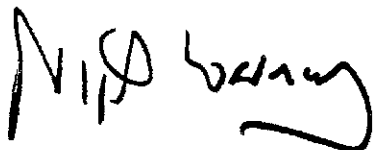
I should draw to your attention that we have a new complaint-recording system, and the headings for the complaint category groups have changed.

We are aiming to issue our Annual Review Letters to all councils by late June so if there are any factual inaccuracies in the provisional statistics please get back to us no later than **13 May 2011**. Your contact is **Linda Cumming**, whose telephone number and email address are given above.

I am sending a copy of this letter and enclosures to your Ombudsman link officer.

Thank you for your co-operation.

Yours sincerely



Nigel Karney  
Deputy Chief Executive and Secretary

cc: Council's Ombudsman link officer  
Enc: Local authority report and detailed printouts  
Explanatory notes

10th Floor  
Millbank Tower  
Millbank  
London  
SW1P 4QP

T: 020 7217 4620  
F: 020 7217 4621  
DX: DX 149243 Victoria 13  
W: www.lgo.org.uk  
Advice Team: 0300 061 0614

Jane Martin  
Acting Chairman  
Nigel Karney  
Secretary

# Local Government Ombudsman provisional statistics 2010/11

The deadline for queries on these figures is

**Friday 13 May 2011**

Your contact for queries is:

**Linda Cumming**

**Tel: 024 7682 0067**

**Email: [l.cumming@lgo.org.uk](mailto:l.cumming@lgo.org.uk)**

## **List of enclosures:**

- **Notes to aid interpretation of figures.**
- **Provisional Local Authority Report** – the final version of this will form part of the Annual Review to your Authority in June.
- **Complaints forwarded** – printout of new complaints forwarded to our investigative team in the year 2010/11, broken down by service area (*see note 1 attached*).
- **Decisions** – printout of complaints on which the LGO made decisions in the year 2010/11, broken down by type of decision (*see note 2 attached*).
- **Response times** – printout of complaints on which we made enquiries to your Authority during 2010/11, showing response times (*see notes 3 and 4 attached*).



# Notes to assist interpretation of the statistics 2010/11

## Table 1. LGO Advice Team: Enquiries and complaints received

This information shows the number of enquiries and complaints received by the LGO, broken down by service area and in total. It also shows how these were dealt with, as follows.

**Premature complaints:** The LGO does not normally consider a complaint unless a council has first had an opportunity to deal with that complaint itself. So if someone complains to the LGO without having taken the matter up with a council, the LGO will either refer it back to the council as a 'premature complaint' to see if the council can itself resolve the matter, or give advice to the enquirer that their complaint is premature.

**Advice given:** These are enquiries where the LGO Advice Team has given advice on why the LGO would not be able to consider the complaint, other than the complaint is premature. For example, the complaint may clearly be outside the LGO's jurisdiction.

**Forwarded to the investigative team (resubmitted premature and new):** These are new cases forwarded to the Investigative Team for further consideration and cases where the complainant has resubmitted their complaint to the LGO after it has been put to the council.

**Service areas:** We have changed our category system, so these are slightly different from previous years.

## Table 2. Investigative Team: Decisions

This information records the number of decisions made by the LGO Investigative Team, broken down by outcome, within the period given. **This number will not be the same as the number of complaints forwarded from the LGO Advice Team** because some complaints decided in 2010/11 will already have been in hand at the beginning of the year, and some forwarded to the Investigative Team during 2010/11 will still be in hand at the end of the year. Below we set out a key explaining the outcome categories.

**MI reps:** where the LGO has concluded an investigation and issued a formal report finding maladministration causing injustice.

**LS (local settlements):** decisions by letter discontinuing our investigation because action has been agreed by the authority and accepted by the LGO as a satisfactory outcome for the complainant.

**M reps:** where the LGO has concluded an investigation and issued a formal report finding maladministration but causing no injustice to the complainant.

**NM reps:** where the LGO has concluded an investigation and issued a formal report finding no maladministration by the council.

**No mal:** decisions by letter discontinuing an investigation because we have found no, or insufficient, evidence of maladministration.

*turn over page*

**LGO Advice Team**

**Enquiries and complaints received**

|   | Adult Care Services | Benefits & Tax | Corporate & Other Services | Education & Childrens Services | Environmental Services & Public Protection & Regulation | Highways & Transport | Housing  | Other    | Planning & Development | Total     |
|---|---------------------|----------------|----------------------------|--------------------------------|---|----------------------|----------|----------|------------------------|-----------|
| Formal/informal premature complaints          | 1                   | 2              | 0                          | 0                              | 0   | 0                    | 0        | 0        | 0                      | 7         |
| Advice given                                  | 0                   | 2              | 0                          | 0                              | 0   | 1                    | 1        | 0        | 0                      | 4         |
| Forwarded in investigative team (resubmitted) | 0                   | 0              | 0                          | 0                              | 0   | 2                    | 0        | 1        | 0                      | 3         |
| Forwarded to investigative team (new)         | 0                   | 0              | 3                          | 0                              | 0   | 1                    | 2        | 0        | 0                      | 6         |
| <b>Total</b>                                  | <b>1</b>            | <b>4</b>       | <b>3</b>                   | <b>0</b>                       | <b>0</b>  | <b>4</b>             | <b>7</b> | <b>1</b> | <b>0</b>               | <b>20</b> |

