



# Overview and Scrutiny Committee

Thu 7 Sep  
2017  
7.00 pm

Committee Room Two  
Town Hall  
Redditch

**REDDITCH** BOROUGH COUNCIL

*making  
a  
difference*

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

**If you have any queries on this Agenda please contact  
Jess Bayley and Amanda Scarce**

**Town Hall, Walter Stranz Square, Redditch, B98 8AH  
Tel: (01527) 64252 (Ext. 3268) or 881443  
e.mail: [jess.bayley@bromsgroveandredditch.gov.uk](mailto:jess.bayley@bromsgroveandredditch.gov.uk) /  
[a.scarce@bromsgroveandredditch.gov.uk](mailto:a.scarce@bromsgroveandredditch.gov.uk)**

# Overview and Scrutiny

Thursday, 7th September, 2017

7.00 pm

Committee Room 2 Town Hall

## Agenda

### Membership:

Cllrs:	Jane Potter (Vice-Chair)	Gareth Prosser
	Matthew Dormer	Paul Swansborough
	Andrew Fry	Jennifer Wheeler
	Pattie Hill	Nina Wood-Ford
	Gay Hopkins	

### 1. Election of Chair

Members are asked to note, in line with paragraph 6.2 of the Overview and Scrutiny Procedure Rules, that the Chair of the Committee shall not be a member of the controlling political group.

### 2. Apologies and named substitutes

### 3. Declarations of interest and of Party Whip

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

### 4. Minutes of the meeting of the Overview and Scrutiny Committee held on 4th July 2017 (Pages 1 - 32)

### 5. Seasonal Garden Waste Collection Service - Pre-Scrutiny (Head of Environmental Services - to follow)

### 6. Homelessness Short, Sharp Review - Report (Councillor Wood-Ford - to follow)

### 7. Executive Committee Minutes and Scrutiny of the Executive Committee's Work Programme - Selecting Items for Scrutiny (Pages 33 - 42)

The next edition of the Executive Committee's work Programme is due to be published on 1<sup>st</sup> September 2017, after the publication of this agenda. Consequently the work programme will be published in an additional papers pack.

### 8. Overview and Scrutiny Work Programme (Pages 43 - 46)

# Overview and Scrutiny

Thursday, 7th September, 2017

## **9.** Task Groups, Short Sharp Reviews and Working Groups - Progress Reports (Pages 47 - 50)

- a) Budget Scrutiny Working Group
- b) Civil Contingencies Short Sharp Review – (The Committee is asked to note and approve the appointments that have been made to this group).
- c) Mental Health Services for Young People Task Group
- d) Performance Scrutiny Working Group

## **10.** External Scrutiny Bodies - Update Reports (Councillor Nina Wood-Ford)

- a) West Midlands Combined Authority Overview and Scrutiny Committee
- b) Worcestershire Health Overview and Scrutiny Committee



# Overview and Scrutiny Committee

Tuesday, 4th July, 2017

## MINUTES

### Present:

Councillor Tom Baker-Price (Chair), Councillor Jane Potter (Vice-Chair) and Councillors Natalie Brookes, Michael Chalk, Anita Clayton, Andrew Fry, Pattie Hill and Jennifer Wheeler

### Also Present:

Councillor Pat Witherspoon, Portfolio Holder for Leisure and Tourism (during minute no's 14 to 18)

### Officers:

Jayne Pickering

### Democratic Services Officers:

J Bayley and P Ross

## 14. APOLOGIES AND NAMED SUBSTITUTES

Councillor Baker-Price welcomed Members and explained that he was trying another seating plan.

Apologies for absence were received from Councillors Matthew Dormer, Gay Hopkins, Nina Wood-Ford and Paul Swansborough.

The Committee was advised that Councillors Michael Chalk, Anita Clayton and Natalie Brookes were attending as substitute Members for Councillors Matthew Dormer, Gay Hopkins and Nina Wood-Ford respectively.

## 15. DECLARATIONS OF INTEREST AND OF PARTY WHIP

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

.....  
Chair

# Overview and Scrutiny Committee

Tuesday, 4th July, 2017

---

**16. MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON 1ST JUNE 2017**

**RESOLVED that**

**the minutes of the meeting held on 1st June 2017 be confirmed as a correct record and signed by the Chair.**

**17. HEREFORDSHIRE AND WORCESTERSHIRE SUSTAINABILITY AND TRANSFORMATION PLAN - UPDATE**

Prior to the commencement of this item, the Chair announced that it was anticipated that this item would finish at 7:30pm, as the guest speaker had a prior commitment. The Chair requested that after the presentation he would suggest that any questions from the Committee were taken first, followed by questions from those Members sat in the public gallery.

