



# **APPENDIX TWO**

## **ENVIRONMENT AND PLANNING DIRECTORATE**

### **SERVICE PLAN 2007 – 2010**

# ENVIRONMENT AND PLANNING DIRECTORATE

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# ENVIRONMENT & PLANNING SERVICE PLAN 2007 TO 2010

## SECTION 1 – INTRODUCTION

The Council will work towards the vision for the town the “**20:20 Vision – Redditch Community Plan**” developed in 2003 on the basis of extensive consultation with our residents. The main themes of this are



**HEALTHY COMMUNITIES**



**SAFER COMMUNITIES**



**BETTER ENVIRONMENT**



**EDUCATION LEARNING & SKILLS**



**ECONOMY**



**CONNECTING REDDITCH**



**CULTURE & RECREATION**

The Community Strategy is currently being reviewed with the Partnership and any changes will be reflected in forthcoming Service Plans.

The Council’s **Corporate and Performance Plan** identifies our contribution to this vision, and gives firm commitments on how the Council will deliver on its four priority areas:



**Improving the reality and perception of Community Safety**



**Protecting and improving Environment and transport**



**Promoting best standards and opportunities in Housing.**



**Providing a wide range of opportunities for Leisure.**

### **Environment & Planning Directorate**

This Directorate Service Plan sets out the key service objectives and targets for the Directorate as a whole and for each of the major service areas individually for the period April 2007 to March 2010 (short to medium term). The plan also recognises where issues are likely to be ongoing in the longer term.

The Directorate is comprised of 8 distinct service units as follows:-

Building Control

Community Safety - including Anti-Social Behaviour

Community & Transport Services - including Care & Repair, Dial A Ride and Shopmobility

Environmental Services } Joint Service Plan

Environmental Operations }

Environmental Health and Taxi Licensing

Human Resources

Planning Services

Service area, team and, where appropriate, individual work programmes continue to be developed and utilised to ensure appropriate forward planning and assessment of performance against key targets. This work is undertaken within the Corporate performance management framework for the Authority.

### **Environment & Planning Directorate Services**

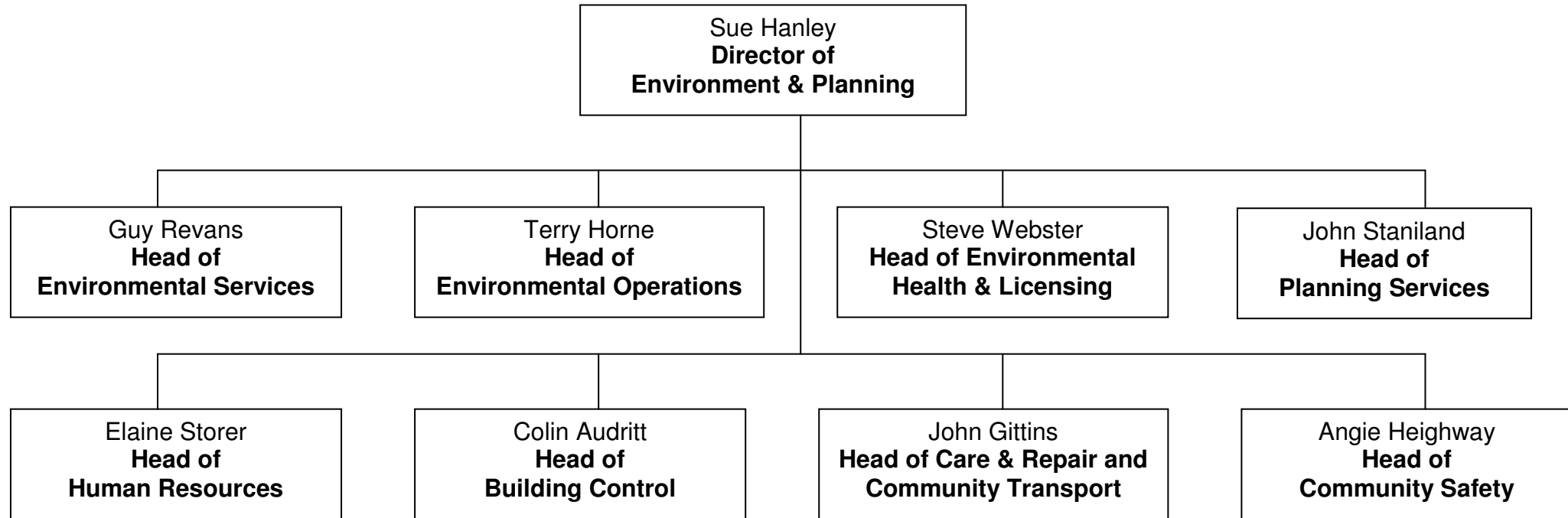
As a Council, we have developed a further priority, to be a **well managed organisation**. If we are to achieve quality in all the priority areas alongside our other commitments, it is essential that we manage our affairs effectively. Identified in the plan is how the Directorate will support and in some cases take a lead in achieving this priority.

The services within the Directorate supporting the commitment to be a **well managed organisation** are as follows:

- Waste Management Services
- Landscape and Countryside Services
- Landscape Capital Project Team
- Planning Services – Development Control and Development Plans
- Environmental Health
- Licensing
- Building Control
- Human Resources
- Crematorium and Cemetery Services
- Waste Collection Services
  - Domestic refuse
  - Recycling service
- Cleansing Services
- Administration and Finance Support Services
- Transport Services
- Supplies and Stores
- Dial-a-Ride and Shopmobility
- Care & Repair
- Community Safety
- Anti-Social Behaviour Team

A Directorate Management Team structure is produced on the next page.

**ENVIRONMENT & PLANNING DIRECTORATE MANAGEMENT TEAM**



The next section of the Service Plan should identify the actions being taken within the Directorate to support the commitment to be a **well managed organisation**.

## **1.1 A WELL MANAGED ORGANISATION**

This section of the Service Plan identifies the actions taken within the Directorate to support the commitment to be a **well managed organisation**.

The Directorate will adopt the principles and integrate them within the development of strategy and policy, and into the day-to-day delivery and management of services.

Human Resources as a corporate support service will play a critical role in the development and support to the organisation.

The following areas can be identified as direct contributions to this priority of the Council.

### **ENSURING A SUSTAINED IMPROVEMENT IN SERVICES**

- Work with partner agencies to consider alternative means of service enhancement and delivery.
- Continue to achieve stretch targets and improved service outcomes in priority areas.
- Adopt a “risk based assessment” approach in the development of all new projects.
- Publish service standards for Street Cleansing and Landscape.
- Directorate team management of priority outcomes and targets.

### **PROMOTION OF LEARNING & DEVELOPMENT WITHIN THE ORGANISATION**

- Introduce a senior management development/leadership programme.
- Produce a revised Learning and Development programme.
- Contribute to corporate publications and documents.
- Adhere to the Staff Management Charter.

### **DEVELOP PARTNERSHIP WORKING**

Effective partnerships are essential to a number of the Directorate services.

We will lead, or support, the development of a range of Partnerships:-

- Redditch Community Safety Partnership
- North Worcestershire Community Safety Responsible Authorities Group
- Redditch Anti Harassment Partnership
- Integrated Passenger Transport Forum
- North Worcestershire Care & Repair Agency
- Joint Municipal Waste Forum
  
- Support the Redditch Local Strategic Partnership in its review and restructure.

## **ACHIEVE EFFECTIVE FINANCIAL MANAGEMENT**

- Support the Fees & Charges Member Group.
- Deliver Directorate contributions required in the account of Annual Efficiency savings.
- Ensure services are delivered within the corporate Value for Money framework in accordance with the procurement agenda and strategy.
- Monitor all cost centre budgets on a monthly basis in conjunction with Financial Services with agreed reporting to Members.
- Monitor all capital funded schemes with progress and reporting to Members.

## **TO MANAGE OUR ASSETS EFFECTIVELY**

The Directorate will provide support to the Asset Management Plan and contribute to the:

- Management of disposals.
- Provide up-to-date information of buildings and assets managed within the Directorate.
- Contribute to the office accommodation strategy.
- Effective management of Capital Projects and bids.
- Support and provide the planning lead of the Church Hill District Centre.

## **TO MANAGE OUR STAFF EFFECTIVELY**

- Introduce a Leadership Programme.
- Produce the framework for targeted action in support of the Absence Policy.
- Review of Occupational Health provision.
- Implement the Health & Safety action plan with the support of the Health & Safety Committee.
- Produce a staff retention strategy.
- Complete the remaining terms and conditions issues within the Single Status framework including a job evaluation framework over the next two years.

## **TO ACHIEVE AND PROMOTE BEST PRACTICE IN EQUALITY ISSUES**

- Support the achievement of level 3 of the Equality Standard.
- Contribute and assess the implications of proposed revisions to national equality legislation.
- Monitoring and acting on the Equalities performance indicators where lead responsibility is held.
- Ensure staff are trained and aware of equalities and diversity issues.
- Promote and develop good practice to support Community Safety.

## **TO MANAGE RISKS EFFECTIVELY**

- Support Member training and involvement in risk management.
- Produce a Directorate risk register with a systematic approach to monitoring and review of risk management plans.
- Contribute to the Corporate risk register with reports to Members of risks and control measures.



The key risks for the Directorate have been reviewed and identified with action plans and control measures being reviewed. These are detailed later within this service plan.

### **TO COMMUNICATE AND CONSULT EFFECTIVELY**

- Contribute to the delivery of the Customer Access Strategy.
- Ensure staff receive accredited corporate customer service training.
- Ensure regular and planned consultation as outlined within the respective service area plans.
- Deliver actions contained within the Communications Strategy and contribute to internal and external publications.
- Consult proactively to influence proposals for service delivery.
- Support the Member led review group to scrutinise the Communications Strategy.
- Build ongoing proactive relationships with the local media.
- Use clear consistent standards for external service publications.

Priority areas in respect of effective communication and consultation arrangements for the Directorate in the forthcoming year will include:

- Regional Spatial Strategy proposals (Housing and employment land growth).
- Community Safety outcomes.
- Waste agenda.

### **TO IMPLEMENT E-GOVERNMENT**

- Support the Worcestershire Hub project and developments.
- Support the migration of services into the Contact Centre and One Stop Shop.
- Support the development of online services.

Priority areas for the Directorate in the forthcoming year for customer access revisions include licensing and environment services.

## 1.2 THE SERVICE AND THE COMMUNITY STRATEGY

The next section of the Service Plan should identify the actions being taken within the Directorate to support the Community Strategy.

### SAFER COMMUNITIES

We will lead for the Authority, and work in partnership to create safer communities by:

- Co-ordinate the Community Safety Audit and Strategy for the Redditch Community Safety Partnership, and deliver on key objectives to tackle crime, disorder, anti-social behaviour and drugs and alcohol misuse.
- Develop a Strategy with Partners to tackle Anti-Social Behaviour.
- Co-ordinate the Council's duty under Section 17 of the Crime and Disorder Act 1998, to ensure that community safety implications are considered in the planning and delivery of the Council's services.
- Assessing new developments for compliance with Secured by Design and to achieve a sense of place. Planning powers will be used to improve degraded areas, remediation of contaminated land and the removal of fly-posting.
- Ensure that all development schemes incorporate appropriate measures in their design, layout, siting and landscaping to minimise the risk of crime and maximise security.
- Reduce numbers of abandoned vehicles or else ensure their rapid removal to avoid 'firing'.
- Increase the safety of public transport, through measures developed between the Community Safety Partnership, the Bus Quality Partnership and Bus Operators.

### HEALTHY COMMUNITIES

We will increase the health of local communities by:

#### Access to Services

- Ensuring new developments are accessible to people with disabilities.
- Requiring remediation of land when contaminated sites are being developed.

#### Public Health

- Develop and sustain a local food strategy with priority actions.
- Contribute to the promotion and implementation of the Worcestershire Affordable Warmth Strategy, through advice and information from the Care and Repair Agency.
- Provide reassurance and support for victims and witnesses of anti-social behaviour to improve their quality of life.

## **BETTER ENVIRONMENT**

We will lead and support a better environment by:

### Sustainability

- Incorporating sustainability into key service provision.

### Built Environment

- Lead on the Cleaner, Safer, Greener Communities Agenda, and deliver on the Local Public Service Agreement Community Safety Projects.
- Lead on the Estate Enhancement Programme.
- Conservation and enhancement of the borough's historic environment.
- Ensure that the principles of good design are incorporated into all **new** developments in the borough.

### Housing

- Allocate sufficient land to meet agreed demand for new housing and ensure that this is brought forward with proper regard to sustainability.
- Encouraging the efficient and effective re-use of brownfield sites.
- Setting targets for the percentage of new dwellings to be on brownfield sites.
- Contribute to the Redditch Private Sector Housing Strategy, through the development of alternative sources of funding, and the delivery of a hierarchy of assistance.

### Litter Management

- Monitor the cost of keeping local authority land clear of litter.

### Natural Environment

- Value and where possible protect and enhance the diversity of nature through policy guidance on landscape character and the implementation of the Worcestershire biodiversity action plan.
- Assist with the development and implementation of the emerging Landscape and Countryside Strategy.
- Conservation of the natural environment and landscape quality of the borough and protecting it from inappropriate development.
- Continue community woodland management project until 2007.

### Waste Minimisation

- Minimise waste, then re-using or recovering it through recycling.
- Increase the amount of waste recycled or composted.
- Extend the kerbside recycling scheme.

## **ECONOMY**

To encourage a sustainable economy the Directorate will:

### District Centres

- Protection and enhancement of the District Centres.

### Diversification/Economic Base

- Provide and protect a balanced portfolio of employment land.
- Contribute to the promotion of economic vitality in the Rural Area through enabling controlled farm diversification.

### Town Centre

- Contribute to the vitality and viability of the Town Centre by promoting the location as the foci for key users, which attract a lot of people.
- Support the improvement of the night time economy in the Town Centre, through the Community Safety Strategy.

## **CONNECTING REDDITCH**

The Directorate's contributions include:

- Contributions will be obtained from appropriate developments to secure community facilities.
- Use the land use policy to protect and enhance community facilities in appropriate locations.
- Lead on the planning process for the development of the Abbey Stadium.
- Influence the Worcestershire Local Transport Plan for 2006-2011 to address the future transport needs for Redditch.
- Work with the Bus Quality Partnership and bus operators to improve the use of public transport and customer satisfaction with it.
- Work in partnership with the Bus Quality Partnership to improve customer satisfaction with public transport information.
- Develop volunteering policies and opportunities, in particular through the Dial-A-Ride and Shopmobility services.

## 1.3 THE DIRECTORATE AND THE CORPORATE PLAN

The next section of the Service Plan should identify the actions being taken within the Directorate to deliver the Corporate and Performance Plan.

### **COMMUNITY SAFETY**

- To reduce crime:
  - To develop CDRP tasking to have a direct and concerted impact on criminal, anti-social and environmental issues.
  - To carry out an options appraisal on merging the Redditch Community Safety Partnership.
  - To mainstream Section 17 of the Crime and Disorder Act 1998.
  - Development of Community Safety Projects to support crime reduction targets - (i) Home Security Project; (ii) Community Payback Service Placements; (iii) Woodrow District Centre Project.
- To keep local communities feeling safe:
  - To establish procedures for recording and taking action against racial and all forms of harassment.
  - Develop a communication strategy for the Redditch Community Safety Partnership.
- Build respect in communities and reduce anti-social behaviour:
  - Develop a Respect Action Plan to encompass Children and Young People; Behaviour and Attendance at School; Supporting families; Strengthening communities; Effective enforcement and community justice.
  - Support the implementation of the Respect Standard for Housing Management.
- Deliver the Respect and Responsibility Schools Project.

### **ENVIRONMENT & TRANSPORT**

- To achieve a sustainable level of household waste:
  - Introduction of improved waste collection service to “hard to reach properties”.
  - Achieve the Joint Municipal Waste Target of 24%.
  - Present outcomes of the move to Alternate Weekly Collections.
  - To work with the County Council and other District Councils in Worcestershire to update the Joint Municipal Waste Strategy and investigate opportunities for shared services/partnership working.
- To provide cleaner, greener public spaces:
  - Development of County-wide Graffiti Partnership
  - Develop mechanisms to manage the Small Area Environmental Improvement Fund.
  - Publish and implement service standards for Street Cleansing and Landscaping.
  - Town Centre improvements.
  - Landscape Capital Project delivery.
  - Estate Enhancement Project.
  - Evaluation of Clean Neighbourhoods and Environment Act.
  - Implement Flood Alleviation Scheme - Batchley Brook.
- To develop plans and strategies to improve the Council’s sustainability performance:
  - Reduce the overall carbon footprint of the Council (LAA).
  - Production and adoption of a strategy and action plan.

- Work with Redditch Local Strategic Partnership to ensure sustainability is a key objective within the Community Strategy.
- To provide a public and community transport network that is accessible, reliable, efficient and affordable:
  - Secure resources for maintenance of existing services.
  - Establish the sustainability of a Dial-A-Ride service after end of WiNN funding in April 2008.
  - Introduce Smart Card bus passes in conjunction with National Concessionary Fares Scheme.
  - Continue to monitor and improve taxi services and licensing by planned enforcement activities and ongoing medical certification and drug testing initiatives.
- To enable improvements to the built environment to achieve high quality development in the context of potential growth:
  - Respond to the West Midlands Regional Spatial Strategy.
  - Respond to the West Midlands Regional Spatial Strategy Phase 3 Revision.
  - Preparation of Development Plan Documents (DPDs).
  - Prepare Supplementary Planning Documents (SPDs).
  - Review the Contaminated Land Strategy with identification of new priorities.

## **HOUSING**

- We will improve conditions in the Private Sector by:
  - Carrying out enforcement activity against landlords and householders to maintain housing conditions.
  - Continue to identify and license as necessary Houses in Multiple Occupation.
  - Loan assistance for energy efficiency measures to Houses in Multiple Occupation.

## **LEISURE**

- Retain 'Green Flag' status for Arrow Valley Park.

## **1.4 EFFICIENCIES/OUTTURNS/VALUE FOR MONEY**

The Authority sets out "Annual Efficiency Statements" to confirm its intention in service areas where efficiency savings will be made.

During 2006/07 the Environment & Planning Directorate contributed to the cashable and non-cashable savings for the Authority in the following areas:-

### Cashable savings 2006/07

Pest Control Service	£15,435
Fuel Purchase	£3,560
Crossgates Depot (Energy Efficiency)	£1,164

### Non-cashable savings 2006/07

Care & Repair	£40,528
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Over the forthcoming two years the following Directorate service areas will further contribute to the Authority's efficiency savings.

Waste Services - Alternate Weekly Collections

Management Restructure - percentage of overall Authority savings

Service Review - Strategy & Partnerships

### Outturns 2006/07

The Environment & Planning Directorate made savings of £200,000 on a budget of £6.52m during 2006/07.

### Value for Money

Significant progress has been made in delivering on the key recommendations relating to Value for Money for the Directorate highlighted in the Audit Commission service inspection (2006).

- Service improvements and speed of delivery in priority services areas (refer to BVPI outturns).
- Reduction of customer access points and ongoing programme of key services being delivered by the Contact Centre and One Stop Shop (Environmental Services).
- Partnership working and exploration of alternative means of delivery for key services.

### Delivering Value for Money 2007 to 2010

The following priority areas have been identified to achieve Value for Money over the forthcoming 3 years.

Building Control - targeted income work.

Dial-A-Ride and Shopmobility - speed of bookings and service efficiencies.

Concessionary Fares - Smart Card implementation.

Waste - Improved recycling rates, waste minimisation and reduction in employee and vehicle costs.

## 1.5 THE RISK REGISTER

Risk management is a key issue both corporately and for each Directorate to ensure that risk management principles are embedded into the day-to-day operations and delivery of services.