**Investigative Team**

| Decisions   | MI reps | LS | MI reps | NM reps | No mal | Omb disc | Outside Jurisdiction | Total |
|-------------|---------|----|---------|---------|--------|----------|----------------------|-------|
| 2010 / 2011 | 0       | 2  | 0       | 0       | 4      | 1        | 1                    | 8     |

| Response times         | FIRST ENQUIRIES        |                            |
|------------------------|------------------------|----------------------------|
|                        | No. of First Enquiries | Avg no. of days to respond |
| 1/04/2010 / 31/03/2011 | 5                      | 23.2                       |
| 2009 / 2010            | 6                      | 23.8                       |
| 2008 / 2009            | 5                      | 14.6                       |

**Average local authority resp times 01/04/2010 to 31/03/2011**

| Types of authority         | <= 28 days % | 29 - 35 days % | > = 36 days % |
|----------------------------|--------------|----------------|---------------|
| District councils          | 65           | 23             | 12            |
| Unitary authorities        | 59           | 28             | 13            |
| Metropolitan authorities   | 64           | 19             | 17            |
| County councils            | 66           | 17             | 17            |
| London boroughs            | 64           | 30             | 6             |
| National parks authorities | 75           | 25             | 0             |

Complaints forwarded by main service area 01/04/2010 to 31/03/2011: Redditch BC

| Ref no | Date recvd<br>by LGO | Date<br>forwarded<br>to Teams | Surname | Decision Date | Detailed Category |
|--------|----------------------|-------------------------------|---------|---------------|-------------------|
|--------|----------------------|-------------------------------|---------|---------------|-------------------|

**Corporate & Other services**

|            |            |            |       |            |                         |
|------------|------------|------------|-------|------------|-------------------------|
| 10 023 094 | 28/03/2011 | 28/03/2011 |       | Still open | Employment and pensions |
| 09 014 817 | 17/06/2010 | 17/06/2010 | Todd  | 03/12/2010 | Land                    |
| 10 004 966 | 17/06/2010 | 25/06/2010 | Bryan | 03/12/2010 | Land                    |

Ground total: 3

**Highways & Transport**

|            |            |            |                   |            |                    |
|------------|------------|------------|-------------------|------------|--------------------|
| 10 012 128 | 15/10/2010 | 15/10/2010 | Lennon            | 20/12/2010 | Highway management |
| 10 010 159 | 14/09/2010 | 14/09/2010 | Clews             | 20/10/2010 | Parking            |
| 10 011 854 | 07/03/2011 | 07/03/2010 | Piscapore-Caruana | Still open | Parking            |

Ground total: 3

**Housing**

|            |            |            |        |            |                          |
|------------|------------|------------|--------|------------|--------------------------|
| 10 002 906 | 24/05/2010 | 22/06/2010 | Pearce | 13/09/2010 | Housing repairs          |
| 09 003 033 | 03/06/2009 | 02/12/2010 | Parker | 23/03/2011 | Housing sales/leaseholds |

Ground total: 2

**Other**

|            |            |            |        |            |               |
|------------|------------|------------|--------|------------|---------------|
| 10 018 255 | 24/02/2011 | 24/02/2011 | Knight | 11/03/2011 | Miscellaneous |
|------------|------------|------------|--------|------------|---------------|

Ground total: 1

Grand total: 9

**Decisions - 01/04/2010 to 31/03/2011: Redditch BC**

**LS (Local Settlements)**

|                     |            |       |            |                            |      |
|---------------------|------------|-------|------------|----------------------------|------|
| 10 004 966          | 17/06/2010 | Bryan | 03/12/2010 | Corporate & Other services | Land |
| 09 014 817          | 17/06/2010 | Todd  | 03/12/2010 | Corporate & Other services | Land |
| <b>Grand total:</b> |            |       | <b>2</b>   |                            |      |

**No mal (No or insufficient evidence of maladministration)**

|                     |            |        |            |                      |                          |
|---------------------|------------|--------|------------|----------------------|--------------------------|
| 10 012 128          | 15/10/2010 | Lennon | 20/12/2010 | Highways & Transport | Highway management       |
| 10 002 906          | 24/05/2010 | Pearce | 13/09/2010 | Housing              | Housing repairs          |
| 09 003 033          | 03/06/2009 | Parker | 23/03/2011 | Housing              | Housing sales/leaseholds |
| 10 018 255          | 24/02/2011 | Knight | 11/03/2011 | Other                | Miscellaneous            |
| <b>Grand total:</b> |            |        | <b>4</b>   |                      |                          |

**Omb disc (Ombudsman's Discretion)**

|                     |            |       |            |                      |         |
|---------------------|------------|-------|------------|----------------------|---------|
| 10 010 159          | 14/09/2010 | Clews | 20/10/2010 | Highways & Transport | Parking |
| <b>Grand total:</b> |            |       | <b>1</b>   |                      |         |

**Outside jurisdiction**

|                     |            |        |            |                      |         |
|---------------------|------------|--------|------------|----------------------|---------|
| Pa 09 017 579       | 10/03/2010 | Rahman | 29/04/2010 | Highways & Transport | Parking |
| <b>Grand total:</b> |            |        | <b>1</b>   |                      |         |