Members were reminded that a written update on the Herefordshire and Worcestershire Sustainability and Transformation Plan had been made available to all Redditch Borough Councillors.

The Chair then welcomed back Sue Harris from the Worcestershire Health and Care Trust to the meeting.

The Committee received an update presentation (a copy of the presentation slides are attached at Appendix 1) from Ms Harris on the progress of the Herefordshire and Worcestershire Sustainability and Transformation Plan (STP).

Ms Harris reported that the STP refresh documents had now been published and would be distributed to Clinical Commissioning Groups in July 2017.

There had been significant progress since her last presentation to the Overview and Scrutiny Committee in December 2016.

The presentation covered:-

- A reminder of what STPs are trying to do
- Why? To address our Biggest Challenges
- What we will focus on
- A reminder of the journey so far
- Engagement on the STP
- Summary of Engagement Issues
- Five Year Forward View Next Steps update
- The main changes from November

# Overview and Scrutiny Committee

Tuesday, 4th July, 2017

---

- Accountable Care Systems
- Next steps

The footprint for Worcestershire was to work where it made sense, working in Bromsgrove, Redditch and also other specialist districts where needed. The NHS was flat rate income funded and expenditure was increasing. It was hoped that by working together as organisations and patients and communities things could be done better for health and social care in Herefordshire and Worcestershire whilst achieving efficiencies; by supporting people to stay at home longer and using resources to prevent or support illnesses in different ways.

Digital intervention was also being looked into, to enable patients to become increasingly confident in managing their own condition supported by useful and usable technology.

In response to questions from Members, Ms Harris highlighted that a Prevention Board had been established to specifically look at prevention and self care, which was seen as paramount. A number of practical actions would come under the umbrella of the Prevention Board in order to help people make certain lifestyle changes. Prevention and self care would help free up some valuable General Practitioners (GPs) time.

There were some differences and variations across the country between Minor Injuries Units (MIU's) and Accident and Emergency services, such as waiting times, opening hours and the type of service offered. There was a need to make sure that the workforces for both of these services had a good working relationship, so that people were given a clear understanding of what was available for each of these services. The potential for 'scaling up' MIU's with GP practices was being looked at and standardised opening hours for MIU's in Worcestershire. The idea was to co-ordinate and standardise these services across the country, then inform and educate people by explaining each of the services and where best to go.

Members sought clarification as to how the STP was working with private companies who provided support for people with learning disabilities. Ms Harris explained that the learning disability teams had held workshops across Herefordshire and Worcestershire. There was a small number of complex dual diagnosis, patients with learning disabilities and mental ill health, whereby general changes might impact on them. Therefore Equality Impact Assessments would be factored into all services.

# Overview and Scrutiny Committee

---

Tuesday, 4th July, 2017

Nationally communication was still a concern, communication teams were looking at introducing one specific NHS site that people could access for information on health care in their area.

Members were further informed that the delivery plans detailed the four national highest priorities:-

- Urgent Care
- Cancer
- Primary Care
- Mental Health

The creation of neighbourhood teams was happening now. Neighbourhood teams included district nurses, social care workers and GPs all working together as a team.

The priorities for transformation included:-

- Back office and infrastructure.
- Prevention and self care.
- Extended primary and community services.
- Specialist hospital care.

Ms Harris further informed the Committee that the year 2 and 3 plans were being worked through, and that GP practice access 7 days per week was currently being worked on. She was happy to attend a future meeting of the Committee in order to provide further information on the year 2 and 3 plans.

The Committee noted that elected members were community leaders and as such it would be beneficial, once the STP was finalised, to brief elected members in order to utilise their community knowledge to get the right message on the STP to all residents.

Ms Harris welcomed the comment and understood the value of briefing elected members and was comfortable with the suggestion made.

Ms Harris further responded to questions from Members and explained that Wyre Valley and South Warwickshire were now part of the acute care chain.

Some things did not work in Herefordshire and Worcestershire, so conversations were taking place with South Warwickshire, acute



# Overview and Scrutiny Committee

Tuesday, 4th July, 2017

---

care in particular. Ms Harris highlighted again that she was happy to return (in 3 months' time) to provide the Committee with a more detailed 3 year delivery plan.

The Chair gave his sincere thanks to Ms Harris for her presentation and for returning to provide the Committee with an update on the draft STP.