Both the Directorate Management Team and the Wider Management Team are involved in the annual review of risks and also the regular review of the maintained risk register.

Following the review of the corporate risk profile/register, the Directorate has identified the following priority risks for 2007/2008.

1. Failure to secure revenue bids for 2007/08.
2. System failure (new and existing) and links to E-shop/compatibility.
3. Failure of M3 system.
4. Inadequate IT support and system administration (and E-Government).
5. Loss of staff in key service areas and lack of retention policy.
6. Failure to reduce Sickness Absence impacts.
7. Job Evaluation/Single Status.
8. Failure to introduce AWC (Vision) Waste Collection and not improve quartile position.
9. Uncertainty of securing funding related to Worcestershire Local Area Agreement/ budget alignment.
10. Failure to meet PSA1 and LAA stretch targets.

## 1.6 REVIEWING THE RISKS/ACTIONS TAKEN

The priority risk areas outlined above have been reviewed within the Directorate based on an impact/likelihood assessment of each risk identified.

For each of these listed areas a detailed action plan is being developed by the lead officers. Action plans will be formally reviewed bi-annually. A quarterly review in assessing new and revised work stream risks will be undertaken in conjunction with key performance outcomes for each of the service areas.



## 1.7 DIRECTORATE STATEMENT OF INTENT

The Council has highlighted a number of key areas to support the ethos of working together as one Council, as a well managed organisation which is co-ordinated, co-operative and consistent.

The following table outlines the commitments and actions from the Environment and Planning Directorate:

COUNCIL STATEMENT OF INTENT	COMMITMENT FROM THE SERVICE
Training - "The Council will promote learning and development opportunities within the organisation"	<ul style="list-style-type: none"> <li>• We will ensure that all staff have access to appropriate training and development opportunities to deliver key objectives and outcomes for the Authority.</li> <li>• We will develop annual training plans for service areas, via performance appraisal mechanisms with regular review of delivery.</li> <li>• Produce a revised Learning and Development Programme.</li> <li>• We will support the development of a Senior Management/ Leadership Programme.</li> </ul>
Customers "We will ensure that we have a open, honest and productive dialogue with our customers"	<ul style="list-style-type: none"> <li>• We will deliver on our "Statement of Community Involvement" in respect of Planning.</li> <li>• We will incorporate customer feedback in the development and review of service standards (Landscape and Cleansing).</li> <li>• We will adhere to corporate standards and provide supporting information for customer surveys/consultation mechanisms.</li> </ul>
Quality "We will deliver accessible services of a high standard."	<ul style="list-style-type: none"> <li>• We will adhere to and support the staff and customer charter.</li> <li>• We will work closely with the Call Centre and One Stop Shops to ensure accessible high quality services.</li> <li>• We will contribute to the Customer Access Strategy developments.</li> <li>• We will work with all of our partners to deliver accessible services.</li> </ul>

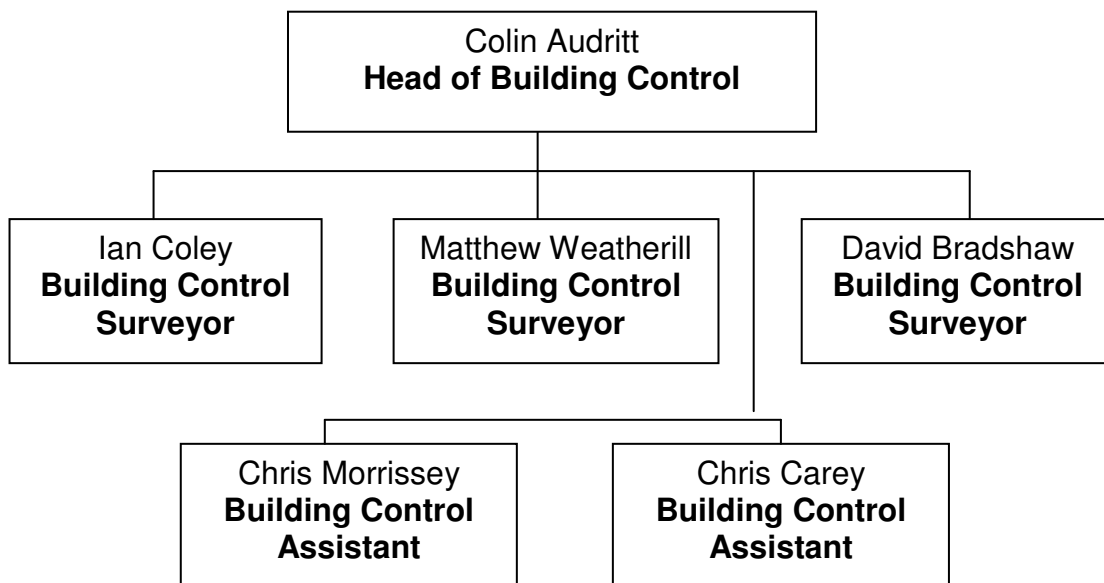
<p>E-Government “We will introduce a variety of E’ enabled services”</p>	<ul style="list-style-type: none"> <li>• As a Directorate we will contribute to ensure that all new systems enable more advanced e-enablement.</li> <li>• We will contribute to the Worcestershire Hub project including (E-shop) development.</li> <li>• We will support the development of on-line services.</li> </ul>
<p>Sustainability “We will develop plans and strategies to improve the Council’s sustainability performance”.</p>	<ul style="list-style-type: none"> <li>• We will seek to reduce the overall carbon footprint of the Council.</li> <li>• Support the Environment Advisory Panel in the development of a Sustainability Strategy and action plan.</li> <li>• Raise awareness and opportunities within and outside of the organisation to reduce waste, increase recycling and become more energy efficient.</li> <li>• Develop planning advice to applicants relating to sustainable design and construction.</li> <li>• Work with the Redditch Partnership to ensure sustainability is a key objective.</li> </ul>
<p>Equalities “We will carry out our duties, fairly and equally offering access to a cross section of the Community”</p>	<ul style="list-style-type: none"> <li>• We will continue to support the Council’s equalities agenda through training and monitoring of our policies and procedures.</li> <li>• We will support the achievement of Level 3 of the Equality Standard by 2008.</li> </ul>
<p>Partnerships “We will work jointly with a range of local partners to delivery the vision for the community”</p>	<ul style="list-style-type: none"> <li>• We will work with and support all partner organisations to deliver common goals and priorities.</li> <li>• We will support the Redditch Partnership with particular regard to the Environment, Transport, Community Safety and Sustainability agendas.</li> <li>• We will lead and support the Community Safety Partnership in the delivery of the Community Safety Strategy.</li> <li>• We will support the Waste Forum in the delivery of the Joint Municipal Waste Strategy.</li> <li>• We will support the Transport Forum in the development of an Integrated Passenger Transport Strategy.</li> </ul>

## SECTION 2 – BUILDING CONTROL

### 1.1 OUTLINE OF THE SERVICE AREA

The maintenance of current standards of access to, and safety in, construction in the Borough.

### 1.2 STAFFING



## 2. REVIEW OF PROGRESS & ACHIEVEMENTS

2.1 Achievements	Outcomes (How has it made a difference)																								
<p>Local performance indicators achieved in responding to full plans submitted by customers of</p> <p>46% within 2 weeks, over 25% target 69% within 3 weeks, over 50 %target 100% within 5 weeks, to 100% target</p>	<p>Customer satisfaction in responding to focus group request for responses to applications within 2 to 3 weeks. Statutory Ombudsman and insurance satisfaction in meeting 100% response within 5 weeks.</p>																								
<p>Inspections of 100% of sites within 24 hours of notification by customers</p>	<p>Customer and insurance satisfaction</p>																								
<p>Enforcement 100% served within 6 months to enable service of a summons and 12 months for Notice</p>	<p>Adherence with the agreed Enforcement Concordat. Insurance, Ombudsman and statutory compliance.</p>																								
<p>Return 100% of telephone calls within 24 hours</p>	<p>Customer satisfaction</p>																								
<p>Land charges 100% responses within 4 days target</p>	<p>Customer satisfaction and internal service level agreement to support achievement of key BVPI.</p>																								
<p>Maintained benchmarked median position with Local Authorities locally</p> <table border="0" data-bbox="145 1480 743 1809"> <thead> <tr> <th colspan="2">2005/6</th> <th>2006/7</th> </tr> </thead> <tbody> <tr> <td>68</td> <td>Bromsgrove</td> <td>75.5</td> </tr> <tr> <td>64.5</td> <td>Wyre Forest</td> <td>67</td> </tr> <tr> <td>65.5</td> <td>Malvern Hills</td> <td>65.5</td> </tr> <tr> <td>64.5</td> <td>Redditch</td> <td>64.5</td> </tr> <tr> <td>63.5</td> <td>Wychavon</td> <td>63.5</td> </tr> <tr> <td>64.5</td> <td>Worcester</td> <td>61</td> </tr> <tr> <td>55</td> <td>Herefordshire</td> <td>55.0</td> </tr> </tbody> </table> <p>Using the Quality and Performance matrix from Local Authority Building Control, the National Association. The previous and current years Worcestershire Districts and Herefordshire scores out of 100</p>	2005/6		2006/7	68	Bromsgrove	75.5	64.5	Wyre Forest	67	65.5	Malvern Hills	65.5	64.5	Redditch	64.5	63.5	Wychavon	63.5	64.5	Worcester	61	55	Herefordshire	55.0	<p>Customer and insurance satisfaction. Maintained median position with Local Authorities within the two County locations.</p>
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64.5	Worcester	61																							
55	Herefordshire	55.0																							

Mailed to, and met the focus group regarding such matters as new Building Regulations and service delivery feedback	OBJECTIVE 1 Building Control improved customer service with emphasis on clarity and timely responses
Developed Redditch Disabled Access Group as a user group to the Council	OBJECTIVE 2 Disabled Access; Continued to fulfil the responsibilities of the Council's Access officer and advise on issues relating to access for the disabled
Developed an ongoing review of performance indicators	OBJECTIVE 3 Well managed organisation

<b>2.2 We did not achieve</b>	<b>Why we didn't achieve this, and what we have learned.</b>
Projected income	The market overall changed in the nature of the work dropped in value with less than anticipated commercial work and slightly less domestic work but an increase in time spent due to non fee earning time on enforcement including unauthorised work non-complying, with increase in regulation complexity. Resources diverted to cover the unusual situation of long term sick leaves and recruitment to vacated posts Including employing agency staff. We learned to predict a more certain income and record more processes with training so that staff can better cover for absence

### 3. SETTING OUR KEY SERVICE OBJECTIVES

#### 3.1 SERVICE OBJECTIVES, ACTIONS AND MILESTONES

OBJECTIVE 1	To improve customer service		
Customer Focus	Customers will benefit by the service being customer focused on priorities including timely communication on Building Regulations requirements		
ACTIONS	LEAD	RESOURCES Including Support Services	MILESTONES
<u>Communications with customers</u>  Mailshot and meet the focus group regarding new Building Regulations and service requirements. Actively seek service delivery feedback.	Colin Audritt	Building Control team. Postage and use of facilities. Liaison with development control and local plans	June 2007 and October 2007: identify past and proposed communication and forward plan customer focus group meeting  February 2008: focus group meeting, followed by review of feedback

<b>OBJECTIVE 2</b>	<b>Community Focus</b>		
<b>Customer Focus</b>	<b>Customers in both the community and the individual will benefit by a monitored, proportionate and consistent enforcement of legislation</b>		
<b>ACTIONS</b>	<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
Enforcement Concordat levels of performance to be maintained and performance reviewed.	Colin Audritt	Building Control team, other heads of enforcement services and audit	June 2007: review with resources then report to Cabinet Office and Director the audited end of last full year performance, noting any internal audit comment
<b>OBJECTIVE 3</b>	<b>A well managed organisation</b>		
<b>Customer Focus</b>	<b>Value for money</b>		
<b>ACTIONS</b>	<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
Develop ongoing Review of performance indicators	Colin Audritt	Building Control Team, and customer focus group	October 2007: report on progress, and proposals for Performance indicators

### 3.2 PERFORMANCE INDICATORS

Description of Indicator	Type e.g. BVPI Local Custom LAA	Predicted or Actual 2006/07	Target 2007/8	Target 2008/9	Target 2009/10	How have these targets been set?
Score against a checklist of best practice for building control services	Local		64.5	67	70	New Building Control Indicators in accordance with national guidance from Department of Communities and Local Government, in consultation with Local Authority Building Control. Incorporating elements of the Quality Performance Matrix, from which the target is set, with involvement of the customer focus group and team development.
Percentage of residential and non-domestic customers satisfied with the service	Local		50	55	60	As above, with the target set from a 2006 sample survey



## **4. RESOURCES 2007 – 2010**

### **4.1 VALUE FOR MONEY CONSIDERATIONS**

Costs are comparable to other providers. Value for money is to be developed by an increased focus on marketing to positive income work such as commercial projects including County Council schools via joint procurement. Working in partnership with other providers in a national scheme, for a sustainable approach.

### **4.2 FINANCIAL CONSIDERATIONS (2008 – 2011)**

Similar income and expenditures are expected to the previous year with some of the work continuing to be non fee earning such as enforcement and recording of work by others.

### **4.3 ASSETS**

Office equipment and archives.

### **4.4 HUMAN RESOURCES**

Other services using the service include Development Control, Local Plans, Council Tax, Environmental Health and Land Charges. Services used by the service include Finance, Legal, Information technology, Human resources and Office services. There is not an anticipated change in the levels of service supplied or required.

### **4.5 USE OF RESOURCES**

Issues of improvements to financial management, reporting, governance and risk are reflected in the service objectives and performance indicators.

## 5. CONSULTATION AND FEEDBACK

### 5.1 PREVIOUS CONSULTATION

What Consultation has taken place previously?	How has the information gained in consultation been used?
Mailshot and meet the focus group regarding such matters as new Building Regulations and service delivery. Feedback annually.	Customers benefit by having influenced the effective use of resources in stating their priorities. This is supported by the timely communication on the Building Regulations revisions as a result of feedback.

### 5.2 WHAT OUR CUSTOMERS THINK

Nature of Complaint/Comment/Request.	How did you respond?
Recipient of enforcement action - complaint received.	Ensure enforcement policy is followed. Explanation to recipients of the policy and process including clarity of actions needed, law, and right of appeal.

### 5.3 CONSULTATION PLANNED FOR 2007 – 2010

What will the Service be consulting on?	How is being Consulted	When is this proposed to take place?	How will this be delivered?
Regarding such matters as new Building Regulations and service delivery feedback yearly	Mailshot and meet the focus group	February 2008,2009,2010	Meeting at the Town Hall

## **SECTION 3 - CARE & REPAIR/COMMUNITY TRANSPORT**

### **1.1 OUTLINE OF THE SERVICE AREAS**

#### **NORTH WORCS. CARE & REPAIR AGENCY**

- The North Worcestershire Care & Repair Agency promotes independent living by enabling home owners, in the Districts of Redditch, Bromsgrove and Wyre Forest, to live in their own home for as long as possible by arranging repairs, improvements, adaptations, safety and security.

#### **DIAL A RIDE**

- Provides door-to-door accessible transport for older people and people with disabilities within the Redditch Borough Boundary.

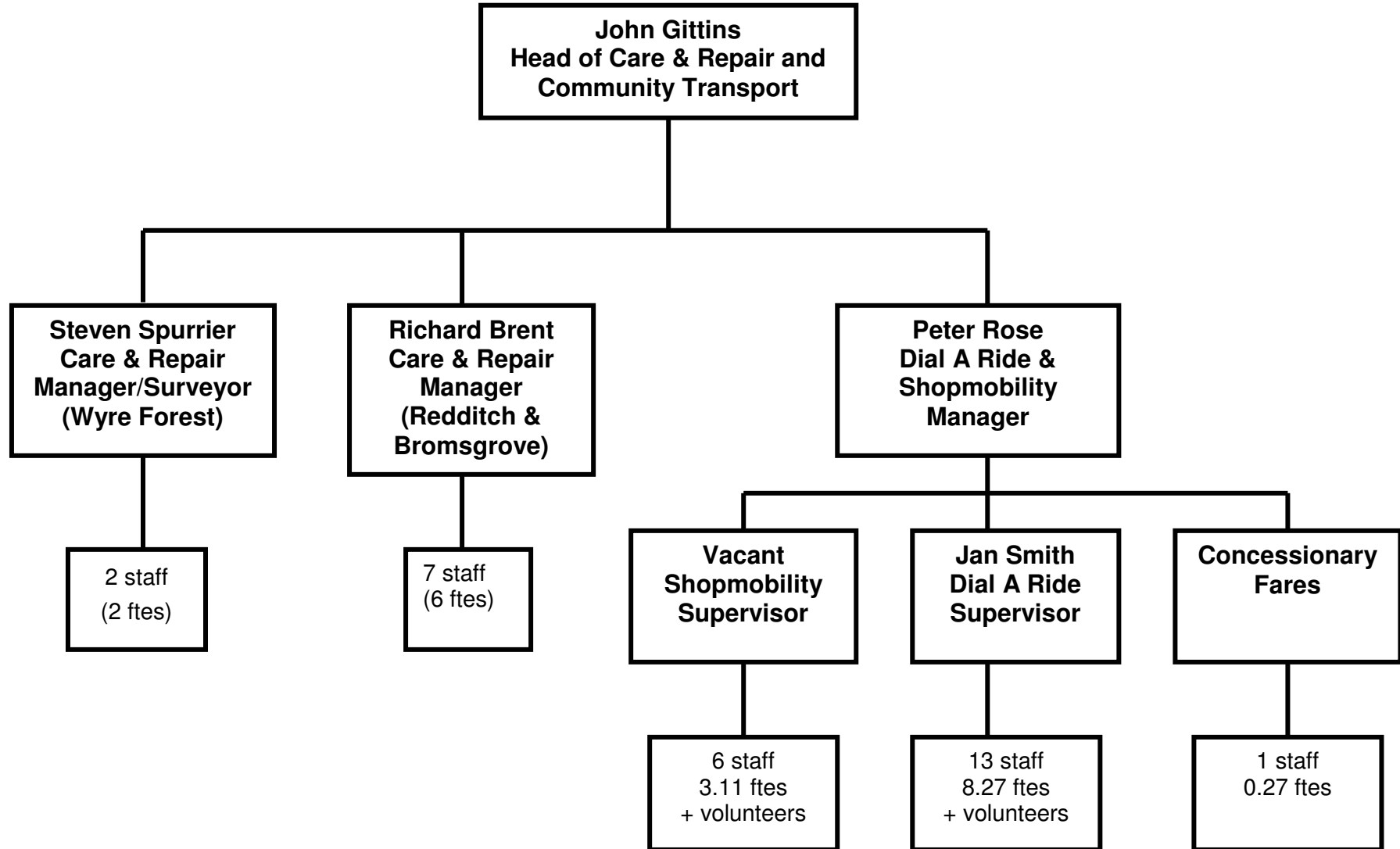
#### **SHOPMOBILITY**

- Promotes independent living for people with disabilities by providing electric and manual wheelchairs, motorised scooters and assisted shopping services in the Kingfisher Centre.

#### **CONCESSIONARY FARES**

- Through concessionary bus travel, promote social inclusion, enabling people to maintain social networks, live independently and access health and other services.