**Grand total: 8**

**Response times to first enquiry letters: 01/04/2010 to 31/03/2011: Redditch BC**

| Ref no | Date recd<br>by IGO | Surname | Date enquiry<br>sent to Council | Date response<br>received | Time taken<br>(calendar days) | Detailed Category |
|--------|---------------------|---------|---------------------------------|---------------------------|-------------------------------|-------------------|
|--------|---------------------|---------|---------------------------------|---------------------------|-------------------------------|-------------------|

**Corporate & Other services**

|                     |            |          |  |            |             |      |
|---------------------|------------|----------|--|------------|-------------|------|
| 09 014 817          | 17/06/2010 | Todd     | 09/09/2010                                       | 14/10/2010 | 35          | Land |
| 10 004 966          | 17/06/2010 | Bryan    | 09/09/2010                                       | 14/10/2010 | 35          | Land |
| <b>Group total:</b> |            | <b>2</b> | <b>Average no. of days to respond for Group:</b> |            | <b>35.0</b> |      |

**Highways & Transport**

|                     |            |          |  |            |            |                    |
|---------------------|------------|----------|--|------------|------------|--------------------|
| 10 012 128          | 15/10/2010 | Lennon   | 05/11/2010                                       | 10/11/2010 | 5          | Highway management |
| <b>Group total:</b> |            | <b>1</b> | <b>Average no. of days to respond for Group:</b> |            | <b>5.0</b> |                    |

**Housing**

|                     |            |          |  |            |             |                          |
|---------------------|------------|----------|--|------------|-------------|--------------------------|
| 10 002 906          | 24/05/2010 | Pearce ✓ | 09/07/2010                                       | 20/07/2010 | 11          | Housing repairs          |
| 09 003 033          | 03/06/2009 | Parker ✓ | 15/12/2010                                       | 14/01/2011 | 30          | Housing sales/leaseholds |
| <b>Group total:</b> |            | <b>2</b> | <b>Average no. of days to respond for Group:</b> |            | <b>20.5</b> |                          |

**Grand total: 5**

**Average no. of days to respond: 23.2**



# Overview and Scrutiny Committee

24th May 2011

## MINUTES

### Present:

Councillor Phil Mould (Chair), Councillor Mark Shurmer (Vice-Chair) and Councillors Peter Anderson, Andrew Fry, Bill Hartnett and Gay Hopkins

### Also Present:

Councillors Alan Mason, Michael Braley and M Collins (Vice-Chair, Standards Committee)

### Officers:

M Bough, C Felton, A Fox, M Kay, K Lethbridge and J Pickering

### Committee Services Officer:

J Bayley and I Westmore

## 1. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were submitted on behalf of Councillors Andrew Brazier, Simon Chalk and Luke Stephens.

There was some discussion as to the new Constitutional arrangements and the prohibition on named substitutes for the Committee. Officers agreed to take this matter back for further consideration as there appeared to be some misunderstanding as to previous advice provided in this regard.

### RESOLVED that

**the prohibition of named substitutes on the Overview and Scrutiny Committee be referred to the Constitutional Review Working Party for further consideration.**

## 2. DECLARATIONS OF INTEREST AND OF PARTY WHIP

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

.....  
Chair

# Overview and Scrutiny Committee

24th May 2011

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## 3. MINUTES

### **RESOLVED that**

**the minutes of the meeting of the Committee held on 13th April 2011 be confirmed as a correct record and signed by the Chair.**

## 4. ACTIONS LIST

Members considered the latest version of the Committee's Actions List.

The first two actions listed were still pending the arrangement of a further meeting of the Joint Worcestershire Scrutiny Chairs' and Vice Chairs' Network meeting, the third was awaiting the next meeting of the Budget Jury and the final action was subject to the preparation of the quarterly performance monitoring reports.

### **RESOLVED that**

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

## 5. CONSIDERATION OF THE EXECUTIVE COMMITTEE'S MINUTES AND SCRUTINY OF THE FORWARD PLAN

There were no call-ins and no items were identified on the Council's Forward Plan as suitable for further scrutiny.

The Committee discussed Minute 214 (Member Development Steering Group, 31st March 2011 - Referrals) in respect of the policy on Members' ICT facilities. There had been some unease amongst Members following the Executive Committee meeting at the proposals contained within the Policy. However, discussions had taken place subsequently with Officers and Lead Members which had served to alleviate many of these concerns. It was noted that the Leader of the Council was to meet with the Leader of the Opposition shortly in order to address these matters further.

### **RESOLVED that**

**the minutes of the meeting of the Executive Committee held on 12th April 2011 be received and noted.**

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

There were no draft scoping documents for consideration.



# Overview and Scrutiny Committee

24th May 2011

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## 7. TASK AND FINISH GROUPS - PROGRESS REPORTS

The Committee noted that an update report in relation to the Work Experience Opportunities would be considered under a later item on the agenda.

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

Councillor Bill Hartnett, Chair of the Crime and Disorder Scrutiny Panel, provided an update on the most recent meeting of the Panel, referring Members to the written report attached to the agenda.

The meeting had focussed on a presentation from the Chair of the Redditch Community Safety Partnership and this had allowed for some reflection on the work of the Panel during the preceding year. A particular highlight was reported to be the recent establishment of a Sexual Assault Referral Centre in Worcester following pressure for such a facility within the area. Another area considered during the year had been hospital related admissions for underage drinkers where it was noted that a response to a letter from the Panel to the relevant Minister was still awaited.