## **RESOLVED that**

**the Democratic Services Officer be tasked to provide a copy of Ms Harris's presentation slides to those elected Members unable to attend the Overview and Scrutiny Committee meeting.**

### **18. LEISURE INTERVENTION WORK AND OPTIONS FOR A LEISURE TRUST - PRE-SCRUTINY (EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE RESOURCES)**

The Executive Director Finance and Corporate Resources presented the Strategic Intervention Update that was undertaken with regard to the purpose of "Provide Good Things to See, Do and Visit". (A copy of the presentation slides are attached at Appendix 2).

The Executive Director Finance and Corporate Resources highlighted that since Members had only received the report and Strategic Intervention Framework 24 hours prior to the meeting, she would go through the proposed next steps in more detail and that the presentation would cover everything contained within the report.

She highlighted to the Committee that leisure services was a small element of 'Things To Do'. During the last 18 months officers had been identifying and delivering ways to reduce the costs of leisure provision to ensure that should an alternative delivery model be approved then the service was at its most efficient.

The Executive Director Finance and Corporate Resources drew Members' attention to page 15 in the report, which looked at the overall system purpose, to help understand and look at the purpose of those leisure facilities, what people's needs were and if they were being met.

Partnership working was also seen as an important link, with regard to health preventative measures, working with relevant partners to provide and improve activities that encouraged people to be active.

# Overview and Scrutiny Committee

---

Tuesday, 4th July, 2017

Members were further informed that officers had identified 3 options for the delivery of leisure and cultural services across the Borough:

- Continued in-house management
- External Delivery via an external leisure management
- Creation of a new leisure trust

There was a need for local authorities to be more commercial whilst still maintaining a social conscience. There was an opportunity for the Council to establish its own company to undertake the operation of the facilities and services. This would be either a Teckal company or other social enterprise model (trust). These both offered the opportunity for the Council to retain greater influence and control. Both models would benefit from VAT and Business rate savings.

Having considered a recent creation of a Teckal arrangement for Newark and Sherwood, officers had identified that the cost of setting up such a model would be approximately £30,000 to £50,000.

The Executive Director Finance and Corporate Resources clarified to the Committee, the membership requirements for a Teckal company and that relevant elected Members would sit on that Board.

The Executive Director Finance and Corporate Resources stated that as the Section 151 (s151) officer, she would advise the Committee that additional work needed to be carried out. In her opinion there was not sufficient information currently, an additional survey should be conducted, to include consulting on a wider scale with residents who did not use / access services.

At this stage in the meeting and with the agreement of the Chair, the Democratic Services Officer reminded Members of the findings and recommendations from the Leisure Services Options Short, Sharp Review Final Report, which had looked at the potential of a leisure trust; and that the recommendations included in the final report had been deferred pending further completion work by officers.

Following on from the information, as detailed in the preamble above, Members were in agreement that a separate meeting should be organised with the Head of Leisure & Cultural Services, the Portfolio Holder and Task Group Members, to revisit (in detail) the

# Overview and Scrutiny Committee

Tuesday, 4th July, 2017

---

original Leisure Services Provision Short Sharp Review Task Group report with regard to a leisure trust.

Further discussion followed on what to include in the additional survey that should be carried out and how to engage and encourage elderly residents and ethnic minority groups to participate in the survey. Members made a number of suggestions which included:-

- Look at how the Sandycroft Centre engages with elderly residents and ethnic minority groups who participated in their activities.
- Liaise with key members from the local mosque.
- Would residents use / like tennis court facilities in the Borough.

## **RESOLVED that**

- 1) the Strategic Intervention Update report and recommendations as detailed in the report, be noted;**
  - 2) the findings from the robust consultation survey with residents, to include those residents who do not currently participate in leisure activities; to be reported back to the Overview and Scrutiny Committee;**
  - 3) the Executive Director Finance and Corporate Resources provide information on how the savings, as highlighted in the presentation, have impacted on the costs;**
  - 4) officers look at how the Sandycroft Centre engages with elderly residents and minority ethnic groups who participated in their activities; and**
  - 5) a separate meeting be arranged, as detailed in the preamble above.**
- 19. TOPIC PROPOSAL FORM - CIVIL PROTECTION AND EMERGENCY CAPABILITY SHORT SHARP REVIEW (COUNCILLOR BAKER-PRICE)**

Proposals were considered for a Short, Sharp Review on the subject of Civil Protection and Emergency Planning Capability, as detailed in the scoping document attached at Appendix 1 to report.