## 1.2 STAFFING



## 2. REVIEW OF PROGRESS & ACHIEVEMENTS

2.1 Achievements	Outcomes (How it has made a difference)
<b>CARE &amp; REPAIR AND EQUIPMENT &amp; ADAPTATIONS</b>	
Negotiated a two year continuation of Supporting People contract, that incorporated outcome-based indicators	Continuing sustainability of the service, with an increased focus on independent living for clients.
Achieved the highest level of enquiries on record, and met the targets in all three districts.	Enabled more people to live independently and in a more secure environment
Agreed the North Worcestershire Code of Practice for Adaptations with all three district authorities.	Has set a recognised standard for the statutory agencies involved in the adaptations process
Saw a very positive response and high demand following the introduction of Lifetime Grants in Redditch.	Will reduce future demand on the capital programme, and improve the quality of homes in the private sector.
Established a partnership with Trading Standards to promote the use of more acceptable builders.	Reduction in fear of rogue traders.
Introduction of prefabricated extensions in Wyre Forest area	Significant reduction in costs and waiting times for clients.
Handyman service introduced in Wyre Forest using a ring fenced budget	Fast response service for minor repair work without the need for DFG application.
Decent Homes scheme	Has had significant impact on residents in both Wyre Forest and Redditch
Introduction of Stairlift and ramp recovery scheme (Wyre Forest)	Significant cost savings on DFG budgets

<b>DIAL A RIDE and SHOPMOBILITY</b>	
Record number of users of Shopmobility service	<p>More disabled people gained access to the Town Centre facilities.</p> <p>Contributed to activity within the Kingfisher shopping Centre.</p>
Record number of passengers carried by Dial a Ride	Independence for more people who may otherwise have been socially excluded.
Successful bid for funding from the WiNN project	Continued sustainability for the Dial a Ride service.
Implementation of MobiRouter v4.0	Increased journey routing efficiency by 20%
Introduced joint venture with Palace Theatre	Enabled people who had previously been excluded to access the Palace Theatre.
<b>CONCESSIONARY FARES</b>	
Implemented an enhanced county wide Concessionary Fares scheme.	<p>A 19% increase in the number of elderly and disabled residents travelling by bus.</p> <p>Public awareness of Transport issues increased.</p>

2.2 We did not achieve	Why we didn't achieve this, and what we have learned.
<b>CARE &amp; REPAIR AND EQUIPMENT &amp; ADAPTATIONS</b>	
Develop the service to incorporate adaptation work for social housing clients in the Wyre Forest area.	Cabinet approved the principle of the Agency taking on social housing. Currently on hold pending review of cost implications for Wyre Forest.
Introduce the North Worcs. Code of Practice for Adaptations.	On hold. Implementation is subject to agreement with newly merged PCT, but positive progress has been made.
<b>DIAL A RIDE AND SHOPMOBILITY</b>	
Implementation of new 'Happy to Help' scheme in Kingfisher Centre.	Delayed recruitment of supervisor and difficulty in establishing an effective volunteer group. Closer discussion with volunteers required.
<b>CONCESSIONARY FARES</b>	
Introduce Smart Card passes	Worcestershire based scheme agreed but placed on hold pending announcement of new regulations from Dept for Transport regarding National Concessionary Fares scheme for 2008.



### 3. SETTING OUR KEY SERVICE OBJECTIVES

3.1 SERVICE OBJECTIVES	Lead	Resources	Milestones
<b>N WORCS. CARE &amp; REPAIR AGENCY</b>			
<b>OBJECTIVE 1</b>	<b>Implement new requirements for the Supporting People Quality standards</b>		
<b>Customer Focus</b>	<b>Greater emphasis on customer related outcomes will maintain the already high customer awareness.</b>		
1.1 Review requirements for compliance	John Gittins Richard Brent Steve Spurrier	Within existing resources	April 2007
1.2 Inform all staff of their involvement	John Gittins Richard Brent Steve Spurrier		May 2007
1.3 Implement additional system and procedural arrangements	John Gittins Richard Brent Steve Spurrier	Some IT input required	June 2007
1.4 Provide regular monitoring data to Supporting People	John Gittins		June 2007 onwards
<b>OBJECTIVE 2</b>	<b>Establish improved operational arrangements across the Agency.</b>		
<b>Customer Focus</b>	<b>Many of the recommendations relate to faster turn round time to the customers' benefit.</b>		
2.1 Discuss the scope of proposed improvements with partner agencies	John Gittins	Principally the Finance and Grant officers across the three districts	May 2007
2.2 Present initial progress report to	John Gittins		June 2007

<b>3.1 SERVICE OBJECTIVES</b>	<b>Lead</b>	<b>Resources</b>	<b>Milestones</b>
Advisory Board			
2.3 Agree actions and timetable for implementation	John Gittins	As above	August 2007
2.4 Implement agreed improvements	John Gittins	As above	October 2007
<b>OBJECTIVE 3</b>	<b>Introduce the Code of Practice for Adaptations in conjunction with other partners across Worcestershire</b>		
<b>Customer focus</b>	<b>Will lead to a better understanding of the service by partners and clients</b>		
3.1 Modify existing document in conjunction with other agencies	John Gittins	Existing in-house	May 2007
3.2 Present report to O&S / Executive committee (subject to extent of change)	John Gittins	Existing in-house	October 2007
3.3 Introduce new procedures and protocols as required	Richard Brent / Steven Spurrier	Existing in-house	April 2008
<b>OBJECTIVE 4</b>	<b>Implement the new requirements following the government's review of the Disabled Facilities Grant</b>		
<b>Customer focus</b>	<b>Many of the proposals are aimed at simplifying procedures for the clients.</b>		
4.1 Introduce short term measures	Richard Brent / Steven Spurrier	Existing in-house	May/June 2007
4.2 Review the outcome of the government consultation	John Gittins	Existing in-house	July 2007
4.3 Advise Council, and other partners of legal requirements	John Gittins		October 2007
4.4 Implement requirements	Richard Brent / Steven Spurrier	Existing in-house	April 2008

<b>3.1 SERVICE OBJECTIVES</b>	<b>Lead</b>	<b>Resources</b>	<b>Milestones</b>
<b>DIAL A RIDE &amp; SHOPMOBILITY</b>			
<b>OBJECTIVE 1</b>	<b>Promote the Dial a Ride and Shopmobility services to black and minority ethnic groups and communities</b>		
<b>Customer focus</b>	<b>Greater accessibility for black and minority ethnic groups and communities</b>		
1.1 Carry out initial research with other partners as part of combined WiNN project	Peter Rose	Other agencies	July 2007
1.2 Introduce findings as appropriate	Peter Rose	Existing in-house	September 2007
<b>OBJECTIVE 2</b>	<b>Establish sustainability of Dial a Ride service after end of WiNN funding in April 2008</b>		
<b>Customer focus</b>	<b>Continuing availability of the service for customers</b>		
2.1 Identify precise funding shortfall and future demand	Peter Rose	Existing in-house	June 2007
2.2 Identify alternative funding sources and options for service delivery	Peter Rose	Existing in-house	August 2007
2.3 Obtain Council agreement for pursuing preferred option(s)	John Gittins	Existing in-house	October 2007
2.4 Submit bids as appropriate	John Gittins/Peter Rose	Existing in-house	November 2007
<b>OBJECTIVE 3</b>	<b>Explore the options for a more suitable location of the Shopmobility Centre</b>		
<b>Customer focus</b>	<b>Improved facility for customers</b>		
3.1 Agree alternatives with the Kingfisher Centre	John Gittins/Peter Rose	Existing in-house	September 2007

<b>3.1 SERVICE OBJECTIVES</b>	<b>Lead</b>	<b>Resources</b>	<b>Milestones</b>
3.2 Establish a group for customer consultation	Peter Rose	Existing in-house	December 2007
3.3 Present preferred option(s) to Kingfisher Centre	John Gittins/Peter Rose	Existing in-house	January 2008
<b>CONCESSIONARY FARES</b>			
<b>OBJECTIVE 1</b>	<b>Introduce Smart Card bus passes in conjunction with National Concessionary Fares scheme.</b>		
<b>Customer focus</b>	<b>Will provide concessionary bus travel for eligible residents across the whole of England.</b>		
1.1 Transfer all customer data to e-shop.	John Gittins	Temporary administration resource required	September 2007
1.1 Identify DfT requirements and cost implications for smart cards	WCC/Districts	Within capital programme	October 2007
1.2 Develop joint specification and procurement process for Smart Cards	John Gittins	WCC / other districts	October 2007
1.3 Develop joint arrangements for system management	WCC/John Gittins	Support from Worcestershire County Council/Consultants/other districts	December 2007
1.4 Issue new bus passes	John Gittins	One stop shops	April 2008

## 3.2 PERFORMANCE INDICATORS

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/6	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
<b>CARE &amp; REPAIR AGENCY</b>												
S People HH 7	The percentage of customers satisfied with contractor's work	92%	97%	✓	X	91%	96.5%	100%		92%	92%	92%
HH013	Care and Repair - average length of time from first contact to completion (weeks)	35	22.85	✓	✓	40.1	41.84	29.21		33	33	33
S People	Proportion of service users from a minority ethnic background (Redditch only)	8%	12.5%	✓	✓	8.81%	12.88%	9.3%		8%	8%	8%
S People	Service user satisfaction with Agency staff	95%	99%	✓	✓	98.9%	96.4%	98.5%		95%	95%	95%
S People	Service user satisfaction with help provided to stay in their own home	90%	97%	✓	✓	NA	100% (Jan-Mar)	96%		92%	92%	92%
<b>DIAL A RIDE</b>												
ET09	Number of Dial-A-Ride passenger trips per year	33,500	37,705	✓	✓	19,942	26,254	31,471		42000	42000	42000
ET10	The percentage of Dial-A-Ride users saying the service is good or excellent	95%	98.3%	✓	✓	NA	99%	92%		95%	95%	95%
	Proportion of users from black and minority ethnic communities	3.5%	2.6%	X	✓	NA	3%	2%		3.5%	4.0%	4.5%

<b>SHOPMOBILITY</b>												
ET11	Total number of uses of Shopmobility	23,000	22,611	X	X	20,898	22,258	23,180		23,000	23,000	23,000
ET12	The percentage of Shopmobility users saying that the service is either good or excellent	95%	100%	✓	✓	NA	99%	99.02%		95%	95%	95%
<b>CONCESSIONARY FARES</b>												
ET15	Number of concessionary journeys per year	1,300,000 per year	1,498,830	✓	✓	NA	823351	1247966		1.45M	1.45M	1.45M

## 4. RESOURCES 2007 - 2010

### 4.1 VALUE FOR MONEY CONSIDERATIONS

<p><b>North Worcestershire Care &amp; Repair Agency</b></p>	<p>The forthcoming Supporting People contract places much more emphasis on service outcomes and benefit to the clients. Supporting People will be reviewing all services to ensure value for money is placed at the heart of delivery.</p>
	<p>The Agency has completed a detailed review of how it can operate more efficiently using the resources at its disposal, and with the support of the partner districts. This includes staff, processes, and operational budgets.</p> <p>Implementation will be dependent on response from the respective partners.</p>
<p><b>Dial a Ride</b></p>	<p>Mobirouter v.4 is a pilot system being developed and funded by WCC, and has identified service efficiencies of 20%. More detailed information is expected when reporting mechanisms have been developed further. The system will eventually roll out to other Community Transport schemes across the county.</p>
<p><b>Shopmobility</b></p>	<p>The first phase of a new IT system will shortly be under way. This will speed up the booking process and provide useful information on customer demand and vehicle usage.</p>
<p><b>Concessionary Fares</b></p>	<p>Development of a Smart Card system that will cope with the national scheme commencing in April 2008 will continue as soon as details are released from the DfT. The systems should allow faster access to more accurate journey data, and offer more security for users and each of the local authorities that constitute the county partnership.</p>

### 4.2 FINANCIAL CONSIDERATIONS

<p><b>North Worcestershire Care &amp; Repair Agency</b></p>	<p>Funding for the service is met by Supporting People, local authority contributions and a 10% fee charged on the value of work executed.</p> <p>Access and Systems Capacity Grant which contributes towards Agency funding has not been confirmed beyond July 2007.</p>
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<b>Dial a Ride</b>	Service is funded by Redditch BC, Worcestershire CC, Sure Start and the WiNN project.
<b>Shopmobility</b>	Running costs are jointly funded by Redditch BC and the Kingfisher Centre.
<b>Concessionary Fares</b>	Demand for the cross county free scheme has exceeded expectations with a consequent impact on budgets. Funding for the National Concessionary Fares scheme that begins in April 2008 is a subject of national concern.
<b>4.3 ASSETS</b>	
<b>North Worcestershire Care &amp; Repair Agency</b>	Three shares in Foundations Information Systems Limited
<b>Dial a Ride</b>	The service operates with 6 wheelchair-adapted minibuses that are being funded from a variety of sources. As service demand continues to increase a longer term strategy for sustaining the service must be in place.
<b>Shopmobility</b>	The service operates with a fleet of approx 50 electric scooters, paid for by public fund raising schemes, and 12 power chairs, funded by RBC. A balanced replacement programme is needed to ensure that the fleet continues to meet an ever-increasing demand.
<b>Concessionary Fares</b>	New equipment will be provided at the One Stop Shop and to bus operators to meet the technology required for the national scheme in 2008
<b>4.4 HUMAN RESOURCES</b>	
<b>North Worcestershire Care &amp; Repair Agency</b>	<p>There will be some Legal input following the Govt's publication of the DFG review in the summer of 2007.</p> <p>The procedural review will require input from Finance to support a restructure of the Agency's budget and improved operational arrangements between the Agency and each of the three local authorities.</p> <p>Some IT input will be required to support the remote working arrangements.</p>
<b>Dial a Ride</b>	Support will be required, subject to the availability of funding, to implement an enhanced telephone system.



<b>Shopmobility</b>	IT support for introduction of new booking system
<b>Concessionary Fares</b>	One Stop Shop will be involved from the customer perspective and, at least to an advisory level, the issue of new passes.
<b>4.5 USE OF RESOURCES</b>	
This is already covered under section 4.1	

## 5. CONSULTATION AND FEEDBACK

### 5.1 PREVIOUS CONSULTATION

Service	Details	How the information gained has been used
Care & Repair Agency	Customer survey form on every job	All comments followed up (very high levels of satisfaction returned)
Dial a Ride	Annual survey of users each Autumn	Support for setting of fare levels in report on service development
Shopmobility	An annual consultation takes place each Autumn using a random selection of 100 users	To raise discussion with the Kingfisher Centre on accommodation options

### 5.2 WHAT OUR CUSTOMERS THINK

Service	Nature of Complaint / Comment / Request	How did you respond?
Care & Repair Agency	Talks and presentations	Raised awareness – increased enquiries
Dial a Ride	Difficulties getting through on telephone line	Teleware call handling system built. Requires capital funding to implement.
	Difficulties accessing Palace Theatre	Introduced joint booking with Palace Theatre
	Difficulties securing journey times.	Undertook review of regularly requested trips, and formed new group trips to improve efficiency of routing and make more journeys available overall.

### 5.3 CONSULTATION PLANNED FOR 2007– 2010

	Group being Consulted	When	How
<b>Care &amp; Repair Agency / Equipment &amp; Adaptations</b>			
User group consultation	Range of Minority Ethnic groups in Wyre Forest and Redditch	Various dates	Focus groups
User group consultation	Range of community focussed groups	Various dates	Focus groups
User group consultation	Range of partnership groups	Various dates	Focus groups
<b>Dial A Ride</b>			
Annual customer survey	Sample of 100 users	Autumn	Questionnaire
<b>Shopmobility</b>			
Shopmobility users	Disabled Access Group	Monthly meetings	Officer attendance at DAG meetings.
Annual customer survey	Sample of 100 users	Autumn	Questionnaire
<b>Concessionary Fares</b>			
No consultation planned			

## **SECTION 4 - COMMUNITY SAFETY**

### **1.1 OUTLINE OF THE SERVICE AREAS**

#### **COMMUNITY SAFETY**

Community safety is the generic term for the statutory responsibilities placed on this authority within the Crime & Disorder Act (1998) as amended by the Police Reform Act 2002.

The aims of the service are to:

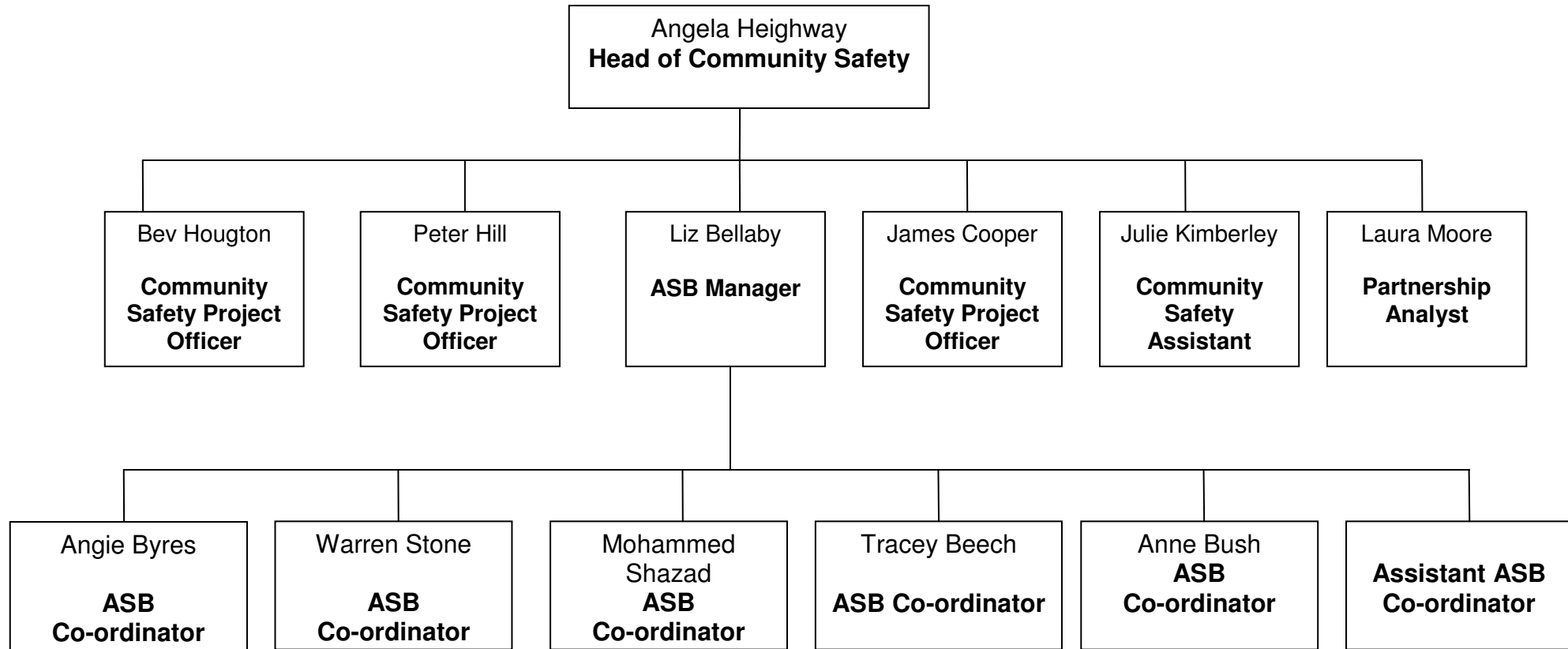
- Prepare and publish the Redditch Community Safety Partnerships audit and strategies and support the Redditch Community Safety Partnership in reducing crime, disorder, the perception and fear of crime.
- Co-ordinate the Council's duties under Section 17 of the Crime and Disorder Act 1998 by ensuring that community safety implications are considered in the planning and delivery of all services.
- Work closely with other services within the community in identifying local needs and provide information, training and advice to residents and community groups on community safety issues.
- Lead on and contribute to various projects and schemes to improve community safety

#### **ANTI-SOCIAL BEHAVIOUR**

The aims of the service are to:

- Investigate, assess and take the appropriate actions against perpetrators of anti-social behaviour within the Borough and act in a co-ordinating role in tackling anti-social behaviour within the Borough in partnership with other agencies.
- Provide support to victims and witnesses of anti-social behaviour.
- Comply with Section 218A of the Housing Act 1996, as amended by Section 12 of the Anti-Social Behaviour Act 2003 (landlord's obligations), by preparing, publishing and reviewing a policy and procedure on anti-social behaviour.