A proposal for the coming year was periodic reporting from the Police on their activities within the Partnership area. In other respects the Panel was reported to be content with current arrangements and the manner in which it was carrying out its function.

**RESOLVED that**

**the report be noted.**

## 9. WORCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE - UPDATE

The Committee noted that, in future, it could expect to receive periodic reports from the Council's representative on the Health Overview and Scrutiny Committee. Given that the nomination of the Council's representative, Councillor Brenda Quinney, had only taken place the previous evening, a report was not available for the present meeting.

## 10. WORK EXPERIENCE TASK AND FINISH GROUP - FINAL REPORT

The Committee received the Work Experience Task and Finish Group's final report for consideration. The Chair of the Group,

# Overview and Scrutiny Committee

24th May 2011

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Councillor Peter Anderson, presented the report to the Committee on behalf of the Task and Finish Group.

It was noted at the outset that the reality of the situation, as it became apparent to the Members engaged upon the review, had led to a change in emphasis and direction from that set out in the original scoping document. This was largely dictated by national factors outside of local or regional control.

The Committee were provided with a summary of the work undertaken by the Group. Members were informed that evidence had been gathered from a number of sources, the principal of these being the Worcestershire Education Business Partnership (WEBP), work experience coordinators from local schools, Forward Consortium, representatives of Connexions and local students. The main finding from the review was that work experience opportunities for school students in Redditch should continue whether or not the provision of these opportunities ceased to be mandatory.

The Group had been very impressed by the work of the WEBP which was considered to be one of the best of its kind in the country. The staff of the Partnership were regarded as highly skilled and motivated and the opportunities and support offered to young people were considered to be of great benefit to those involved in the scheme. Evidence from school work experience coordinators indicated very high take up of work placements in Redditch.

Concern was expressed that recent proposals at the national level would lead to diminishing work experience opportunities and a corresponding rise in those neither in education, employment and training (NEET). The raising of the school participation age in 2013 and 2015 was considered to be an inadequate response to the problem of those designated as NEET in that it was seeking to address the problem at too late a stage in the students' schooling.

It was acknowledged that the actions recommended were not directly within the power of the Council to influence but the Group was keen that influence should be brought to bear on those organisations who had responsibility in the areas where issues had been identified. To this extent, the Chair of the Group expressed his concern that the scope of the present report was too narrow.

Other Members of the Group who were present, Councillors Andy Fry and Mark Shurmer, supported and reiterated the points set out within the report and recognition was given to the Officer support provided by Michael Craggs.

**RECOMMENDED that**

# Overview and Scrutiny Committee

24th May 2011

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- 1) **the current work experience scheme, which provides work experience opportunities for 14 and 15 year olds at Key Stage 4 at school, should be continued locally;**
- 2) **Worcestershire County Council should plan immediately for an increased number of pupils at schools across the County due to the raising of the participation age in 2013 and 2015;**
- 3) **the continued function of the Worcestershire Education Business Partnership should be supported by the Council;**
- 4) **a greater number of local employers should show a commitment to visit schools in Redditch to provide presentations on life in the workplace; and**
- 5) **there should be a central RBC Officer point of contact for schools to arrange work experience placements at Redditch Borough Council.**

## 11. **PETITION - UNICORN HILL - TAXI RANK**

The Committee considered a petition regarding the siting of the taxi rank on Unicorn Hill and its effect on local businesses.

The Chair invited a member of the public to speak to the petition. Mr Peter Mitchell, a local businessman who had traded from a premises on Unicorn Hill for ten years reported that he had been approached by other local businesses who wished to see the taxi rank relocated or the hours of operation altered as it was seen to be having a detrimental effect on trade.

The Committee briefly discussed the current location and possible alternative locations for the rank. The point which had been made in respect of limiting the hours of operation of the taxi rank was considered relevant as it was recognised that the issue for many of these businesses was the effect on custom during normal trading hours.

Given the nature of the petition and the course of action which the petitioners were seeking the Committee determined that the matter might more properly be referred to the Licensing Committee for further consideration.

# Overview and Scrutiny Committee

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**RECOMMENDED that**

**the petition and an accompanying Officer report be submitted to the Licensing Committee for consideration by that body.**

**12. THIRD SECTOR TASK AND FINISH GROUP - MONITORING REPORT**

The Committee received an update on the implementation of recommendations that had been made by the Third Sector Task and Finish Group following their presentation to the Executive Committee in January 2009.

Progress on implementation of the specific recommendations was provided, demonstrating that, overall, the proposals had been addressed satisfactorily. It was noted that the Shopping element of the Shopping, Investing and Giving framework was still in the process of being implemented with the introduction of the first Shopping element due to come on stream in 2012/13. This was in part a reflection of the increased complexity of disbursing grant funding for this purpose. It was anticipated that a small but significant part of the budget would be allocated through this element of the framework.

**RESOLVED that**

**the report be noted.**

**13. STAFF VOLUNTEERING POLICY**

Members received an update on the potential to introduce a staff volunteering policy for Redditch Borough Council.

Officers explained that this proposal had come about through a similar scheme being introduced at Bromsgrove District Council. However, the scheme at Bromsgrove had only been in operation for one year and the effectiveness of the arrangement was still awaiting review. Given these circumstances it was suggested that a more detailed report back might be submitted once a review of the Bromsgrove scheme had been undertaken.