Councillor Baker-Price presented the Civil Protection and Emergency Planning Capability Scrutiny Proposal Form. He

# Overview and Scrutiny Committee

Tuesday, 4th July, 2017

---

informed the Committee that the Grenfell Tower fire in London had drawn public attention nationally on how local authorities planned and protected the public during emergencies.

The civil contingencies act 2004 (The act) required the Council as a category 1 responder to assess, plan and advise the public in the event of emergencies. The act defines an emergency in section 1 of the act which; included a diverse range of events such as disruption to food supplies, the substantial loss of life and homelessness.

Although these types of emergencies were highly unlikely to occur, if they did happen the response of Redditch Borough Council (RBC) would be vital to the protection of life and the public at large.

Members raised several questions and in doing so, sought clarification from the Executive Director Finance and Corporate Resources on emergency planning for the Borough.

The Executive Director Finance and Corporate Resources reassured Members that like all other authorities, Redditch Borough Council had a responsibility to make plans for the protection of the public and the continuity of its services following a major disaster. Redditch Borough Council's Disaster Plan required comprehensive training, testing and maintenance of the Plan. The Corporate Management Team worked on a rota basis as Emergency Planning duty officers. There was also a requirement for senior officers to complete an online emergency plan every two weeks to ensure a structure was in place. During the last five months officers have worked on updating business continuity plans.

Further discussion followed whereby Members questioned as to why a review was necessary if a disaster plan was already in place. Members should not have to rely on a short sharp review to put things right.

Members also commented that Member training was available in order for Members to be able to see what was in place.

Other Members stated that Kensington and Chelsea Borough Council would have had an emergency disaster plan in place. But we should test our systems to see how the Council dealt with unexpected circumstances.

The Executive Director Finance and Corporate Resources asked the Committee if they wanted to consider inviting the Head of

# Overview and Scrutiny Committee

Tuesday, 4th July, 2017

---

Planning and Regeneration, who was the lead officer for emergency planning, to the next meeting of the Committee.

**RESOLVED that**

**the Civil Protection and Emergency Planning Capability, Short Sharp Review be launched.**

**20. WEST MIDLANDS COMBINED AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE (COUNCILLOR WHEELER ON BEHALF OF COUNCILLOR WOOD-FORD)**

The Committee were informed that Councillors Nina Wood-Ford and Jennifer Wheeler were unable to attend the West Midlands Combined Authority Overview and Scrutiny Committee meeting on 4th July 2017, and had submitted their apologies.

At the request of the Chair it was

**RESOLVED that**

**a copy of the West Midlands Combined Authority Overview and Scrutiny Committee agenda for the meeting held on 4th July 2017 be distributed to all Committee Members for information.**

**21. MENTAL HEALTH SERVICES FOR YOUNG PEOPLE TASK GROUP - RECOMMENDATION 4 UPDATE REPORT (DEMOCRATIC SERVICES OFFICER)**

The Democratic Services Officer introduced the report and in doing so drew Members' attention to Appendix 1 to the report.

Appendix 1 was the response from Edward Timpson, former Minister of State for Vulnerable Children and Families. The letter thanked Councillor Hartnett for his letter with regard to Personal, Social, Health and Economic (PSHE) education.

The department has funded the PSHE Association to provide mental health guidance and lesson plans, which supported age-appropriate teaching about mental illnesses, including promoting emotional wellbeing and healthy coping strategies. There was no reference in the letter about making PSHE compulsory in schools.

Councillor Wheeler informed the Committee that the PSHE Bill 2016-17 started its second reading debate in January 2017, but this was adjourned with debate to be resumed in May 2017, however

# Overview and Scrutiny Committee

Tuesday, 4th July, 2017

---

Parliament was dissolved for three months with a General Election being called. Therefore the Bill fell and no further action was taken.

Following further discussion on how best to engage with all schools in the Borough with regards to PSHE Mental Health Awareness the Committee

**RESOLVED that**

- 1) a separate working group meeting be arranged with the original Members of the Mental Health Services for Young People Task Group;
- 2) those Task Group Members compile a short questionnaire in respect of school policies for PSHE and Mental Health Awareness;
- 3) the agreed questionnaire be sent to all schools in the Borough; and
- 4) any responses received to the questionnaire be brought back to a future meeting of the Overview and Scrutiny Committee.

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

The Democratic Services Officer informed the Committee that there were no recommendations for the Committee to note in the Executive Minutes from the meeting held on 6th June 2017.