## 1.2 STAFFING



## 2. REVIEW OF PROGRESS & ACHIEVEMENTS

2.1 Achievements	Outcomes (How has it made a difference)
<b>COMMUNITY SAFETY</b>	
<p>A reduction in the number of reported crimes. The Redditch Community Safety Partnership's performance recognised as excellent by the Home Office.</p>	<p>Issues of crime and disorder have a serious impact on individuals and communities. They also impact on the image and attractiveness of the Borough. Therefore reducing the number of reported crime will improve the quality of life for all those who live, work or visit Redditch.</p> <p>Redditch performed extremely well compared to other CDRP's in its Most Similar Family Group. Redditch is ranked 1<sup>st</sup> out of the 15 CDRP's within the family group both for all crime and BCS Comparator Crimes. The achievements of the CDRP were praised by the Home Office.</p>
<p>Successful allocation of Stronger Safer Communities Fund (SSC).</p>	<p>A total of £94,000 SSC Funding was allocated across a variety of projects including an Offender Outreach programme, support for the Worcestershire Domestic violence helpline and a dedicated Drugs intelligence analyst. Project targets and outcomes were met providing valuable Crime Reduction interventions across Redditch.</p>
<p>Process for reporting and recording Hate Incidents (incl. BVPI 174/175) has been established.</p>	<p>In order to meet the needs of <u>all</u> communities the reporting and recording system has been widened to include any incident believed to be motivated by Hate. Since the system has been established reports have been received from people who have been experiencing harassment for a number of months and in some cases years and these have been referred to the relevant agencies for investigation under the supervision of Redditch Anti Harassment Partnership. A public Launch is planned for April 2007.</p>
<p>The formalisation of the governance arrangements of Redditch Community Safety Partnership (RCSP) Tasking process</p>	<p>RCSP Tasking has allowed the Partnership to routinely use data to investigate problems and prioritise activity. Examples include:</p> <ul style="list-style-type: none"> <li>• the Church Hill District Centre that resulted in environmental works and diversionary activities for young people.</li> <li>• Woodrow District Centre that resulted a secure door entry system being planned</li> </ul>

	<p>and approved.</p> <p>The data and the work emerging from the Tasking process are now helping to make sure that crime reduction is tackled cohesively by all the partner agencies.</p>
Formalised and secured £60,000 funding for a new door entry system within Woodrow Centre as identified as part of a crime risk survey	This will result in a high grade door entry system to secure the residential area within the Woodrow Centre for at least the next 20 years. The project will provide a blueprint for replication across the Borough
Initiated the first Community Payback placement within Redditch Borough Council	Expands the potential for Community Payback and allows for greater variation of project work. Provides Redditch Borough Council with additional workforce potential and expands the Council's community enhancement agenda.
The establishment of a pilot Home Security Project framework	This will provide an infrastructure for the Borough's residents to gain professional assessment and security upgrades to their properties.
Successful implementation of the Safer Drinking Project	Formal launch of the campaign on Friday 14 <sup>th</sup> July held in Worcester City and attended by a variety of different agencies. 15 positive pieces in the media including local press, District & county council magazines, Council websites and the local radio.
Delivery of the Evesham Mews Estate Enhancement Project	This project has resulted in bringing the community together, addressing health and safety issues and tackling the ASB issues within the residential area.
<b>ANTI- SOCIAL BEHAVIOUR</b>	
Proportionate and reasonable legal action has been taken that has resolved anti-social behaviour and delivered respect to communities	<p>The ASB Team has had over 200 cases referred for investigation and action during 2006/7. Of these 118 have been satisfactorily resolved and closed.</p> <p>In all cases 100% of complainants were contacted by the ASB team within 5 working days.</p> <p>The ASB Team have been involved in Partnership working and is directly supporting:</p> <ul style="list-style-type: none"> <li>• Partners and Communities Together - PACT</li> <li>• Prolific &amp; Priority Offenders Scheme - Catch and Convict and Prevent and Deter</li> <li>• CDRP Tasking</li> </ul>

	<ul style="list-style-type: none"> <li>• Redditch Anti Harassment Partnership - RAHP</li> </ul>
The ASB Practical Support Project -	<p>This project provides target hardening and environmental improvements for those victims and witnesses to Anti-Social Behaviour. The result has been:</p> <ul style="list-style-type: none"> <li>Improved tenancy sustainability</li> <li>Improved complainant and witness satisfaction levels</li> <li>Long term reduction in the incidents of anti social behaviour</li> <li>Increased reporting of incidents of anti-social behaviour</li> </ul> <p>Qualitative comments received from responders to questionnaires:</p> <p>'the service I received was second to none. They have helped me through a very tough time. Efficient and excellent'</p> <p>'a big thank you to the ASB Team. I can now enjoy my home in peace. Thank you!'</p> <p>'I feel the service is excellent and was very pleased with the way my complaint was dealt with''</p>
The Respect and Responsibility Schools Project	<p>The project has successfully been delivered in 6 schools (3 first schools, 2 middle schools and 1 Pupil Referral Unit) in Redditch, covering over 1200 pupils and 43 teachers. The sessions in school have been well received in terms of their presentation with feedback showing that both pupils and teachers found it informative and the presenters knowledgeable.</p> <p>The aim is to educate and enhance the children's' understanding of what constitutes anti-social behaviour, the effects on the community and environment and the sanctions available to deal with anti-social behaviour.</p> <p>A further 6 schools have been identified to receive the programme in 2007/8.</p>
Prolific and Priority Offenders - Prevent and Deter	<p>Multi-agency group established which represents 3 CDRPs. Cases are being referred and managed in line with guidance and best practice. Funding identified through Redditch CDRP for a pilot intervention project in Redditch to support the prevent and deter process.</p>



2.2 We did not achieve	Why we didn't achieve this, and what we have learned.
<b>COMMUNITY SAFETY</b>	
Section 17 Staff training programme to be developed with partners and implementation programme by March 2007	The timescales associated with the implementation of this were unachievable. This has been reviewed and incorporated within the service plan with realistic milestones and actions.
Public Launch of Reporting and Recording system by November 2006	An increase in the numbers of agencies wishing to become reporting centres and delivering training to additional staff and volunteers has led to a delay of the public launch. Time has been taken to ensure that all agencies involved in the reporting scheme are in a position to deal appropriately with any reports to ensure that community members can have confidence in the reporting system. A public launch date has been set for 24 <sup>th</sup> April 2007
<b>ANTI SOCIAL BEHAVIOUR</b>	
Develop and Anti-Social Behaviour Strategy for Redditch CDRP	An ASB audit was carried out and initial draft produced. In view of the developing Respect Agenda, Local Area Agreement outcomes and the requirement for partners to commit to the broader aspects of the National Respect Action Plan the ASB Strategy was deferred.  The Strategy will be developed as a Respect Strategy and Action Plan

### 3. SETTING OUR KEY SERVICE OBJECTIVES

#### 3.1 SERVICE OBJECTIVES, ACTIONS AND MILESTONES

<b>OBJECTIVE 1</b>	<b>To reduce crime.</b>		
<b>Customer Focus</b>	<b>The risk of our customers becoming victims of crime or anti social behaviour will be reduced. Perpetrators will be provided with opportunities and given support to change their behaviour however those that persist in criminal activity will be brought to justice.</b>		
<b>ACTIONS</b>	<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
<b>Community Safety Team</b>			
1.1 To develop CDRP Tasking to have a direct and concerted impact on criminal, anti-social and environmental issues.	Angela Heighway (James Cooper)	£20,000 has been allocated from the Redditch Community Safety Partnership (RCSP) for targeted interventions. Data Analyst funded through RCSP. £100,000 pump priming money allocated for the next 3 years to support initiatives.	Complete a review of the purpose, membership and structure of RCSP Tasking in the light of emerging national standards - October 2007.  Evaluation of CDRP Tasking - March 2008.
1.2 To develop data sources that help Redditch Borough Council and partner agencies in delivering community safety initiatives	Angela Heighway (James Cooper)	Within existing budgets	Develop process for assessing violence and disorder associated with licensed premises - June 2007. Develop process for assessing levels of violence using A&E and Police data - September 2007.

			Complete a borough wide assessment of environmental disorder to inform phase 3 of the Environmental Enhancements Programme - December 2007.
1.3 To carry out an options appraisal on merging the Redditch Community Safety Partnership.	Angela Heighway	At this stage it is difficult to assess the potential impact upon mainstream budgets of any structural change. There will be the requirement for Human Resource and Legal Services involvement.	Establishment of Responsible Authorities Working Group – May 2007. Development of business case and timetable - October 2007. Implementation - April 2009.* <i>Note agreement will need to be secured with other District Councils.</i>
1.4 To mainstream Section 17 of the Crime and Disorder Act 1998.	Angela Heighway	Within existing budgets.	Develop training and resource programme – March 2008. Implementation – March 2009.
1.5 Development of Home Security Project	Angela Heighway (Peter Hill Bev Houghton)	£2,000 Target Hardening funding £2,000 printing budget Police support for training Home Security assessors	Security packs printed - July 2007. Assessors Trained - August 2007. Launch – September 2007.
1.6 Community Payback Service Placements	Angela Heighway (Peter Hill)	Probation Service to provide risk assessments and identify clients. Officer from Redditch Borough Council to act as supervisor from volunteering department.	Processes and referral mechanisms to be established - June 2007. Promotion of project – July 2007
1.7 Woodrow District Centre Project	Angela Heighway (Peter Hill)	£55,000 mainstream capital funding £35,000 CDRP funding Housing Services staff involvement	Residential security upgrade - October 2007. Other upgrades – September to December 2007. Commercial engagement to commence - November 2007.

<b>OBJECTIVE 2</b>	<b>To keep local communities feeling safe.</b>		
<b>Customer Focus</b>	<b>Our customers will feel safe in Redditch and be made aware of initiatives and projects that are in place to 'Keep Redditch Safe'. Customers will know how and where to report issues that are affecting their quality of life and be reassured that these issues will be dealt with quickly. Vulnerable and minority communities will be given help and support to ensure their particular concerns are dealt with appropriately and with sensitivity.</b>		
<b>ACTIONS</b>	<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
<b>Community Safety Team</b>			
2.1 To establish procedures for recording and taking action against racial and all forms of harassment.	Angela Heighway (Bev Houghton)	Funding required for continuous promotion of the scheme.  Funding required for translation of certain materials to relevant languages.  Funding required for corporate training.  Involvement of Human Resources required due to impact on internal policies and procedures.  Involvement of I.T to support online reporting service and integration to Worcestershire Hub.	Ten reporting centres launched and in operation by December 2007.  Evaluation of RAHP and first operational year of Hate incident scheme by December 2008.

2.2 Develop a communication strategy for the Redditch Community Safety Partnership.	Angela Heighway (Bev Houghton)	£8,000 allocated by the RCSP.	Communication Strategy to be completed by September 2007.
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<b>OBJECTIVE 3</b>	<b>To provide cleaner, green public spaces.</b>		
<b>Customer Focus</b>	<b>Our customers will benefit from clean and safe open spaces. Environmental improvements will not only increase the attractiveness of public spaces but ensure that opportunities for criminal or anti social behaviour are reduced.</b>		
<b>ACTIONS</b>	<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
<b>Community Safety Team</b>			
3.1 Development of countywide graffiti partnership and service standards – RBC to lead as part of LAA.	Guy Revans Angela Heighway (James Cooper)	Within exiting resources	Production of report including service standards for adoption by all Worcestershire authorities by the end of July 2007.  Adoption by the end of December 2007.
3.2 Develop mechanisms for managing the Small Area Environmental Improvement Fund.	Angela Heighway	£50,000 per annum of capital spend on environmental improvements	Referral systems - June 2007. CDRP Tasking consultation - August 2007. Implementation - September 2007.

<b>OBJECTIVE 4</b>	<b>Build Respect in communities and reduce anti social behaviour</b>		
<b>Customer Focus</b>	<b>Enhanced respect and responsibility, delivered in conjunction with partner agencies will benefit all communities within Redditch.</b>		
<b>ACTIONS</b>	<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
<b>ASB Team</b>			
<p>4.1 Develop a Respect Action Plan to encompass :</p> <ul style="list-style-type: none"> <li>a. Children and Young People</li> <li>b. Behaviour and attendances in school</li> <li>c. Supporting families</li> <li>d. Strengthening communities</li> <li>e. Effective enforcement and community justice</li> </ul>	Angela Heighway (Liz Bellaby)	<p>Potential resource implications associated with the development of this action plan. These are yet to be identified.</p> <p>Medium term implementation programme due to the raft of new measures within the Police Justice Act. Also links in with the Prolific &amp; Priority Offenders strategy – Prevent and Deter in relation to parenting support and signposting to services.</p> <p>Will involve Housing Services, Environmental Services, partner agencies</p>	<p>Identify Project Team– August 2007.</p> <p>Draft Strategy &amp; Action Plan with identified resource implications - March 2008.</p> <p>Consultation with users, Elected Members &amp; CDRP - August 2008.</p> <p>Final report to Elected Members &amp; CDRP for approval – December 2008.</p> <p>Implementation - April 2009.</p>

<b>ACTIONS</b>	<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
4.2 Implement the Respect Standard for Housing Management	Angela Heighway Liz Tompkin (Liz Bellaby Verney Jeynes)	Close working required with Housing Services in highlighting resource implications	Desk top audit to be completed by May 2007.  Draft report and action plan – August 2007.  Consultation - October 2007.  Final report to Elected Members - January 2008.  Implementation – April 2008.
4.3 Deliver the Respect and Responsibility Schools Project	Liz Bellaby  (Warren Stone Tracy Beech)	£200 in certificates for all pupils attending	Engage with six schools during 2007/8.

## 3.2 PERFORMANCE INDICATORS

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/6	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
CS2	Number of British Crime Survey Comparator crimes reported	5,071	4,145	✓	✓	6,069	5,199	4,350	-	5.007	4,741	TBA with GOWM
BV126	Domestic Burglaries per 1,000 Households	9	8.02	✓	✓	15.98	12.73	9.81	-	8.00	7.8	7.6
BV127a	Violent Crime per 1,000 Population	22	23.18	X	X	NA	NA	22.71	-	22	21.8	21.6
BV127b	Robberies per 1,000 Population	0.68	0.9	X	X	NA	NA	0.68	-	0.68	0.66	0.64
BV128	Vehicle Crime per 1,000 Population	9	7.31	✓	✓	12.78	12.00	9.09	-	8.7	8.5	8.3
BV174	The number of racial incidents recorded by the authority per 100,000 population	-	18.91	-	-	Not recorded	Not recorded	3.78	-	-	-	-
BV175	The percentage of racial incidents that resulted in further action	100%	100%	✓	-	Not recorded	Not recorded	100%	-	100%	100%	100%
Gov Office agreed	17.5% reduction in British Crime Survey Comparator Crimes by 2008	5,007	4,145	✓	✓	6,069	5,199	4,350	-	5,007	-	-
Gov Office agreed	9% reduction in total vehicle crime by March 2008	1,153	688	✓	✓	1,122	1,206	637	-	1,112	-	-
LAA agreed	50% reduction in theft of a vehicle by 2009*	403	187	✓	✓	443	415	235	-	403	222	-
LAA agreed	30% reduction in vehicle interference by March 2009*	196	108	✓	✓	215	241	129	-	196	151	-
Gov Office agreed	25% reduction in criminal damage by March 2008	1,753	1,678	✓	✓	2,232	1,911	1,738	-	1,674	1,495	-



Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/6	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
LAA agreed	33% reduction in criminal damage by March 2009*	1,753	1,678	✓	✓	2,232	1,911	1,738	-	1,674	1,495	-
Gov Office agreed	32% reduction in wounding by March 2008	916	1,023	X	X	1,283	1,003	972	-	872	-	-
LAA agreed	20% reduction in Domestic Burglary by March 2009*	-	313	-	✓	504	427	332	-	-	342	-
<b>ANTI SOCIAL BEHAVIOUR</b>												
Service Indicator	% of complainants contacted within 5 working days of referral to the ASB Team	97%				NA	NA	100%	-	98%	100%	-

## 4. RESOURCES 2007 – 2010

### 4.1 VALUE FOR MONEY CONSIDERATIONS

There are cost benefits associated with tackling community safety issues and therefore when applying value for money considerations, this should be viewed in terms of primary cost savings – how much money has been saved by reducing crime and anti-social behaviour. There has been nearly a £5.2 million saving associated with reduced crime since 2003/04, however this does not take into account cost savings associated with tackling anti social behaviour.

On current performance within certain crime categories there has been significant financial savings in relation to the cost of crime.

Crime Type	Home Office estimated cost	Baseline (03/04) no. of crimes	Year ending Feb 07 no. of crimes	Saving since 03/04
Wounding	£ 8,852.00	1283	1037	£2,177,592.00
Common Assault	£ 1,440.00	502	198	£ 437,760.00
Robbery	£ 7,282.00	116	73	£ 313,126.00
Domestic Burglary	£ 3,268.00	506	300	£ 673,208.00
Theft of a Vehicle	£ 4,138.00	443	201	£1,001,396.00
Theft from a Vehicle	£ 858.00	565	409	£ 132,990.00
Criminal Damage	£ 866.00	2232	1716	£ 446,856.00
<b>Total</b>		<b>5647</b>	<b>3934</b>	<b>£5,182,928.00</b>

**The service is also responsible for investing and attracting external resources which benefit Redditch Borough Council as part of the Redditch Community Safety Partnership.**

### 4.2 FINANCIAL CONSIDERATIONS (2008 – 2011)

Many of the current grant funding streams will end in March 2006 which creates uncertainty both for staff and for the sustainability of projects and initiatives.

### 4.3 ASSETS

None

<b>4.4 HUMAN RESOURCES</b>						
<b>Service Plan Ref:</b>	<b>Issue</b>	<b>HR</b>	<b>Legal</b>	<b>Finance</b>	<b>IT</b>	<b>Office Services</b>
1.1	The development of data sources within Redditch Borough Council and partners agencies				Support in accessing systems	
1.2	Carryout Options appraisal on merging the Redditch Community Safety Partnership	Support with staff issues TUPE arrangements	Support with any development with service level agreements and contracts	Support in providing costings associated with current service delivery and costs associated with merging		

**4.5 USE OF RESOURCES**

As a result of the Crime & Disorder Act review there are proposals for structural changes to Community Safety Partnerships, with associated changes to governance arrangements and accountabilities. This will have a future impact on the use of resources which are currently being investigated.