In response to the contention that volunteering was essentially a private activity, Officers made the point that the policy was explicit recognition that the third sector often required the assistance of individuals with professional skills.

# **Overview and Scrutiny Committee**

24th May 2011

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**RESOLVED that**

**a report be submitted to the Committee following the conclusion of the review of the volunteering scheme at Bromsgrove District Council.**

**14. REFERRALS**

There were no referrals.

**15. WORK PROGRAMME**

Members were informed that, in addition to the report back on the review undertaken into the External Refurbishment of Housing Stock, the next meeting of the Committee would incorporate a brainstorming session to identify future areas for review.

**RESOLVED that**

**subject to the comments in the preamble, above, the Committee's Work Programme be noted.**

The Meeting commenced at 7.30 pm  
and closed at 9.02 pm

.....  
Chair



**WORCESTERSHIRE DISTRICT COUNCILS AND COUNTY COUNCIL****MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE****THURSDAY, 25TH NOVEMBER 2010 AT 4.00 P.M.**

PRESENT: Bromsgrove District Council: Councillor P. Whittaker  
 Malvern District Council: Councillor Mrs. B. Behan  
 Redditch Borough Council: Councillor M. Braley  
 Redditch Borough Council: Councillor G. Vickery  
 Worcester City Council: Councillor Mrs. L. Hodgson (Vice-Chairman)  
 Worcestershire City Council: Councillor S. Clee  
 Worcestershire City Council: Councillor Mrs. E. Moffett (substituting for Councillor D. Prodger, MBE)  
 Wychavon District Council: Councillor Mrs. A. Mackison (Chairman)  
 Wychavon District Council: Councillor A. Dyke  
 Wyre Forest District Council: Councillor Mrs. A. Hingley (substituting for Councillor J. Baker)  
 Wyre Forest District Council: Councillor M. Hart

Observers: Mr. V. Allison, Deputy Managing Director with key responsibility for Treasury Management Services, Wychavon District Council, Mr. I. Pumfrey, Head of Customer and Environmental Services, Malvern Hills District Council, Mr. S. Birch, Head of Trading Standards and Mr. S. Wilkes, Business Manager, Worcestershire Regulatory Services

Invitees: Mr. I. Edwards, Regulatory Services Project Manager

Officers: Mr. K. Dicks, Ms. J. Pickering, Mrs. C. Felton, Mr. S. Jordan, Ms. C. Flanagan and Ms. P. Ross

The Chairman welcomed Members, substituting Members, officers and Invitees to the meeting. She asked Members to take time after the meeting to view the Worcestershire Regulatory Services Roadshow display.

The Chairman then welcomed the newly appointed Worcestershire Regulatory Services, Business Manager to the meeting as an observer.

23/10 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Mrs. M. Bunker, J. Baker, F. Lankester, R. Madden and D. Prodger, MBE.

24/10 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

25/10 **MINUTES**

The minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 9th September 2010 were submitted.

**RESOLVED** that the minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 9th September 2010 be approved as a correct record, subject to:

Councillor D. Prodger, MBE being shown as present during Minute No's 10/10 to 18/10 and not Councillor G. Vickery;

that it be noted that the Head of Worcestershire Regulatory Services was still to progress with providing Committee Members with their individual authorities current performance measures and that he would confirm with Committee Members the process for receiving performance measures; and

that with regard to Minute Number 16/10, paragraph two be amended to read:

The Regulatory Services Project Manager informed the Committee of the risk to the original stage two timescales following the adoption of the Systems Thinking Transformation approach. He responded to Members' concerns and highlighted that the delays would not impact on the overall savings within the business case or the project deadline.

26/10 **WORCESTERSHIRE REGULATORY SERVICES - 'DRAFT' PROTOCOL FOR REFERRAL OF DECISIONS**

The Committee gave consideration to the draft protocol for referral of decisions to member authorities. The Head of Worcestershire Regulatory Services informed Members that a system would ensure recommendations from the Joint Committee followed each member authority's decision making process. It was noted that the final minutes would be emailed, for information, to those officers who represented the member authorities on the Management Board and not the Project Board.

**RESOLVED** that, subject to the above mentioned amendment, the protocol for referral of decisions to member authorities be approved.

27/10 **PROJECT PLAN UPDATE**

Mr. I. Edwards, Regulatory Services Project Manager provided Members with a summary of progress against plans for the period 10th September 2010 to 25th November 2010. He informed Members that business as usual had been maintained throughout a challenging yet productive period of the project. Positive feedback had been received on the 'Chance to Shine' roadshows. Members were asked to note that the Staff Survey outputs and analysis would be available early December and not November as stated in the report. Around 14 Change Champions had been identified across the service and were in the process of being recruited.



The Regulatory Services Project Manager provided the Committee with an update on the risk reported during the meeting of the Joint Committee held on 10th September 2010, ICT & Transformation work stream timescales. The Committee was informed that the new service delivery model originally planned for October 2010 would now be delivered in early 2011. The Regulatory Services Project Manager referred the Committee to the Worcestershire Regulatory Services High Level Implementation Plan and in doing so, reiterated the risk with regard to ICT & Transformation. Actions were being taken to mitigate that risk, including additional resources, but there was still a risk to the timescales. A further report would be taken to the Project Board meeting on 8th December 2010.