The Executive Committee Leader's Work Programme was considered by the Committee.

**RESOLVED that**

- 1) the Executive Committee Minutes of 6th June 2017 be noted; and
- 2) the items on the Executive Committee Leader's Work Programme, as agreed during the course of the meeting, be included on the Overview and Scrutiny Committee's Work Programme.

# Overview and Scrutiny Committee

Tuesday, 4th July, 2017

---

## 23. OVERVIEW AND SCRUTINY WORK PROGRAMME

That the items from the Executive Work Programme, as agreed by the Committee, be added to the Overview and Scrutiny Committee Work Programme, namely:-

- Commercialisation and Financial Strategy to be reviewed by the Budget Scrutiny Working Group.
- Service Delivery Options – HRA Gas Maintenance presentation from officers at the Overview and Scrutiny Committee meeting on 7th September 2017.
- Seasonal Garden Waste Collections presentation from the Head of Environment at the Overview and Scrutiny Committee meeting on 7th September 2017.
- Local Discretionary Relief Scheme to be reviewed by the Budget Scrutiny Working Group.
- Fees and Charges to be reviewed by the Budget Scrutiny Working Group with suggestions on any areas that the Overview and Scrutiny Committee should focus on.
- Matchborough and Winyates District Centre Redevelopment Consultation presentation at the Overview and Scrutiny Committee meeting on 24th October 2017.

### **RESOLVED that**

**the Overview and Scrutiny Committee Work Programme be updated to include the items as detailed in the preamble above.**

## 24. WORKING GROUPS - UPDATE REPORTS (COUNCILLORS POTTER AND BAKER-PRICE)

Budget Scrutiny Working Group – Chair: Councillor Jane Potter

Councillor Potter reported that the group had met with officers on 26th June 2017 to discuss what land was available in the town to build houses on and the sale of council houses. The Council needed to respond to the changes faced by growing its housing stock. Members had been made aware that any unused Right To Buy (RTB) retained receipts would have to be returned to central government.

Members were further informed that the Redditch Borough Council Efficiency Plan 2016/2017-2019/2020 had also been looked at.

# Overview and Scrutiny Committee

Tuesday, 4th July, 2017

---

Performance Scrutiny Working Group – Chair: Councillor Tom Baker-Price

Councillor Baker-Price reported that the group had met on 21st June 2017 whereby the following items were identified for scrutiny:-

- Transition of Care Leavers into Housing.
- Abandoned Shopping Trolleys.

**25. TASK GROUPS - PROGRESS REPORTS (COUNCILLORS WOOD-FORD AND POTTER)**

a) Homelessness Short, Sharp Review

The Committee were provided with an update (as detailed at Appendix 3) following the latest meeting of the Homelessness Short Sharp Review Group held on Tuesday 4th July 2017; whereby Members were asked to consider Redditch Borough Council's draft Housing Allocations Policy. The draft policy had been subject to public consultation from 23rd June to 19th July 2017. A number of residents who had responded had given positive feedback on the proposed changes.

In the absence of Councillor Nina Wood-Ford, Councillor Natalie Brookes informed the Committee that the group had met, on three separate occasions, with the Council's Strategic Housing Manager, Private Sector Housing. Members were informed that there were different types of homeless people; which included sofa surfers, those staying in temporary accommodation and hostel accommodation and people living in overcrowded conditions.

Further discussion followed with Members commenting that there were other key factors which contributed to homelessness, which included:-

- The rising cost of privately rented accommodation.
- The short supply of social housing.
- Benefit changes – Universal Credit, whereby claimants had to wait 8 weeks or longer before benefits were paid. This could be detrimental to anyone experiencing financial difficulties or vulnerable claimants.
- Young people leaving care were not always fully prepared for independent living.



# Overview and Scrutiny Committee

Tuesday, 4th July, 2017

---

Councillor Natalie Brookes further informed the Committee that Houses in Multiple Occupation (HMO's) would also be looked into.

Members had been surprised to see how hard the Council was working with people and that a lot of 'face to face' work was being carried out. The Council was helping those who were in desperate need of help. The group was also aware that some people did not want to be housed.

## **RECOMMENDED that**

**the draft Redditch Borough Council Housing Allocations Policy be adopted by the Council.**

b) Staff Survey Joint Scrutiny – Vice-Chair: Councillor Jane Potter

Councillor Potter informed the Committee that the Joint Scrutiny Task Group had agreed the draft Task Group report. She had found it a useful exercise and had enjoyed working jointly with elected Members from Bromsgrove District Council.