## 5. CONSULTATION AND FEEDBACK

### 5.1 PREVIOUS CONSULTATION

What Consultation has taken place previously?	How has the information gained in consultation been used?
PACT – consulting customers through the 'Partners and Communities Together' initiative on priorities for their wards	Top 3 priorities from each PACT meeting are actioned and fed back at the next meeting Hot Spots are analysed and reported at CDRP Tasking for partnership action
Customer Satisfaction on the way in which ASB cases have been dealt with	The information gained has reflected the service in a positive light and is discussed with team members. This helps us to know that we are providing an effective service.
Customer Satisfaction on target hardening carried out through the Practical Support Project	Due to the lack of response there has not been any useful information. We will consider alternative methods for 2007/8.
Schools project feedback sheets	As a result of feedback officers are now delivering the presentations on power point to make it easier for the whole class to view material that is being discussed.
Designated Public Places Orders – boundaries and content of Order	Used to inform the final boundary of a Designated Place for the restriction on the consumption of alcohol (in liaison with the police)

### 5.2 WHAT OUR CUSTOMERS THINK

Nature of Complaint/Comment/Request.	How did you respond?
200 cases of complaints of ASB and harassment referred to and managed within the ASB Team	The full range of powers and tools have been adopted by the ASB Team to tackle ASB and instil Respect and are used proportionately and effectively in partnership with the police and other partners: Qualitative comments received from responders to questionnaires: 'the service I received was second to none. They have helped me through a very tough time. Efficient and excellent' 'a big thank you to the ASB Team. I can

	<p>now enjoy my home in peace. Thank you!</p> <p>'I feel the service is excellent and was very pleased with the way my complaint was dealt with''</p>
8 request for street lighting sent in from 9 residents	<p>5 requests were funded</p> <p>3 requests filed for future consideration</p>
10 reports from various residents and from PACT regarding ASB within owner occupied and commercial estates.	<p>Action taken which includes:</p> <ul style="list-style-type: none"> <li>• Designated Public Places Order for Town Centre</li> <li>• Enforced Private Landowner to undertake necessary target hardening measures</li> <li>• Crime Risk Survey on Redditch Skate Park</li> <li>• Issues raised within the Redditch Community Safety Partnership Tasking Group resulting in; high visibility patrols</li> </ul>

### 5.3 CONSULTATION PLANNED FOR 2007 – 2010

What will the Service be consulting on?	How is being Consulted	When is this proposed to take place?	How will this be delivered?
West Mercia and Redditch Community Safety Partnership's Fear of Crime Survey	Random sample of approximately 4000 households	October 2007	Survey conducted
PACT – Partners and Communities Together	All client groups	Monthly	Resident meetings
Customer Satisfaction on the way in which ASB cases have been dealt with	Residents case managed by ASB Team	After each case is closed	Satisfaction survey
Customer Satisfaction on target hardening carried out through the Practical Support Project	Residents case managed by ASB Team	After each intervention	Satisfaction survey
Schools project feedback sheets	Young People and Teachers	After each teaching session	Questionnaire

## **SECTION 5 – ENVIRONMENTAL HEALTH & TAXI LICENSING**

### **1.1 OUTLINE OF THE SERVICE AREA**

The Environmental Health and Taxi Licensing service is outlined as follows:

- Protection and improvement of the quality of life of both residents, workers and visitors to Redditch.
- To ensure that the environmental health service is prioritised to those most in need.
- To represent consumer interests across the Council, on environmental health matters.
- To further develop taxi licensing conditions together with regular enforcement to maintain the safety of the travelling public.
- Continue the reduction in problems with dog fouling and litter throughout the borough.
- Improve living conditions in the private sector through pro-active inspection and enforcement.

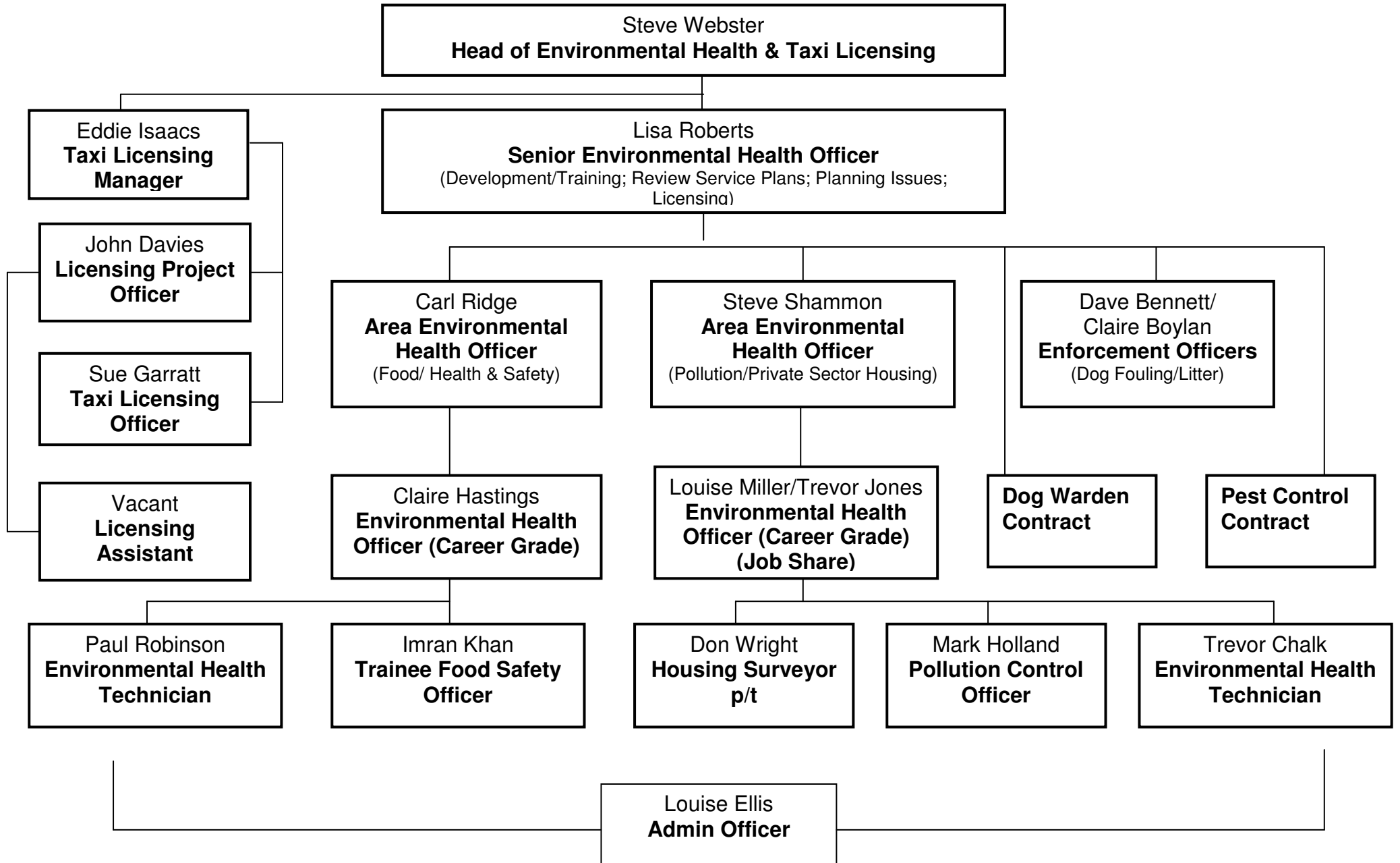
### **1.2 STAFFING**

The Environmental Health and Licensing Service has a dedicated food safety officer who promotes food safety training and the Food Standards Agency initiative known as 'Safer Food Better Business' aimed at improving standards in the food business sector. The Air Pollution Control Officer is now in post and concentrates on contaminated issues at present. The work of upgrading and monitoring authorised processes continues to be carried out by an external contractor. A bid for additional resources to establish a private sector housing team is under consideration. A consultant, funded with Decent Homes monies, is progressing the applications for licence of the owners of Houses in Multiple Occupation. The action plan on private sector housing is progressing well. Similarly the introduction of the new best value performance indicators for contaminated land has been addressed and work to measure the baseline position has been completed. The impact of externalising the pest control service has resulted in a bid to reinstate free rat treatment for all residents. During the year General Licensing was moved from Democratic Services to within the service. A review of the service is currently underway.

A smoke free officer has been contracted in to implement the requirements of the Health Act 2006 with monies provided from the Department of Health until March 2008.

The organisation chart is provided on the next page.





## 2. REVIEW OF PROGRESS & ACHIEVEMENTS

2.1 Achievements	Outcomes (How has it made a difference)
Continued implementation of the action plan of the Affordable Warmth Strategy.	We are working with a partner in offering cash back off Council Tax for installation of energy efficiency measures.
We, in partnership with Wyre Forest DC and Worcester CC, were successful in obtaining a grant for the implementation of the Safer Food Better Business regime.	We have planned training events and coaching sessions for approximately 100 food businesses throughout the borough to receive free training.
Introduced new medical and drug testing procedures for all taxi drivers.	Drug testing already carried out and one failure identified.
We have adopted the powers available under the Clean Neighbourhoods and Environment Act.	Enforcement Officers have increased powers to deal with environmental crime issues.
We have implemented the new Houses in Multiple Occupation licensing system.	Landlords have been made aware by officers of the new provisions and issued 8 licences so far.
Working in partnership with other Councils in Herefordshire and Worcestershire and the Health and Safety Executive in the FIT3 initiative.	The aim of the initiative is to target limited resources at the most relevant areas. We led on an awareness of dermatitis theme and contributed to other themes.
Enforcement officers have carried out 390 formal actions through the year.	Numbers of complaints of litter waste and fouling are falling year on year.

2.2 We did not achieve	Why we didn't achieve this, and what we have learned.
Purchase and use of hand held computers.	Software not readily available and officer resource not in place.
Purchase of continuous monitoring equipment.	Funds not available, to consider Countywide provision.
We did not achieve an improvement in the number of health and safety inspections.	We were involved with the FIT3 initiative which is thematically based and we found we have more impact through engaging in these thematic projects rather than measuring numbers of inspections.

### 3. SETTING OUR KEY SERVICE OBJECTIVES

#### 3.1 SERVICE OBJECTIVES, ACTIONS AND MILESTONES

<b>OBJECTIVE 1</b>		<i>We will improve conditions in the Private Sector</i>		
<b>ACTIONS</b>		<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
1.1	Continue enforcement activity against landlords and householders to maintain housing conditions.	S Webster	Within existing resources.	Issue of notices/ informal/formal enforcement as required.
1.2	Continue to identify and licence as necessary Houses in Multiple Occupation	S Shammon	Decent Homes Grant	Licensing of HMO's is underway with 8 licenses issued and others in progress.
1.3	Offer loan assistance for landlords for carrying out energy efficiency measures to Houses in Multiple Occupation	D Wright	Officer time freed up by use of consultant to deal with licensing HMO's and the use of decent homes monies to fund the loans	The payment of the loans on completion of energy efficiency measures by landlords.
<b>OBJECTIVE 2</b>		<i>To provide a public and community transport network that is accessible, reliable, efficient and affordable.</i>		
<b>ACTIONS</b>		<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
2.1	Continue to monitor and improve taxi services and licensing by: a. planned enforcement activities	S Webster (E Isaacs)	Within existing resources.	Annual reporting to Licensing Committee - March 2008.

b. ongoing medical certification and drug testing initiatives.	(E Isaacs)	Within existing resources.	Dates to be established in an annual programme.
<b>OBJECTIVE 3</b>	<b><i>To enable improvements to the built environment.</i></b>		
<b>ACTIONS</b>	<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
3.1 Implement the Contaminated Land Strategy.  a. Review the Contaminated Land Strategy setting out new priorities.	S Shammon	Capital bid in place to enable site surveys to begin.	In depth information available on priority sites.
<b>OBJECTIVE 4</b>	<b><i>Improve levels of food safety inspections.</i></b>		
<b>ACTIONS</b>	<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
4.1 To carry out 100% inspection on high risk premises.	L Roberts	Two environmental health officers and a food safety officer.	Monthly returns to be completed and reported quarterly to DMT.
4.2 Continue to offer a suite of food safety training for food businesses - 2007/2008.	L Roberts	No additional.	Quarterly reporting to DMT.
4.3 Implement the scores on the doors initiative.	L Roberts	Additional £3k	Introduction of the scheme

<b>OBJECTIVE 5</b>	<b><i>Review the database of Health and Safety premises and publish a service plan.</i></b>		
<b>ACTIONS</b>	<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
5.1 Implement the Health Act 2006 with regard to smoke-free.	C Ridge	Department of Health funding	Appointment of enforcement officer to assist implementation.
5.2 Carry out 100% inspections for health and safety on premises rated A and B1 and deliver 50 days of FIT3 inspections in accordance with County work plan.	C Ridge	Area EHO, District EHO and EH Technician.	Monthly returns completed and reported quarterly to DMT.
<b>OBJECTIVE 6</b>	<b><i>Prepare for an upgrading and screening assessment for air quality.</i></b>		
<b>ACTIONS</b>	<b>LEAD</b>	<b>RESOURCES INCLUDING SUPPORT SERVICES</b>	<b>MILESTONES</b>
6.1 Continue extended air quality sampling requirements during 2007/2008.	L Miller	No additional	Results to be gathered over a 12 month period - 2007/08. Monitor on a quarterly basis.
6.2 Implement the Integrated Pollution Prevention and Control Provisions - phased implementation for existing premises 2004-2009 continuing.	L Miller	No additional.	All processes that come under the scheme now permitted.
6.3 Complete progress report on Air Quality monitoring	L Miller	No additional.	Awaiting completion.
6.4 Participate in the proposed County Wide Air Quality Strategy.	L Roberts	£1700	Production of the Strategy during 2007/08.

OBJECTIVE 7	<i>Implement the Affordable Warmth Strategy.</i>		
ACTIONS	LEAD	RESOURCES Including Support Services	MILESTONES
7.1 Facilitate the Council Tax Rebate' scheme.	D Wright	Match funded by British Gas.	Quarterly report on measures fitted.
7.2 Submit a review of the Affordable Warmth Strategy to members for approval	D Wright	No additional	Review during 2007/2008.

## 3.2 PERFORMANCE INDICATORS

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/6	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
BV062 (former)	Proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	3%	3.17%	✓	✓	2.10%	3.70%	2.25%	N/A	3%	3%	
BV064	The number of private sector vacant dwellings returned into occupation or demolished during the financial year as a direct result of local authority action	1	0	X	X	0	1	1	Worst	1	1	
BV166a	Score against a checklist of enforcement best practice for environmental health/trading standards	100%	100%	✓	✓	70%	80%	90%	Below median			
BV216a	Number of sites of potential concern within the local authority area, with respect to land contamination	context measure	469	-	✓	NA	NA	500*	n/a	NA	NA	
BV216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'	NA	11	-	✓	NA	NA	6.2%*	-			
BV217	Percentage of pollution control improvements to existing installations completed on time	100%	100%	✓	✓	NA	NA	100%	-	100%	100%	
ET07a	Percentage of scheduled high risk food premises inspections that were completed on time	100%	100%	✓	✓	87%	70%	100%		Contained in Service Plan		
ET07b	Percentage of scheduled low risk food premises inspections that were completed on time	75%	80.3%	✓	✓	72%	67%	77.05%		Contained in Service Plan		

## **4. RESOURCES 2007 – 2010**

### **4.1 VALUE FOR MONEY CONSIDERATIONS**

Implementation of a joint dog warden contract with Bromsgrove District Council to improve efficiency in delivery of the service and the provision of a streamlined disposal facility for stray dogs.

Introduction of a new software system that is compatible with software providers within the Council, i.e. CAPS Uniform or M3, leading to value for money in the following areas:- training, development and administration, due to in-house knowledge and expertise.

The use of specialist authorised officers within the Counties of Hereford and Worcester, for example, in asbestos due to the introduction of flexible warranting.

Review of working practices within Environmental Health to ensure effective use of resources.

Joint bid with Worcester and Wyre Forest from the FSA to deliver training to proprietors of food premises in the implementation of a documented Food Safety Management system.

Review of delivery of out of hours service for Environmental Health to include consideration of joint working with neighbouring Local Authorities.

The implementation of common policies and strategies throughout Hereford and Worcester, such as Licensing and a County air quality strategy.

### **4.2 FINANCIAL CONSIDERATIONS (2008 – 2011)**

There are capital implications for the implementation of a new software system.

Need to secure funding for the delivery of a County air quality strategy and the introduction of Scores on the Doors.

There are potential financial considerations for Environmental Health in delivering aspects of the Private Sector Housing Strategy subject to legislative requirements which are still awaited. This will be reviewed during 2007/08.

### **4.3 ASSETS**

Monitoring and sampling equipment.



#### 4.4 HUMAN RESOURCES

Implementation of new software system (subject to funding).

Legal: negotiation of contract and installation.

IT: support for installation, training and maintenance.

Write and tender joint dog warden contract.

Legal: Advice and support regarding tender document.

Finance: Supply of financial information.

Review of Licensing/Taxi Licensing.

HR: possible amendments to contracts/job descriptions and staff support.

Delivery of Safer Food Better Business training to proprietors.

Finance: financial information regarding delivery.

#### 4.5 USE OF RESOURCES

##### **Financial Management:**

New software package will enable cost accounting of services such as the regulation of permitted processes with regard to air pollution control.

Ability to track the costs of contracted services and bids such as Safer Food Better Business, smoke free and HMO licensing.

##### **Reporting:**

CAPS/M3 system for Licensing, Environmental Health, Dog warden, Smoke free.

Committee reports for Regulation and Licensing.

## SECTION 5 – CONSULTATION AND FEEDBACK

### 5.1 PREVIOUS CONSULTATION

What Consultation has taken place previously?	How has the information gained in consultation been used?
Evaluation of Safer Food Better Business delivery.	Used to inform future delivery of seminars and coaching.
Evaluation of service delivery for requests for service.	Used to improve service delivery.
Delivery of LAPPC inspections.	To aid risk assessment of premises.
Service delivery in Hereford and Worcester.	Develop best practice.

### 5.2 WHAT OUR CUSTOMERS THINK

Nature of Complaint/Comment/Request.	How did you respond?
Feedback on request for service delivery.	Review of procedure in dealing with requests for service.
LAPPC inspections.	The correct quantity of inspections carried out.
Safer Food Better Business comments on timing of seminars and its necessity.	Seminars delivered at a more convenient time to food proprietors.

### 5.3 CONSULTATION PLANNED FOR 2007 – 2010

What will the Service be consulting on in 2007/10	Who is being consulted	When is this proposed to take place?	How will this be delivered?
Delivery of Scores on the Doors.	Questionnaire to food proprietors	2007/08	Via post and during food inspections.
Continued consultation on delivery of requests for service.	Questionnaire to residents	2007/08	Via post.
Requirement and level of out of hours service.	Focus group of Local Authorities Questionnaire to residents	2007/08	Via post and liaison groups.

## SECTION 6 - ENVIRONMENTAL SERVICES & OPERATIONS

### 1.1 OUTLINE OF THE SERVICE AREAS

The key functions and responsibilities of Environmental Services and Operations are outlined as follows:

The Environmental Services and Environmental Operations units are responsible for the strategic vision and operational delivery of the Borough's landscape and grounds maintenance services and the waste collection, recycling and street cleansing services.

Environmental Services are responsible for; the cemeteries and crematorium service, the abandoned vehicle service, the wider countryside and countryside access and take corporate responsibility for the co-ordination of the sustainability and climate change agenda. Environmental Operations are responsible for transport, the supplies service and for the management of the Crossgates depot site.

#### **Landscape, countryside and grounds maintenance services**

- The Landscape and Countryside Service is responsible for the strategic management of all landscape areas and public open space within the Borough, including the issuing of work, development and partnership work, and the setting of quality standards.
- The operational Landscape Service aims to deliver a cost-effective, high quality planned and responsive landscaping service which meets the needs of local residents.
- The Landscape Capital Project is a capital funded project to enhance areas of landscape within the borough which present community safety issues. The work is prioritised to areas where there are large numbers of public complaints or areas which were planted at a very high density and require major maintenance. The project team also manage the Estate Enhancements Project that is seeking to regenerate various residential areas across the Borough, via environmental improvements in full consultation with the respective communities.

### **Waste management services**

- Waste Management Services have strategic responsibility for the waste collection and cleansing services including production of strategies, promotions and communications, introduction of new policies and compliance with legislation, monitoring of cleanliness standards, liaison with the County Council and investigation and enforcement. In addition they manage the Abandoned Vehicle Service Contract, Recycling Centres and the Trade Waste Contract with Cleanaway PLC.
- The operational Street Cleansing Service aims to deliver a cost-effective, high quality and responsive service which meets the needs of local residents. In addition, the service is responsible for the removal of graffiti in the town underpasses in a partnership with Worcestershire County Council.
- The Waste Collection Service aims to provide a high quality, cost-effective and responsive waste collection service for the Borough.

### **Cemeteries and crematorium**

- The Cemeteries and Crematorium Service are responsible for the day to day management of the Council's three cemeteries and crematorium which handle some 1,215 cremations and 109 burials per annum.