Following further discussion on key communication for the service, the Head of Worcestershire Regulatory Services informed the Committee that he had liaised with Chief Executives and Portfolio Holders as a starting point of Member engagement. The Committee agreed that the Head of Worcestershire Regulatory Services and the Regulatory Services Project Manager be tasked to engage all Members via the roadshows being taken to member authorities Licensing Committee Meetings and through Member Development Officers.

28/10 **WORCESTERSHIRE REGULATORY SERVICES 2010 - 2011 BUDGET UPDATE**

The Committee considered a report which detailed the financial position of the Regulatory Services function with a projected outturn to the end of the financial year 2010/2011.

The Executive Director, Finance and Corporate Resource, Bromsgrove District Council and Redditch Borough Council introduced the report and informed the Committee that, as part of the compilation of the report, estimated figures had been accrued for expenses incurred by partner authorities on behalf of the service for which information and recharges had not yet been fully received.

The Head of Worcestershire Regulatory Services responded to Members' questions regarding 'Contractors' (other contractors/consultants) and informed the Committee that some authorities had 'in house' services for dog warden/kennelling/pest control whilst other authorities contracted out these services.

Further discussion followed on procurement. The Executive Director, Finance and Corporate Resource, Bromsgrove District Council and Redditch Borough Council responded to Members' questions and informed the Committee that strict procurement rules would be adhered to and that Bromsgrove District Council and Redditch Borough Council's, Procurement Advisor would provide advice and support to all member authorities to ensure value for money.

**RESOLVED:**

- (a) that the current financial position of the service be noted;

- (b) that any savings occurring from the first year's service provision be ring fenced and used to fund redundancy and transformation in coming years; and
- (c) that the Executive Director, Finance and Corporate Resource, Bromsgrove District Council and Redditch Borough Council be tasked to provide a full schedule of spend to the next meeting of the Joint Committee to be held in February 2011.

29/10 **WORCESTERSHIRE REGULATORY SERVICES - DRAFT SERVICE PLAN 2011/ 2012**

The Committee considered a report on the Worcestershire Regulatory Services 2011 / 2012 service plan which set out the priorities and outcome measures for the next financial year and the basis for the following 2 years.

The Head of Worcestershire Regulatory Services informed the Committee that under the Worcestershire Shared Service Partnership Service Level Agreement, the Worcestershire Regulatory Service (WRS) was required to submit a 3 year service plan. During the meeting of the Joint Committee held on 9th September 2010, the Joint Committee had endorsed the WRS proposed aims and objectives as detailed in the report. The plan sought to focus on the outcomes and only measure what was important to the customer and what was required statutorily.

At the request of the Chairman, the Head of Worcestershire Regulatory Services informed the Committee of the Local Better Regulation Office (LBRO) workshop he had attended with the Chairman of the Joint Committee and their 'Outcomes and Impacts' Toolkit.

The Head of Worcestershire Regulatory Services responded to Members' questions on individual member authorities existing service plans, local service delivery, future uniformed standards and best practice being followed.

In response to questions from the Vice-Chairman the Head of Worcestershire Regulatory Services agreed with the need to look at local issues and to incorporate them into the Service Plan. The Head of Worcestershire Regulatory Services informed the Committee that changes to Licensing Policies would be discussed and agreed by member authorities' Licensing Committees. The Legal Services Manager, Redditch Borough Council informed the Committee that changes were not being driven by WRS but by statutory regime and legislation. The Vice-Chairman requested that the Legal Services Manager ensured this was highlighted to all member authorities.

The Head of Worcestershire Regulatory Services confirmed that the Management Board, Stakeholders and Members would be involved in shaping the service plan.

**RESOLVED** that the report be noted and that the contents of the service plan as set out in Appendix A to the report be endorsed.

30/10 **WORCESTERSHIRE REGULATORY SERVICES - BUDGET 2011/2012 - 2013/2014**

The Executive Director, Finance and Corporate Resources, Bromsgrove District Council and Redditch Borough Council apologised to Members for the late submission of the revised recommendations and Appendix for the Regulatory Services Budget 2011/2012 – 2013/2014 report to the Committee.

Members' attention was drawn to the amendment on Appendix 1 to the report where the 'Budget Total as per Legal Agreement', Proposed Budget 2013/2014 should read £5,869 and not £6,315 as shown.

The Chairman announced that, in light of the revised recommendations and Appendix for the Regulatory Services Budget 2011/2012 – 2012/2014, which had been made available to her immediately prior to the meeting; she was prepared to adjourn the meeting for around ten minutes to allow Members to read the revised documents.

Accordingly, the meeting stood adjourned from 4.55pm to 5.05pm.

Having re-convened, the Committee then considered the revised recommendations and Appendix. The Executive Director, Finance and Corporate Resources, Bromsgrove District Council and Redditch Borough Council informed Members of the figures for the direct operating budget for 2011/12 – 2012/14 and provided Members with an explanation on the figures shown against 'Savings to be identified following restructure'.

The Executive Director, Finance and Corporate Resources, Bromsgrove District Council and Redditch Borough Council informed the Committee that following the approval of the formal agreement it had been identified that five posts had not been transferred. The Executive Director, Finance and Corporate Resources, Bromsgrove District Council and Redditch Borough Council and the Chief Executive, Bromsgrove District Council and Redditch Borough Council, responded to Members' questions regarding the five identified posts.