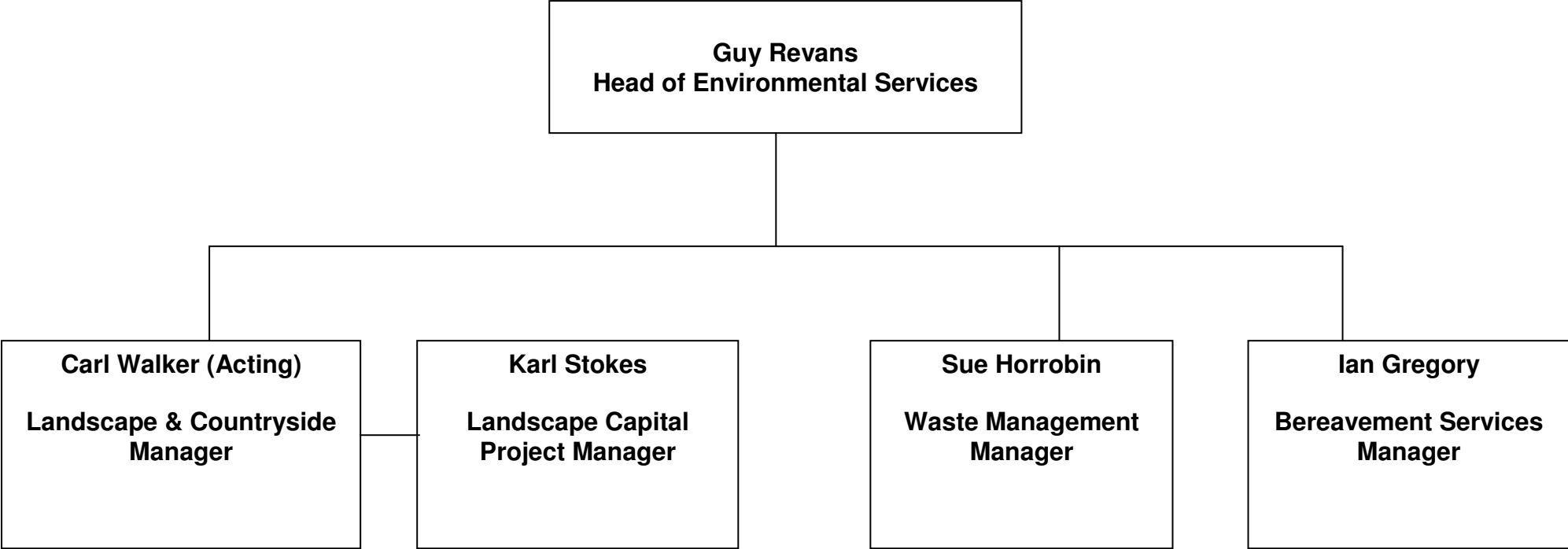
### **Transport and Supplies Service**

- The Transport Service provides and maintains the Council's fleet of vehicles and equipment in a cost-effective and responsive manner.
- The Supplies Service aims to purchase, control and supply goods and materials in a competitive, efficient and responsive manner in support of Borough-wide services and be compliant with all current procurement legislation.

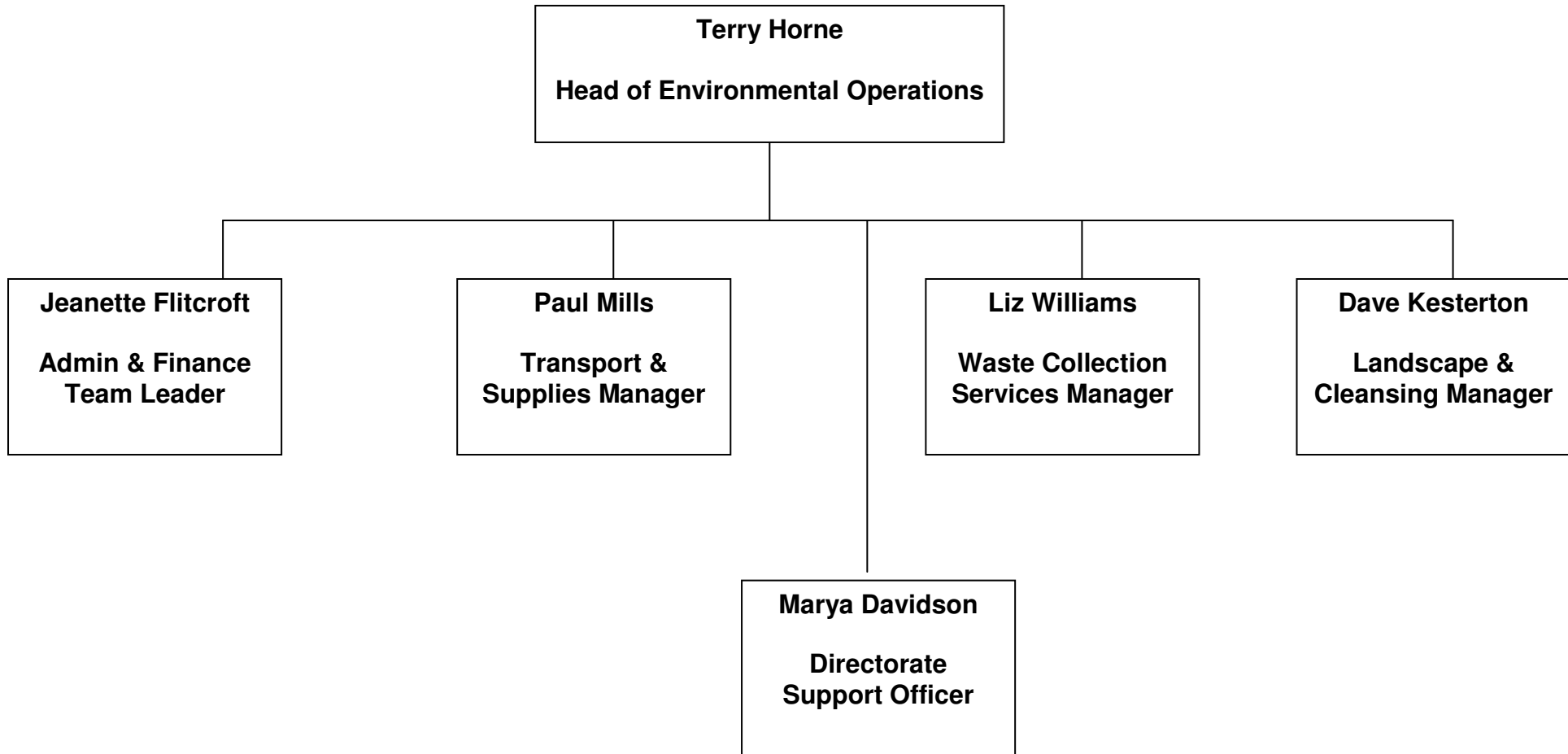
## **1.2 STAFFING**

Please see organisational charts on the following pages.

**ENVIRONMENTAL SERVICES STRUCTURE**



**ENVIRONMENTAL OPERATIONS STRUCTURE**



## 2. REVIEW OF PROGRESS & ACHIEVEMENTS

2.1 Achievements	Outcomes (How has it made a difference)																
Adoption of policy to move to Alternate Weekly Collection of household waste and rollout of service to 92% of properties within the borough. This included a successful bid for Wrap funding towards publicity costs, and also going through the tendering process for bins and vehicles and the delivery of 33,000 new green bins.	Increase in amount of waste recycled and reduction in total amount of waste collected. Reduced cost of service to ensure future sustainability.																
Recycling rate improved to 20.31%	Less waste to landfill.																
Achieved 8.28% score for BVPI 199.  Achieved 72% satisfaction for BVPI 89.	Maintained top quartile performance for cleaner streets. Improved public perception for street cleanliness.																
Estate Enhancement works commenced in Woodrow. Consultation started in Winyates.	Improved environment within targeted residential areas.																
Capital Improvements Works completed at: <ul style="list-style-type: none"> <li>● Oakenshaw Spinney</li> <li>● Morton Stanley Park</li> <li>● Matchborough Pond</li> </ul>	Oakenshaw Spinney - Returned to a usable open space. Morton Stanley Park – Upgraded car parking and landscaped entrance. Matchborough Pond – Bank and infrastructure improvements.																
Reduction in public reports of litter, fly-tipping and abandoned vehicles.	Continued reductions  <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th>04/05</th> <th>05/06</th> <th>06/07</th> </tr> </thead> <tbody> <tr> <td>Litter</td> <td>276</td> <td>216</td> <td>184</td> </tr> <tr> <td>Fly-tipping</td> <td>1487</td> <td>1012</td> <td>911</td> </tr> <tr> <td>Abandoned Vehicles</td> <td>1162</td> <td>957</td> <td>845</td> </tr> </tbody> </table>		04/05	05/06	06/07	Litter	276	216	184	Fly-tipping	1487	1012	911	Abandoned Vehicles	1162	957	845
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Litter	276	216	184														
Fly-tipping	1487	1012	911														
Abandoned Vehicles	1162	957	845														
Production of Waste Collection Service Standards.	Clear and consistent service provision published on the website.																
Achieved Green Flag for Arrow Valley Park.	Continued provision of high quality park for visitors.																
Completed improvements to 40 sites via Capital Programme.	Improved local environment and community safety.																
Adoption of powers within the Clean Neighbourhoods and Environment Act.	Ability to tackle environmental 'Crime' and issue fixed penalty notices for a wider range of offences to improve local environmental quality.																
Established Project Team to set up M3 system for the management of Environmental Services and Operations. This included the development of the front and back ends of the system ready for testing.	Efficient and effective working by the integration of improved customer access, service standards and work scheduling.																



Completion of Operational Management review including cross service cover arrangements.	Improved management structure to meet the needs of changing services. Reduction in management and associated overtime costs.
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<b>2.2 We did not achieve</b>	<b>Why we didn't achieve this, and what we have learned.</b>
Implementation of Landscape and Street Cleansing Service Standards.	The move to AWC meant that Waste Collection service standards were prioritised.
Review of Blanket TPO's.	Difficulties in obtaining information and data from Worcestershire County Council and loss of L & C Manager. Therefore decision made to reschedule when the M3 system is functional.
Full implementation of M3 system.	Software availability and Northgate support issues. RBC requirements and deadline for completion now established.

### 3. SETTING OUR KEY SERVICE OBJECTIVES

#### 3.1 SERVICE OBJECTIVES, ACTIONS AND MILESTONES

<b>OBJECTIVE 1</b>	<b>To achieve a sustainable level of household waste collected.</b>		
<b>Customer Focus</b>	<b>Customers will receive an improved recycling service with clear and consistent service standards.</b>		
<b>ACTIONS</b>	<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
1.1 Introduction of improved waste collection service to “hard to reach properties” to enable increased recycling and 100% of households to have access to recycling collections.	G Revans / T Horne	Revenue budgets agreed, capital budgets in place, additional bids may be required. Officer time from both Waste Collection, Waste Management & Capital Landscape teams.	Implementation programme by end of May. Introduction of new service arrangements to all identified properties by April 2008 subject to capital funding and following consultation.
1.2 To achieve Joint Municipal Waste Strategy recycling target of 24% and a reduction in the general waste collected per head of population.	G Revans / T Horne	Officer time.	Quarterly BVPI reports. Targets: Recycling: (kgs per head) 07/08 25% 370 08/09 26% 355 24% recycling target by March 2008.
1.3 To produce and present an update report detailing outcomes from the move to AWC and roll-out of the new service to “hard to reach properties”, including review of working arrangements.	G Revans / T Horne	Officer time.	Report to Members by February 2008.

1.4	To work with the County Council and other district councils in Worcestershire to update the JMWS and to investigate opportunities for shared services / partnership working.	G Revans / T Horne	Officer time.	New national Waste Strategy published 10 <sup>th</sup> of May 2007.  A consultation document produced by early August 2007. Consultation period Sep-Nov 2007. Will not be able to produce final document until 2008/9.  Update report to Members February 2008.
<b>OBJECTIVE 2</b>		<b>To provide cleaner, green public spaces.</b>		
<b>Customer Focus</b>		<b>Improved environmental quality within the borough.</b>		
<b>ACTIONS</b>		<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
2.1	To publish and implement service standards for Street Cleansing and Landscaping.	G Revans / T Horne	Members working group, focus groups, nominated officers.	Draft service standards by the end of April 2007. Focus group/s by the end of August 2007. Full adoption by the end of October 2007.
2.2	Town Centre improvements.	G Revans	Capital funding allocated, project team, external consultants.	Confirmation of HLF bid by October 2007. Subject to bid success, finalise project plan by January 2008. Full implementation subject to the above.

<p>2.3 Review of working practices to ensure efficient and effective use of operational workforce and achieve consistency in service provision.</p>	<p>G Revans / T Horne</p>	<p>Nominated officers.</p>	<p>Landscape annualized hours to be reviewed to establish a revised flexible working scheme for Landscape and Street Cleansing services - 31<sup>st</sup> March 2008.</p> <p>Review of street cleansing plans to meet requirements of the new service standards including the production of plans/processes for mechanical sweeping, abandoned shopping trolleys, etc. - 31<sup>st</sup> March 2008.</p> <p>Rescheduling and routing of pre-planned landscape works by the end of September 2007.</p> <p>Analysis of planned work content, costs and resource requirements by the end of March 2009.</p>
<p>2.4 Review of Blanket TPO's and tree risk management system.</p>	<p>G Revans / C Walker</p>	<p>Officer time. Cost to be established. WCC involvement.</p>	<p>Complete trial area and programme of works for 07/08 by the end of September 2007.</p>

2.5	Installation of equipment to limit Mercury emissions at Redditch Crematorium and look at feasibility of stalling a new 'oversized' cremator.	G Revans / I Gregory	Officer time.	<p>Capital funding / levy applied from 1<sup>st</sup> April 2006 to fund Mercury.</p> <p>Production of project plan / time table by end September 2007.</p> <p>Cost benefit analysis of larger cremator end March 2008.</p> <p>Report to members regarding proposals end September 2008.</p> <p>Specification for works end March 2009.</p> <p>Tender works end December 2009.</p> <p>Complete works end September 2010.</p>
2.6	Landscape Capital Project.	G Revans (C Walker)	Capital Monies. Project Team. CDRP tasking group.	<p>Complete annual programme (40 sites) - April 2008.</p> <p>In the process of re-letting contracts for carrying out works by the end of September 2007.</p>
2.7	Development of countywide graffiti partnership and service standards – RBC	G Revans (A Heighway)	Officer time.	Production of report including service standards

	to lead as part of LAA.			for adoption by all Worcestershire authorities by the end of July 2007. Adoption by the end of December 2007.
2.8	Estate Enhancements Project.	G Revans (C Walker)	Project Team. Capital Resources. Community involvement.	Woodrow by the end of July 2007. Winyates by the end of December 2007. Lodge Park consultation by the end of September 2007. Start works Lodge Park by April 2008. Site assessments for Church Hill and Matchborough to be completed by the end of December 2007. Consultation by the 31 <sup>st</sup> March 2008.
2.9	Consider options for the Abandoned Vehicles contract.	G Revans (S Horrobin)	Officer time.	Current discussions with Districts/Worcs. County Council. Report to Members by October 2007.
2.10	To carry out a range of improvements to Crossgates depot to improve health and safety at the site.	T Horne/ P Mills	Officer time Capital funding.	Subject to Capital funding agreement. Completion by 31 <sup>st</sup> March 2008.
2.11	Evaluation of Clean Neighbourhoods and Environment Act usage and resource implications and development of publicity plan.	G Revans / S Horrobin/ L Roberts	Officer time	Publicity plan by end of June 2007. Report to Members by the end of January 2008.

<b>OBJECTIVE 3</b>	<b>To develop plans and strategies to improve the Council's sustainability performance.</b>		
<b>Customer Focus</b>	<b>To ensure residents can contribute to and benefit from sustainability.</b>		
<b>ACTIONS</b>	<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
3.1 Reduce the overall carbon footprint of the Council (LAA).	S Hanley, G Revans	Officer time £6,000 budget.	Implement an energy and utility efficiency programme - ongoing 2008/2009.  Further promotional / educational programme to follow.
3.2 Production and adoption of strategy and action plan.	S Hanley, G Revans	Officer time. External consultant (resources confirmed). £3,500 cost of launch.	Final Draft - August 2007. Adoption - October 2007. Launch - December 2007.
3.3 Fulfill obligations under the Nottingham Declaration.	S Hanley, G Revans	Officer time. Resources to be identified as part of sustainability action plan.	Action plan part of sustainability strategy and action plan.
3.4 Work with Redditch Strategic Partnership to ensure that sustainability is embedded in the community strategy.	S Hanley, G Revans	Partnership Project Team. Officer time.	State of Borough Conference - June 2007. Build into Community Strategy 31 <sup>st</sup> March 2008.

<b>OBJECTIVE 4</b>	<b>Provide high quality services.</b>			
<b>Customer Focus</b>	<b>Improved access to services.</b>			
<b>ACTIONS</b>		<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
4.1	Retain 'Green Flag' status for Arrow Valley Park.	S Hanley/ P Patten (G Revans/ C Hill)	Within existing resources.	Achievement of the Award - Summer 2007.
4.2	M3 Full implementation – Introduction of improved customer services IT system	G Revans / T Horne	Project team, consultancy.	Contractor element supplied and installed by the end of October 2007. Full implementation by end of December 2007.
4.3	Update/ improve information available on the RBC web page including Service Standards.	G Revans	Officer time. Consultancy time to produce service standards.	Service standards by 31 <sup>st</sup> March 2008.



## 3.2 PERFORMANCE INDICATORS

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/6	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
BV082a (i)	The percentage of household waste arisings which have been sent by the authority for recycling	20%	20.31%	✓	✓	11.44%	15.88%	16.86%		25%	26%	
BV082a (ii)	The total tonnage of household waste arisings which have been sent by the authority for recycling	5,900	6,560	✓	✓	NA	NA	5,534	-	7,200	8,200	
BV082b (i)	The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion	We do not collect 'green waste' from households, but encourage residents to compost it at home, as agreed by the County-wide Joint Municipal Waste Partnership										
BV082b (ii)	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion											
BV084a	Kilogrammes of household waste collected per head	410	409	✓	✓	405	417	417	Below median	370	355	
BV084b	Percentage change from the previous financial year in the number of kilogramme of household waste collected per head of the population	-1.6%	-1.20%	X	✓	-4.71%	2.89%	0.07%		-5.8%	-4.0%	
BV086	Cost of Waste Collection per household	-	£49.01	-	-	£29.60	£45.50	£42.41				
BV091a	Percentage of population resident in area served by a kerbside recyclable collection	92%	93.73%	✓	✓	44%	65.55%	89%	Worst	100%	100%	
BV091b	Percentage of population resident in area served by a kerbside recyclable collection of at least two recyclables	92%	93.73	✓	✓	44%	65.55%	89%	Worst	95%	95%	

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/6	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
BV199a	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	8%	8.28%	X	X	13.60%	9.22%	8.11%	best	8%	8%	8%
BV199b	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible	1	0.67	✓	✓	NA	NA	1.00%	-	1%	1%	1%
BV199c	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible	0	0	✓	✓	NA	NA	0%	-	0%	0%	0%
BV199d	The year on year reduction in the total number of incidents and increase in the total number of enforcement actions taken to deal with fly-tipping (scored 1 to 4, with 1 being best)	1	2	X	X	NA	NA	1	-	1	1	1
BV218a	Percentage of new reports of abandoned vehicles investigated within 24 hours of notification	15%	9.32%	X	X	NA	NA	10.75%	-	15%	20%	25%
BV218b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	80.10%	70.5%	X	✓	NA	NA	52.52%	-	80%	90%	95%
ET01	Percentage of households participating in the RBC kerbside dry recyclables collection	75%	63%	X	X	55.00%	69.88%	71.50%		Contained in Service Plan		
ET04	Number of public reports of litter	199	176	✓	✓	348	275	214		Contained in Service Plan		
ET05	Number of public reports of fly tipping	966	943	✓	✓	1,620	1,487	1,017		Contained in Service Plan		
ET08a	Number of reports of 'abandoned' vehicles	934	848	✓	✓	1,605	1,163	958		Contained in Service Plan		

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/6	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
ET08c	Number of vehicles classed as abandoned and subsequently removed	232	200	✓	✓	312	314	238		Contained in Service Plan		

## **4. RESOURCES 2007 – 2010**

### **4.1 VALUE FOR MONEY CONSIDERATIONS**

- Alternate weekly collections and revised waste collections for hard to reach properties have been implemented to improve the recycling rate, minimise waste and provide a significant reduction in employee and vehicle costs.
- The progressive move to an owned fleet of vehicles rather than hired is based on value for money assessment.
- Detailed service standards for Waste Collection, Landscape and Street Cleansing allow targeted use of resources to ensure consistent quality in service provision.
- HLF bid for the Town Centre improvements provides match funding for council resources to provide an enhanced scheme.
- Review of working practices to ensure effective efficient use of workforce.
- Tendering of Landscape Capital works and the Abandoned Vehicles services provides market testing and ensures best value is achieved.
- Development of Countywide Graffiti Partnership and service standards seeks to provide a consistent service at best cost.
- Installation of the M3 system to improve and streamline customer contacts and responsive works.
- Consideration of bidding for external contracts to maximise income.

### **4.2 FINANCIAL CONSIDERATIONS (2008 – 2011)**

- There may be Capital financial implications regarding the provision of a new waste collection service for hard to reach properties.
- Landscape revenue bid and impact on the Capital programme. £100K revenue bid required to avoid impact on Capital programme or reduction in service.
- Depot improvements – reliance on Capital bid of £135K to ensure safe operation at the depot.
- Need to ensure that Section 106 and commuted sum monies are maximised and then transferred as quickly as possible.
- Town Centre and Church Green improvements are reliant on successful HLF bid.

### **4.3 ASSETS**

- Health and safety and associated improvements to Crossgates Depot – Capital bid submitted.
- Increase in the number of refuse collection vehicles to meet the requirements of the new AWC service which will include the disposal of the kerbside sort vehicle fleet.
- Further improvements to Arrow Valley Park including Shakespeare Bank and the main car park.

### **4.4 HUMAN RESOURCES**

**Please see the table on the following page.**

<b>Service Plan Ref:</b>	<b>Issue</b>	<b>HR</b>	<b>Legal</b>	<b>Finance</b>	<b>IT</b>	<b>Office Services</b>
2.2	Town Centre Improvements if HLF bid is successful.	Additional staffing issues.	Contract scrutiny	Management of grant aid reviews.		
2.3	M3 Full implementation.		Negotiation of new contract plus any legal issues relating to provision and installation of the system.		Significant support regarding implementation and support of the system.	Move of customer enquiries relating to Landscape and Street Cleansing to the Contact Centre and One Stop Shops.  Significant implementation support.
2.4	Review of working practices to ensure effective and efficient use of workforce.	Significant support relating to staffing issues and associated amendments to contracts / working arrangements.				
2.5	Review of blanket TPO's.		Potential need for legal scrutiny of changes.			
3.1	Landscape Capital Project.		Advice and support relating to letting of new contracts.			
3.3	Write and tender abandoned vehicles contract.		Advice and support regarding tender document.	Supply of financial information relating to abandoned vehicles service.		

## 4.5 USE OF RESOURCES

### Financial Management

- Proposed inclusion of supplies and transport services financial management as part of the new Cedar system.
- When fully implemented the M3 system will provide improved financial management information for Waste Collection, Landscape and Street Cleansing services.
- Provision of revised and longer term vehicle replacement programme.

### Reporting

- Cedar system for supplies and transport services.
- M3 system for Waste Collection, Landscape and Street Cleansing services.
- Established dedicated members groups for AWC, Service Standards.

## 5. CONSULTATION AND FEEDBACK

### 5.1 PREVIOUS CONSULTATION

What Consultation has taken place previously?	How has the information gained in consultation been used?
Landscape Capital pre work questionnaires.	Used to inform works.
Consultation relating to HLF bid for the Town Centre improvements.	Used to form audience development plan.
Landscape Capital post work questionnaires.	Used to inform future works.
Estate Enhancements Consultation.	Used to inform works.
'Committed Recycler' survey.	Used to assess levels of participation in recycling collection service pre AWC.
Friends of parks and woodlands groups.	Have informed capital schemes, the woodland grant scheme and bids for external funding.
Alternate Weekly Collection/Waste Agenda Staff focus group / Public focus groups.	Used to develop the introduction of the AWC e.g. the 'honeymoon' period and publicity.  Ensure that all properties have access to support and are able to participate.
Target 75 consultation – recycling collection (Via County Council target 75 team and door knockers).	To evaluate recycling participation.
Consultation with Community Wardens - re: waste collection needs of elderly residents	Delivery of services to elderly and to inform residents.

### 5.2 WHAT OUR CUSTOMERS THINK

Nature of Complaint/Comment/Request.	How did you respond?																								
<p><b>Request for service- number of enquiries received</b></p> <table border="1"> <thead> <tr> <th></th> <th>04/05</th> <th>05/06</th> <th>06/07</th> </tr> </thead> <tbody> <tr> <td>Forestry/Tree Surgery</td> <td>1568</td> <td>1245</td> <td>1235</td> </tr> <tr> <td>Cut Hedges/Bushes</td> <td>1214</td> <td>1036</td> <td>859</td> </tr> <tr> <td>Abandoned Vehicles</td> <td>1162</td> <td>957</td> <td>845</td> </tr> <tr> <td>Litter</td> <td>276</td> <td>216</td> <td>184</td> </tr> <tr> <td>Fly Tipping</td> <td>1487</td> <td>1012</td> <td>911</td> </tr> </tbody> </table>		04/05	05/06	06/07	Forestry/Tree Surgery	1568	1245	1235	Cut Hedges/Bushes	1214	1036	859	Abandoned Vehicles	1162	957	845	Litter	276	216	184	Fly Tipping	1487	1012	911	Each request is logged on to the CPS system and sent to the appropriate officer to action
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Fly Tipping	1487	1012	911																						



### 5.3 CONSULTATION PLANNED FOR 2007 – 2010

What will the Service be consulting on?	Who is being Consulted	When is this proposed to take place?	How will this be delivered?
Estate Enhancement consultation.	Residents in Estate Enhancement areas	2007/08	Questionnaires, door knocking, public meetings, etc.
Landscape Capital consultation.	Residents in identified areas	2007/08	Questionnaires to all properties pre works and a % post works.
Door Stepping Campaign.	Approximately 10,000 households.	2007/08	No survey. Door stepping via specialist consultancy.
'Committed Recycler' Survey.	Same areas as covered before.	2007/08	As before, door step survey via specialist consultancy.
Focus Groups for Landscape and Cleansing Service Standards.	Public Focus Groups	July 2007	Externally Facilitated.

## SECTION 7 – HUMAN RESOURCES

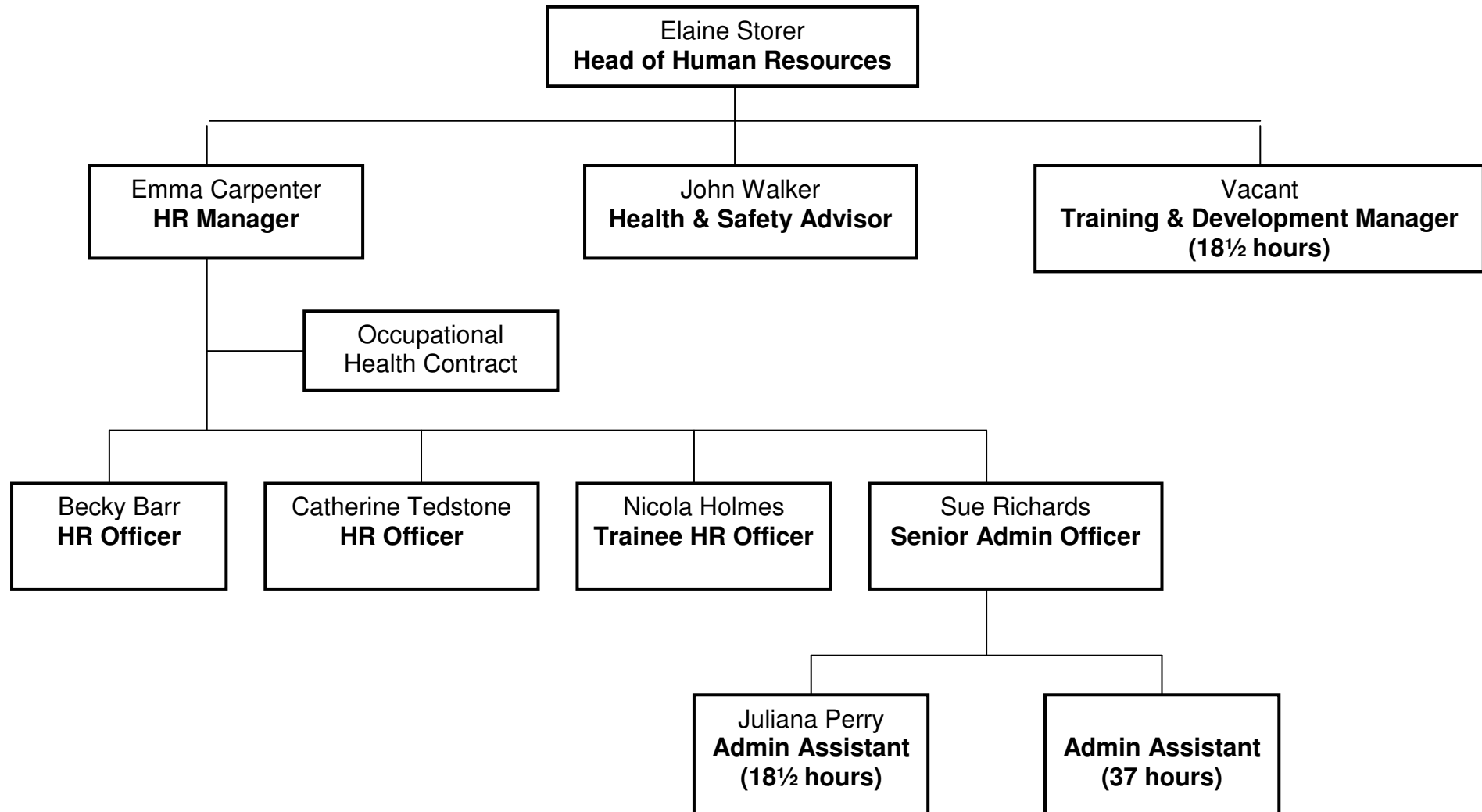
### 1.1 OUTLINE OF THE SERVICE AREA

- Ensuring that the organisation is compliant with all Employment and Health and Safety legislation
- Advising on Employee Relations Issues, including representing the organisation at Employment Tribunals
- Developing good relationships with the Trade Unions in order to support the organisation
- Advising on terms and conditions of employment
- Advising on interpretation and implementation of HR Policies
- Ensuring that the organisation has a skilled, committed and well motivated workforce
- Employing best practices in the management and development of staff
- Enabling a workforce where equality of opportunity is promoted and staff are treated fairly.

### 1.2 STAFFING

See structure chart on next page.

**HUMAN RESOURCES**



## 2. REVIEW OF PROGRESS & ACHIEVEMENTS

2.1 Achievements	Outcomes (How has it made a difference)
Introduced the Dignity at Work Policy together with training for all employees, which is still ongoing	The 2006 Staff Survey has shown a reduction in the number of employees feeling bullied and harassed
Introduced and implemented a revised Health and Safety Audit process	Managers given written reports outlining good practice and outlining areas for improvement, simplified information and support given to carry out these improvements. Organisation and employees given better protection from Health and Safety Legislation
Supported the Budget Strategy Ensured the organisation was following legal guidelines through management change and redundancy	85 employees supported through the process with five ultimately terminated due to redundancy with no employment tribunals
Introduction of Flexible Working Policy	More flexible workforce
Introduction of Retirement Policy	Reduction in loss of vital skills because of age of employee. Protection of organisation from Age discrimination claims

2.2 We did not achieve	Why we didn't achieve this, and what we have learned.
Introduce a senior management development/leadership programme	Programme to be introduced following senior management restructure ,more resources required within the Learning and Development function
Complete Single Status including Job Evaluation	Change in scheme to be used due to greater risk of challenge from previous scheme. Greater funding and resources required that currently have in house

### 3. SETTING OUR KEY SERVICE OBJECTIVES

#### 3.1 SERVICE OBJECTIVES, ACTIONS AND MILESTONES

<b>OBJECTIVE 1</b>	<b>To support the Council in promoting learning and development within the organisation.</b>			
<b>Customer Focus</b>	<b>Employees will be more equipped to carry out their roles to a higher standard.</b>			
<b>ACTIONS</b>		<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
1.1	Introduce a senior management development/leadership programme	Elaine Storer	Learning and Development Manager, Heads of Services, External consultancy	Skills audit to be carried out - September 2007. Menu of options including mentoring scheme/ coaching - October 2007.
1.2	Produce a revised Learning and Development programme	Elaine Storer	HR Manager, Health and Safety Adviser, CMT, Heads of Service	A Learning and Development programme to be issued for six months, June 2007.  A more detailed Learning and Development Programme to be issued January 2008 linked to the development plans issued in support of the new appraisal scheme

1.3	Review and re introduce the performance appraisal scheme	Elaine Storer	HR Manager, Heads of Service	To be linked with the introduction of competencies by October 2008
1.4	Support to the Customer Access Strategy Action Plan	Elaine Storer	Learning and Development Manager HR Team	Developing and organizing ongoing training to support the strategy.  To act as a pilot for the document classification system to be introduced in July 2007

<b>OBJECTIVE 2</b>	<b>To Support and Manage our staff effectively.</b>			
<b>Customer Focus</b>	<b>We will ensure we have a continual pool of skilled resources to offer the best customer service.</b>			
<b>ACTIONS</b>		<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
2.1	Carry out targeted action in support of the Absence Policy	Elaine Storer	HR Manager, HR Officers, Heads of Service	Review support mechanisms for employees - September 2007.  Review of Occupational Health Provision by December 2007.  Support corporate work on stress as detailed below.
2.2	Implement an action plan following the HSE inspections and report	Elaine Storer	Health and Safety Adviser, Health and Safety Committee, CMT	Guidance, competencies, training and risk assessments on Stress by June 2008.

2.3	Support to the Abbey Stadium Project	Elaine Storer	HR Manager, HR Officers, Payroll Manager	Supporting staff briefings and guidance with the change support strategy January 2008
2.4	Review turnover and produce a retention strategy	Elaine Storer	CMT, Heads of Service, HR	Review Exit questionnaire process - June 2007.  Review modern apprenticeships/ trainees and career graded posts - July 2008.  Review recruitment literature and internet page - March 2008.
2.5	Complete Single Status negotiations and implementation subject to Revenue and Capital bids	CMT Elaine Storer	Trade Union Representatives External consultancy	Capital and revenue bid - July 2007. Decision on Job Evaluation - Council - September 2007. Completion of remaining terms and conditions - September 2007. Equal Pay Audit - September 2007. Implementation (subject to decision) - December 2009.
2.6	Support to Management Restructure	CMT Emma Carpenter Becky Barr	Heads of Service	Guidance on service reviews, change support strategy Milestones will be incorporated once the detailed structures are agreed.

## 3.2 PERFORMANCE INDICATORS

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/06	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
BVPI 11a	The percentage of the top paid 5% of local authority staff who are women	39%	39%	✓	✓	39%	35%	40%	Best	39%	39%	39%
BVPI 11b	The percentage of the top paid 5% of local authority staff who are from an ethnic minority	1.67	1.75	✓	✓	1.7%	1.75%	1.67%	Above median	1.67%	1.67%	1.67%
BVPI 11c	The percentage of the top paid 5% of local authority staff who have a disability	1.67	2.22	✓	✓			1.67%	Best	1.67%	1.67%	1.67%
BVPI 12	The number of working days/shifts lost to the local authority due to sickness absence per FTE staff member	9.77	10.62	X	✓	13	12.94	11.53	Worst	9.77	9.77	9.77
BVPI 14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	0%	0.6%	X	X	0%	0%	0%	Best	0%	0%	0%
BVPI 15	The percentage of local authority employees retiring on the grounds of ill health as a percentage of the total workforce		0.40			0.3%	1.26%	0.43%		0.40	0.40	0.40
BVPI 16a	The percentage of local authority employees with a disability		2.30			0.98%	1.3%	2.2%		2.30	2.30	2.30
BVPI 17a	The percentage of local authority employees from minority ethnic communities		3.43							3.43	3.43	3.43



## **4. RESOURCES 2007 – 2010**

### **4.1 VALUE FOR MONEY CONSIDERATIONS**

- Introduction of Dignity at Work Policy supporting employees perceived to have been bullied or intimidated, therefore less sickness absence
- Introduction of management information reports and proactive meetings around sickness absence therefore reducing absence figures
- Introduction of Flexible working policy, allows for resources to be more flexibly deployed
- Introduction of Workforce Strategy will achieve a better match of staff to tasks and functions resulting in efficiencies
- Analysis and review of methods of recruitment advertising will result in identifying savings.

### **4.2 FINANCIAL CONSIDERATIONS (2008 – 2011)**

- Reviewing partnership working with neighbouring authorities
- HR Intranet replaced hard copy manager and employee guides
- FAQ's established to avoid value officer time
- Dedicated non urgent query e-mail to be answered once a week to save valuable officer time
- Resourcing of Learning and Development Programme to be linked to corporate goals.
- Free training obtained through various local businesses
- Funding obtain from external providers.

### **4.3 ASSETS**

- Availability of lockable store room to house personal files, therefore releasing more office space within the Human Resources Office
- Development of a training room to support the learning and development.

### **4.4 HUMAN RESOURCES**

- Support from Payroll Manager in reviewing policy and in restructuring

### **4.5 USE OF RESOURCES**

A change in the process for introducing new policies in line with legislation from start to implementation will result in improved value for money of officers' time.

## 5. CONSULTATION AND FEEDBACK

### 5.1 PREVIOUS CONSULTATION

What Consultation has taken place previously?	How has the information gained in consultation been used?
Staff Survey	Identified changes and priority areas
Heads of Service Meetings with HR Manager	Identified corporate areas of concern and how the HR team can best support these Heads of Service
Heads of Service Meetings with HR Officers	Has resulted in the HR team being proactive rather than reactive.
Feedback Forms	Identified areas that are working well and those that need some improvement

### 5.2 WHAT OUR CUSTOMERS THINK

Nature of Complaint/Comment/Request.	How did you respond?
See above - internal customers.	