Following further discussion it was:

**RESOLVED:**

- (a) that the direct operating budget for 2011/12 – 2013/14 be approved as follows:
- |         |            |
|---------|------------|
| 2011/12 | £6,314,546 |
| 2012/13 | £5,868,796 |
| 2013/14 | £5,868,796 |
- (b) that the Worcestershire Treasurers Group be requested to consider the financial implications of the post implementation staffing changes and that the Executive Director, Finance and Corporate Resources, Bromsgrove District Council and Redditch Borough Council be tasked to report back to the next meeting of the Joint Committee the impact of

these adjustments on the cost shares for each member authority for 2010/11 - 2013/14.

- (c) that it be noted that the one-off costs for change (including costs of staff termination) as included in the 2010/11 Business Case would not form part of any future budget considerations and that these would be paid in line with the cost sharing allocations as stated in the Legal Agreement (Schedule 4 pt 2).

31/10 **WORCESTERSHIRE REGULATORY SERVICES (WRS) FLEXIBLE WORKING AND ACCOMMODATION**

Members' attention was drawn to the recommendations within the revised covering report which had been circulated prior to the meeting.

The Head of Worcestershire Regulatory Services introduced the report which detailed the findings of the review undertaken of the combined Worcestershire Regulatory Services (WRS) working practices in order to move towards a flexible and mobile approach to its field operation. The report provided a detailed business case and explained the rationale behind the move to flexible working across WRS and the benefits that such working and single site occupancy would bring.

The Head of Worcestershire Regulatory Services responded to the concerns expressed by some Members regarding the proposed preferred location, Wyatt House, Worcester City. He informed the Committee of the need to locate the service within the local government family and that both public sector and commercial properties had been considered whilst also taking into account key factors such as geographical location, accessibility, public access, infrastructure and future needs of the service.

The Chairman informed the Committee that staff had informed her of how well the pilot had gone and how much more work they were able to achieve with home working.

Following further discussion on the revised recommendations it was:

**RESOLVED:**

- (a) that the introduction of flexible and mobile working across the whole of Worcestershire Regulatory Services in line with this report, be approved:
- (b) that approval in principle be given to the consolidation of Worcestershire Regulatory Services into a single office site within the local government property estate, and that authority be delegated to the Management Board to negotiate and agree a lease for the occupation of Wyatt House subject to satisfactory completion of contractual arrangements and agreement in accordance with resolution (c); and
- (c) that the S. 151 Officers of each individual Member Authority agree the necessary financial arrangements to ensure that the overall cost of accommodation is reduced below that in the Detailed Business Case

for Worcestershire Regulatory Services and that no individual Member Authority suffers significant financial detriment.

32/10 **WORCESTERSHIRE FOOD CHOICES PROJECT - IMPROVING HEALTHY OPTIONS IN FOOD OUTLETS ACROSS THE COUNTY**

The Committee considered a report which detailed the Worcestershire Regulatory Services (WRS) priority to protect public health and the former Worcestershire Local Area Agreement, Health and Well-being targets.

The Head of Worcestershire Regulatory Services introduced the report and in doing so informed Members that by working in partnership with Worcestershire Primary Care Trust (PCT), funding had been secured to the value of £50,000 to deliver a nutrition project in food outlets across the County.

**RESOLVED:** that the report and the potential to secure future funding opportunities be noted.

33/10 **UPDATE TO PRESS RELEASE PROTOCOL**

The Committee considered a report detailing how press releases and messages to customers from Worcestershire Regulatory Services (WRS) had been reviewed in order to ensure that messages were consistent and where relevant County Wide messages would be directed via the named contact at Worcestershire County Council, with the Joint Committee Chairman being the spokesperson.

**RESOLVED:** that the update to the Press Release Protocol be noted and approved.

34/10 **NEXT MEETING**

Members considered the date and time of the next meeting.

**RESOLVED:** that the Committee Services Officer be tasked to organise the next meeting of the Joint Committee to be held during February 2011.

The meeting closed at 6.01 p.m.

Chairman

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**WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE**  
**PROTOCOL FOR REFERRAL OF DECISIONS TO MEMBER AUTHORITIES**

- Minutes of each Joint Committee to be drafted and agreed with the Chairman and Head of Regulatory Services within 10 working days.
- The Committee Services Officer who supports the Joint Committee to email the final minutes, for information, to the members of the Joint Committee and those officers who represent the member authorities on the Management Board.
- The Committee Services Officer to email the final minutes to the Democratic/Committee Services Manager of each member authority who shall ensure that the minutes are submitted to the next possible meeting of their authority's Executive/Cabinet.
- In the event that all matters within a set of minutes are resolved items the Executive/Cabinet will receive the minutes for information only.
- In the event that a set of minutes contains any recommendations, the Committee Services Officer will provide each authority's Democratic/Committee Services Manager with a full copy of the relevant report(s). Any such report(s) shall accompany the minutes when submitted to the Executive/Cabinet.
- The Executive/Cabinet shall consider and determine each recommendation which falls within its delegated powers. If a matter does not fall within its delegated powers, the Executive/Cabinet shall make a recommendation to the full Council. The Democratic/Committee Services Manager shall be responsible for ensuring that any recommendations from the Executive/Cabinet are referred to their full Council.
- The Democratic/Committee Services Manager for each member authority shall email the Committee Services Officer who supports the Joint Committee to confirm that recommendations have been considered and whether they were approved.
- The Committee Services Officer shall maintain appropriate records of recommendations and the outcome from each member authority.
- In the event that a recommendation is not approved by all member authorities, the Head of Regulatory Services shall report the outcome to the next possible meeting of the Joint Committee for information and consideration of any consequential action.