### 5.3 CONSULTATION PLANNED FOR 2007 – 2010

What will the Service be consulting on?	Who is being Consulted	When is this proposed to take place?	How will this be delivered?
Employees views on how the organisation is performing	Staff Survey	December 2007	Questionnaire/Focus groups
Corporate improvements, efficiencies	Employee Suggestion Scheme	Ongoing commencing July 2007	Standardised form
How the HR Service is performing	Regular Heads of Service Meetings Feedback forms	Ongoing	HR pro forma
Recruiting Process	Questionnaire	July – December 2007	Attached to all recruitment literature

## **SECTION 8 – PLANNING SERVICES**

### **1.1 OUTLINE OF THE SERVICE AREA**

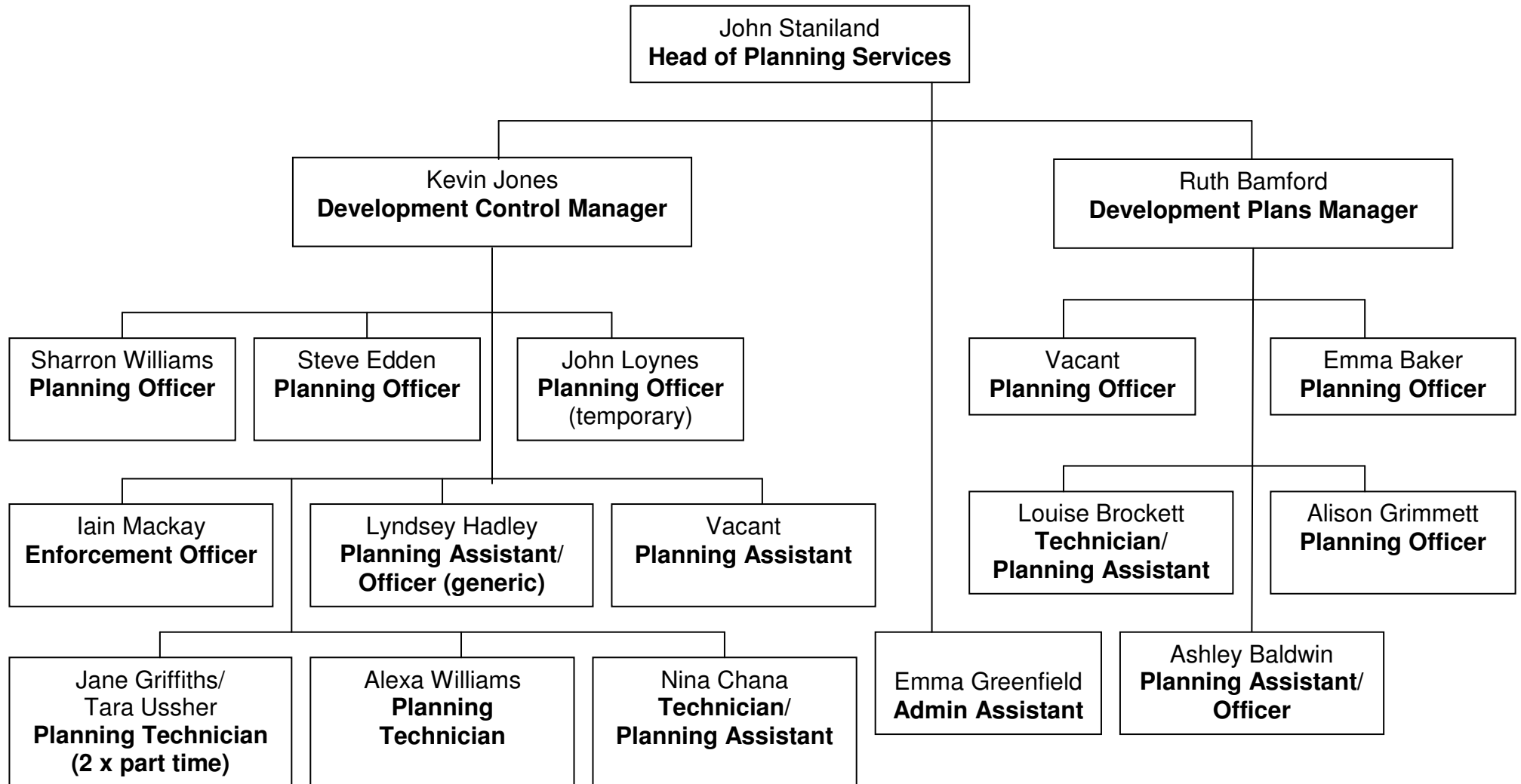
The key functions and responsibilities of Planning Services are outlined as follows:

- Development Plans. Responsible for the preparation of the Local Development Framework which sets out planning policies and proposals for development within the Borough.
- Development Control. Responsible for the processing of planning and other applications, including advertisement control, works to protected trees and applications for listed building/conservation area consent.
- Enforcement. Investigation of breaches of planning control such as unauthorised development and non-compliance with approved plans.
- All the above are statutory requirements.

### **1.2 STAFFING**

Please see structure chart on the next page.

## PLANNING SERVICES



## 2. REVIEW OF PROGRESS & ACHIEVEMENTS

2.1 Achievements	Outcomes (How has it made a difference)
Local Plan No.3 approved 31 May 2006	The Council has an up-to-date Local Plan which provides clear planning policy guidance against which to assess planning applications.
Annual Monitoring Report (AMR) published December 2006	This document identifies the extent to which policies in Local Development Documents are being implemented and the effectiveness of the policies in achieving set objectives.
Statement of Community Involvement(SCI) approved June 2006	This document ensures that those with an interest in land use matters have the opportunity to comment on development proposals and on the preparation of documents associated with the development of land.
SPD on Designing for Community Safety approved in December 2006	Clear guidance to developers on the various community safety/crime reduction measures they should incorporate within new developments.
SPD on North West Redditch Master Plan. Draft approved for consultation	The SPD will provide greater detail on Local Plan policies with the aim of guiding future development in the North West area of Redditch and setting out the various considerations that potential developers should have regard to.
SPD relating to Planning Obligations for Education Contributions approved March 2007. (Prepared in conjunction with Worcestershire County Council)	The SPD provides guidance to developers on the use of Section 106 planning obligations for the provision of education facilities. It provides a clear framework for assessing contributions towards education facilities and ensures that community and infrastructure needs are fulfilled.
SPG on Buildings of Local Interest approved June 2006	The document identifies buildings which are not on the list of statutory listed buildings but which are nevertheless of local historic or architectural interest and which should ideally be improved and/or retained.
SPD on Open Space Provision. Draft approved for consultation March 2007	The SPD provides detailed guidance to developers on the various types of open space that need to be provided in new schemes and any associated commuted sums. It promotes sustainable development by providing access to and provision of informal open space.
SPD relating to Prospect Hill, Town Centre. Draft approved for consultation March 2007	The SPD sets out a number of urban design principles which potential developers of the site should have regard to in order to ensure that successful redevelopment of the site takes place.

SPD relating to Church Road, Town Centre. Draft approved for consultation March 2007	The SPD offers guidance on the redevelopment of this Town Centre site which has been identified as being suitable for mixed use development. Once developed, the site should add to the viability and vitality of the Town Centre.
SPD relating to Edward Street. Draft approved for consultation March 2007	This is an important gateway site into the town. The SPD provides guidance on the possible redevelopment of the site for mainly employment purposes whilst preserving buildings of local interest.
SPD relating to land to the rear of Alexandra Hospital. Draft approved for consultation March 2007	This land has been identified for employment purposes in LP3. The SPD provides guidance to developers with the aim of ensuring development takes place in an appropriate manner.
SPD relating to Church Hill District Centre. Draft approved for consultation March 2007	This SPD draws upon relevant planning policies and opportunities provided by the Centre's location, layout and land ownership to set out a possible framework for the Centre's future redevelopment.
Responded to Regional Spatial Strategy (RSS) Phase 2 Review (Spatial Options) March 2007	The RSS will have a significant impact in determining the future growth of Redditch. It is therefore important that the Council influences the formulation of relevant planning policies.
Produced Climate Change leaflet March 2007	The leaflet seeks to raise awareness of those LP3 policy requirements which are relevant to climate change and which developers should seek to address in new developments.
Collaborative working with Worcestershire County Council regarding Sustainability Objectives	Joint working seeks to ensure a common approach to agreeing Sustainability Objectives and allows for sharing of knowledge and resources.
Continued to meet Government targets for the determination of planning and other applications	Quicker decision making reduces the likelihood of development proposals being delayed. There should be greater satisfaction with the Planning Service.

<b>2.2 We did not achieve</b>	<b>Why we didn't achieve this, and what we have learned.</b>
We did not formally approve the SPD on the North West Redditch Master Plan	Volume of work associated with the other SPDs and RSS Review left insufficient time to complete this SPD.

### 3. SETTING OUR KEY SERVICE OBJECTIVES

#### 3.1 SERVICE OBJECTIVES, ACTIONS AND MILESTONES

<b>OBJECTIVE 1</b>	<b>Respond to West Midlands Regional Spatial Strategy- Phase 2 Revision Spatial Options.</b>			
<b>Customer Focus</b>	<b>The views of Redditch Borough Council will influence emerging regional planning guidance regarding the future growth of the town.</b>			
<b>ACTIONS</b>		<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
1.1	Initial response to the Phase 2 Spatial Options submitted March 2007	John Staniland Ruth Bamford	Planning Services staff	8 January 2007 – 5 March 2007
1.2	Joint Study funded by Redditch Borough Council, Worcestershire County Council and Bromsgrove District Council to examine the future growth implications of Redditch to 2026	John Staniland Ruth Bamford	Relevant Council Staff plus Planning Consultants	May 2007
1.3	Respond to informal consultation on RSS Preferred Option	John Staniland Ruth Bamford	Planning Services staff	Anticipated Summer 2007
1.4	Attend Examination in Public	John Staniland Ruth Bamford	Planning Services staff	Scheduled for Mid 2008



<b>OBJECTIVE 2</b>	<b>Respond to West Midlands Regional Spatial Strategy Phase 3 Revision.</b>			
<b>Customer Focus</b>	<b>The views of Redditch Borough Council will influence emerging regional planning guidance regarding rural services, recreational provision, environmental issues and gypsies &amp; travellers.</b>			
<b>ACTIONS</b>		<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
2.1	Respond to Phase 3	John Staniland Ruth Bamford	Relevant Council Staff	Draft Project Plan scheduled to be launched by WMRA Spring 2007 Issues & Options early 2008 Preferred Option October 2008
<b>OBJECTIVE 3</b>	<b>Preparation of Development Plan Documents(DPDs).</b>			
<b>Customer Focus</b>	<b>DPD's form part of the Development Plan for the area and are therefore the principle documents for guiding future development and against which development proposals are judged. The Core Strategy and Community Strategy will set out the strategic land-use vision for Redditch post 2011.</b>			
<b>ACTIONS</b>		<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
3.1	Preparation of Core Strategy DPD	John Staniland Ruth Bamford		Preparation of issues and alternative options September 2007-May 2008 Public participation on Preferred Options October- November 2008 Consider representations January 2009 Preparation of Submission DPD March-June 2009

3.2	Planning Services input into the review of the Community Strategy	John Staniland Ruth Bamford		April 2007
3.3	Site Specific Proposals DPD for Housing & Employment			Preparation of Issues and alternative options May 2007-May 2008 Public participation on Preferred Options October-November 2008 Consider representations November 2008-February 2009 Preparation of Submission Document March-June 2009
<b>OBJECTIVE 4</b>		<b>Prepare Supplementary Planning Documents (SPDs).</b>		
<b>Customer Focus</b>		<b>The SPDs build upon policies in Local Plan No.3. They offer specific guidance to potential applicants for planning permission and seek to achieve high quality development across the Borough which is appropriate to its context.</b>		
<b>ACTIONS</b>		<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
4.1	North West Redditch Master Plan SPD	John Staniland Ruth Bamford	Planning Services staff	Consideration of responses September 2007
4.2	Affordable Housing SPD. Re-consultation	John Staniland Ruth Bamford	Planning Services and Housing Services staff	September 2007
4.3	Open Space Provision SPD	John Staniland Ruth Bamford	Planning Services, Leisure Services and Landscape Services staff	Public participation March-April 2007 Consideration of responses June 2007 Adoption & publication Sept 2007
4.4	Prospect Hill, Town Centre SPD	John Staniland Ruth Bamford	Planning Services Staff plus urban design input	Public participation March-April 2007

			Consideration of responses June 2007 Adoption & publication Sept 2007
4.5 Church Road, Town Centre SPD	John Staniland Ruth Bamford	Planning Services Staff plus urban design input	Public participation March- April 2007 Consideration of responses June 2007 Adoption & publication Sept 2007
4.6 Edward Street SPD	John Staniland Ruth Bamford	Planning Services Staff plus urban design input	Public participation March- April 2007 Consideration of responses June 2007 Adoption & publication Sept 2007
4.7 Land rear of the Alexandra Hospital SPD	John Staniland Ruth Bamford	Planning Services staff plus urban design input	Public participation March- April 2007 Consideration of responses June 2007 Adoption & publication Sept 2007
4.8 Church Hill District Centre SPD	John Staniland Ruth Bamford	Planning Services Staff plus urban design input	Public participation March- April 2007 Consideration of responses June 2007 Adoption & publication Sept 2007
4.9 Prepare SPD on Planning Obligations	John Staniland Ruth Bamford Kevin Jones	Planning Services staff plus other Council staff as appropriate	Draft SPD & SA Report Oct 2007-March 2008 Public Participation June - July 2008 Consideration of responses September 2008

<b>OBJECTIVE 5</b>	<b>Review of the Local Development Scheme (LDS).</b>			
<b>Customer Focus</b>	<b>The LDS sets out what Local Development Documents will be produced and in what order. It allows stakeholders to follow progress of policy preparation and to become involved in policy formulation.</b>			
<b>ACTIONS</b>		<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
5.1	Commence review of the LDS	John Staniland Ruth Bamford	Planning Services staff	March 2008
<b>OBJECTIVE 6</b>	<b>Implementation of the Redditch Town Centre and Feckenham Village Conservation Area Management Plans.</b>			
<b>Customer Focus</b>	<b>The Management Plans seek to preserve or enhance the character and appearance of the Conservation Areas.</b>			
<b>ACTIONS</b>		<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
6.1	Follow up recommendations in the Management Plans	John Staniland Ruth Bamford Kevin Jones	Planning Services staff and other relevant Council officers plus external conservation advice	June 2007-June 2008
<b>OBJECTIVE 7</b>	<b>Produce the Annual Monitoring Report (AMR).</b>			
<b>Customer Focus</b>	<b>The AMR sets out progress in the preparation of Local Development Documents and the extent to which policy objectives are being met.</b>			
<b>ACTIONS</b>		<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
7.1	Prepare Annual Monitoring Report	John Staniland Ruth Bamford	Planning Services Staff	Annually in December

<b>OBJECTIVE 8</b>	<b>Review and Develop Procedures to provide a quality service.</b>			
<b>Customer Focus</b>	<b>To ensure customers and stakeholders receive a quality service.</b>			
<b>ACTIONS</b>		<b>LEAD</b>	<b>RESOURCES Including Support Services</b>	<b>MILESTONES</b>
8.1	Achieve national standards or better in the determination of planning and other applications	John Staniland Kevin Jones	Planning Service staff plus use of external consultants where appropriate	2007-2008
8.2	Improve and develop the delivery of e-planning and in-house IT systems	John Staniland Ruth Bamford Kevin Jones	Planning staff, IT Staff plus external help as appropriate	2007-2008

## 3.2 PERFORMANCE INDICATORS

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/6	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
BV106	The percentage of new homes built on previously developed land	70%	91.63%	✓	✓	54%	60%	65%	Below median	70%	70%	
BV109a	Percentage of major planning applications determined within 13 weeks	60%	77.27%	✓	✓	61%	60%	63.64	Above median	60%	60%	
BV109b	Percentage of minor planning applications determined within 8 weeks	65%	75.69%	✓	X	36%	65%	81.31%	Below median	65%	65%	
BV109c	Percentage of other planning applications determined within 8 weeks	80%	92.46%	✓	✓	55%	77%	88.86%	worst	80%	80%	
BV200a	Did the local planning authority submit the Local Development Scheme by 28th March 2005 and thereafter maintain a 3-year rolling programme-	Yes	Yes	✓	✓	NA	NA	YES	-	Yes	Yes	Yes
BV200b	Has the local planning authority met the milestones which the current Local Development Scheme sets out-	Yes	Yes	✓	✓	NA	NA	NA	-	Yes	Yes	Yes
BV200c	Did the local planning authority publish an annual monitoring report by 31st December of the last year-	Yes	Yes	✓	✓	NA	NA	YES	-	Yes	Yes	
BV204	The percentage of appeals allowed against the authority's decision to refuse planning applications, as a percentage of the total number of planning appeals against refusals of planning applications	33%	50%	X	X	NA	41%	15%	worst	33%	33%	
BV205	The local authority's score against a 'quality of planning services' checklist	100%	94.44%	X	✓	NA	66%	94.44%	worst	100%	100%	
BV219a	Total number of conservation areas in the local authority area	context measure	2	-	-	NA	NA	2	n/a	NA	NA	NA

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/6	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
BV219b	Percentage of conservation areas in the local authority area with an up-to-date character appraisal	100%	100%	✓	✓	NA	NA	100%	-	100%	100%	100%
BV219c	Percentage of conservation areas with published management proposals	100%	100%	✓	✓	NA	NA	100%	-	100%	100%	100%

## **4. RESOURCES 2007 – 2010**

### **4.1 VALUE FOR MONEY CONSIDERATIONS**

Planning Services will continue to examine the way it carries out its functions in order to achieve best value. Out-sourcing of work to deal with peaks in workload is likely to continue and buying in of expert advice in specialised areas such as Conservation, Urban Design and major applications will be necessary.

### **4.2 FINANCIAL CONSIDERATIONS (2008 – 2011)**

Additional funding will be required for any areas of specialised work e.g. Redditch Joint Land Study, Strategic Flood Risk Assessment, legal work associated with Planning Inquiries

### **4.3 ASSETS**

The Service does not have responsibility for Council owned land or buildings

### **4.4 HUMAN RESOURCES**

The work of the Service impacts upon, and requires the support of, various other sections of the Council and the Service liaises closely with these sections e.g. Building Control, Environmental Health, Housing, Legal Services and Environmental Services.

### **4.5 USE OF RESOURCES**

Essentially covered in 5.1 above. Recruitment & retention of staff is likely to remain an issue and there continues to be a shortage of experienced planning officers. Existing staff have demonstrated flexibility in their work but the buying in of expertise when necessary will be necessary.



## 5. CONSULTATION AND FEEDBACK

### 5.1 PREVIOUS CONSULTATION

What Consultation has taken place previously?	How has the information gained in consultation been used?
Consultation on all Supplementary Planning Documents (SPDs) with the public, stakeholders and other interested groups	Consultation responses should improve quality of the SPDs and make them more responsive to local distinctiveness
Meeting with Focus Group to discuss current issues and emerging legislation	The meetings give useful feedback on the Planning Service, bring about improvements in the Service and help to inform Agents about changes in legislation
Consultation, including public meeting, and NG meetings on the RSS Review Phase 2	The public is better informed and able to submit appropriate comments on proposals which will determine the future growth of the town
Consultation on planning applications as appropriate. Public meeting held for major application at Brockhill	The public are made aware of applications and able to submit informed comments

### 5.2 WHAT OUR CUSTOMERS THINK

Nature of Complaint/Comment/Request.	How did you respond?
User Satisfaction Survey	Awaiting results

### 5.3 CONSULTATION PLANNED FOR 2007 – 2010

What will the Service be consulting on?	Who is being Consulted?	When is this proposed to take place?	How will this be delivered?
All emerging SPDs and associated Sustainability Appraisals	Public, stakeholders and other interested bodies	As detailed in the LDS	Minimum statutory consultation plus consultation as set out in the Statement of Community Involvement
Core Strategy. Preparation of issues and alternative options	Public, stakeholders and other interested bodies	September 2007-May 2008	Minimum statutory consultation plus consultation as set out in the Statement of Community Involvement
Site specific proposals for housing and employment. Preparation of issues and alternative options	Public, stakeholders and other interested bodies	May 2007-May 2008	Minimum statutory consultation plus consultation as set out in the Statement of Community Involvement
Planning & other applications	Public and other interested bodies	2007-2008	Minimum statutory consultation plus consultation as set out in the Statement of Community Involvement
Review of the RSS. Phases 2 and 3	Public, stakeholders	2007-2008	Press releases, Neighbourhood Groups and public meetings where appropriate