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

21st June 2011

**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><br>(Executive Members shown <u>underlined</u> )       | <b><u>Position :</u></b><br>(Oral updates to be provided at the meeting by Lead Members or Officers, if no written update is available.) |
|----|-------------------------------|---|--|
| 1. | Climate Change Advisory Panel | Chair: <u>Cllr B Clayton</u> /<br>Vice-Chair: Cllr Anderson<br><br>Hugh Bennett               | Last meeting –<br>7th June 2011.   |
| 2. | Economic Advisory Panel       | Chair: <u>Cllr Pearce</u> /<br>Vice-Chair: Cllr Braley<br>John Staniland /<br>Georgina Harris | Next meeting –<br>22nd June 2011.  |

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

21st June 2011

|    |                                  |   |                                     |
|----|----------------------------------|---|-------------------------------------|
| 3. | Housing Advisory Panel           | Chair <u>Cllr B Clayton</u> /<br>Vice-Chair<br>Cllr Quinney<br>Liz Tompkin                    | Next meeting – 16th June 2011.      |
| 4. | Leisure Contracts Advisory Panel | Chair <u>Cllr Hopkins</u> /<br>Vice-Chair<br>Cllr Anderson<br><br>John Godwin /<br>Kevin Cook | Last meeting –<br>16th August 2010. |
| 5. | Planning Advisory Panel          | Chair <u>Cllr Pearce</u> /<br>Vice-Chair Cllr M Chalk<br><br>John Staniland /<br>Ruth Bamford | Next Meeting –<br>28th June 2011.   |

**B. OTHER MEETINGS**

|    |                                     |  |  |
|----|-------------------------------------|--|--|
| 6. | Constitutional Review Working Party | Chair <u>Cllr Gandy</u> /<br>Vice Chair<br>Cllr Braley<br><br>Steve Skinner                      | Last meeting –<br>4th April 2011                           |
| 7. | Grants Panel                        | Chair / To be appointed<br>at first meeting<br>Vice Chair<br>Cllr Braley<br><br>Angie Heighway   | Last meeting –<br>16th May 2011.                           |
| 8. | Member Development Steering Group   | Chair <u>Brunner</u> / Vice-<br>Chair Cllr Braley<br><br>Steve Skinner / Trish<br>Buckley        | Last meeting –<br>6.30pm Thursday 31st<br>March 2011 – CR3 |
| 9. | Procurement Steering Group          | Chair <u>Cllr Braley</u> / Vice-<br>Chair Cllr Hall<br><br>Jayne Pickering /<br>Teresa Kristunas | Next Meeting –<br>being organised.                         |

**REDDITCH BOROUGH COUNCIL**

**EXECUTIVE COMMITTEE**

**21st June 2011**

|     |  |   |   |
|-----|--|---|---|
| 10. | Church Hill District Centre – Members' Panel | Chair <u>Cllr B Clayton</u><br>Teresa Kristunas | Meeting on 10th May 2011 postponed – new date being identified. |
|-----|--|---|---|

**22. APPENDICES**

None.

**AUTHOR OF REPORT**

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REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

21st June 2011

**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>          | <p><b>Third Sector Task and Finish Group</b></p> <p>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.</p>  | <p>It was decided that no further formal review work was required and this was reported back to the Overview and Scrutiny Committee on 24th May 2011.</p> |
| <b>27th January 2010</b>                         |  |   |
| <b>Cllr Gandy / A Heighway</b>                   | <p><b>Single Equalities Scheme</b></p> <p>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.</p> |   |
| <b>10th January 2011</b>                         |  |   |
| <b>M Braley / J Pickering / B Talbot</b>         | <p><b>Job Evaluation And Terms And Conditions</b></p> <p>Officers were instructed to report further to the Committee to seek Member decision if a collective agreement could not be reached through negotiation.</p>   | <p>Terms and Conditions agreed. Awaiting the conclusion of the consultation process and subsequent</p>  |

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

21st June 2011

|                                      |   |  |
|--------------------------------------|---|--|
|                                      |   | negotiations on Job Evaluation.  |
| <b>12th January 2011</b>             |   |  |
| <b>G Hopkins / J Godwin / K Cook</b> | <b>Learndirect – Relocation Update</b><br><br>Officers undertook to carry out a general satisfaction survey of new and existing users of the service, the results of which would be reported back to Members in due course. | Survey to be undertaken following a period of use of the new premises. |
| <b>31st May 2011</b>                 |   |  |
| <b>C Gandy / K Dicks</b>             | <b>Road Gritting Short, Sharp Review</b><br><br>Update to Committee following meeting with WCC Cabinet Lead for Highways and Transport on 25th July 2011.   |  |
| <b>J Pearce / T Kristunas</b>        | <b>Park House (Evesham Street)</b><br><br>Officers to prepare a report for the Executive Committee on 2nd August 2011 regarding the disposal and future use of the site.  |  |
| <b>M Braley / T Kristunas</b>        | <b>Review of Lease - 21 and 21a Salters Lane</b><br><br>Officers to prepare a report on a policy regarding the granting of concessionary rents.   |  |
| <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:<br>13/01/09 to 31/05/09                                 |