## **26. HEALTH OVERVIEW AND SCRUTINY COMMITTEE (COUNCILLOR WOOD-FORD)**

In the absence of Councillor Nina Wood-Ford, the Democratic Services Officer informed the Committee that the next meeting of the HOSC (Worcestershire Health Overview and Scrutiny Committee) was scheduled for 19th July 2017.

The Meeting commenced at 7.00 pm  
and closed at 9.13 pm

This page is intentionally left blank

**Herefordshire & Worcestershire  
Draft Sustainability and  
Transformation Plan**  
22 November 2016  
www.yourconversationhw.nhs.uk

**Appendix 1  
Redditch Overview  
and Scrutiny  
Committee**  
4<sup>th</sup> July 2017

Logos: Worcester Health NHS Trust, Herefordshire Clinical Commissioning Group, Redditch and Bromsgrove Clinical Commissioning Group, South Worcestershire Clinical Commissioning Group, Wye Forest NHS Trust, Wye Valley NHS Trust, Worcester Health and Care NHS Trust, Together NHS Foundation Trust, Taurus Healthcare, Worcestershire County Council, Herefordshire Council.

Five Year Forward View | www.yourconversationhw.nhs.uk | #futureNHS

Your Health & Wellbeing #YourConversation

## Herefordshire and Worcestershire STP

- Big geography, small population
- 785,000 people (smallest in West Midlands)
- Two Health and Wellbeing Boards
- Relatively simple geography

Herefordshire Council  
Herefordshire CCG  
Wye Valley NHS Trust  
2gether NHS Foundation Trust  
Taurus GP Federation

Worcestershire County Council  
Redditch and Bromsgrove CCG  
South Worcestershire CCG  
Wyre Forest CCG  
Worcestershire Acute Hospitals NHS Trust  
Worcestershire Health and Care NHS Trust  
4 Primary Care Collaborations

Your Health & Wellbeing #YourConversation

## A reminder of what STPs are trying to do

Health and Well Being



**Improve health outcomes** across our whole population, including addressing health inequalities.

Care and Quality



**Improve Care and Quality by:**

- Addressing areas where there is unwarranted variation
- Ensuring access to the safest care possible
- Improving experience of care
- Securing performance improvements from providers in the delivery of care

Finance and Efficiency



**Deliver Financial Sustainability:**

- **Better value** in how resources are utilised and deployed
- **Optimise performance** across the whole system

*Working across a larger footprint than the individual counties when, by working together, we can do something that we would not be able to do when working alone.*



Your Health & Wellbeing  
#YourConversation

## Why?....To address our Biggest Challenges

Highest risk areas for key NHS Constitutional standards	
<b>Urgent Care</b>	<ul style="list-style-type: none"> <li>• 4 hour A&amp;E standards across all sites</li> <li>• Poor patient flow resulting in 12 Hour Trolley breaches (WAHT)</li> <li>• Stroke TIA (WVT)</li> <li>• Ambulance Handovers</li> </ul>
<b>Planned Care</b>	<ul style="list-style-type: none"> <li>• Referral to treatment 18 week (WVT &amp; WAHT)</li> <li>• Cancer 62 day wait</li> <li>• Cancer all 2 week wait referrals</li> <li>• Cancer 2 week wait – Breast Symptomatic</li> <li>• Cancelled operations (WAHT)</li> </ul>
<b>Mental Health</b>	<ul style="list-style-type: none"> <li>• Dementia Diagnosis</li> <li>• IAPT Access (improved access to psychological therapies)</li> <li>• IAPT Recovery</li> </ul>

Unhealthy lifestyles		
% of the population who:		
	Here'd	Worcs
Are obese or overweight	65.2%	66.6%
Drink too much	27%	27%
Smoke	14%	17%
Are physically inactive	22%	25%

Areas of concern regarding poor outcomes for children and young people across both counties	
Older ..... Younger	• Neonatal mortality and still births
	• Low birth weight
	• Breastfeeding rates
	• School readiness
	• School age obesity
	• Under 18 alcohol admissions
• Teenage conception rate	

Mortality variation between different social groups		
Difference between less deprived and more deprived areas		
Herefordshire	4.9 yrs	
Worcestershire	7.8 yrs	

Gap between life expectancy & healthy life expectancy		
	Men	Women
Herefordshire	7.8 yrs	9.4 yrs
Worcestershire	7.1 yrs	9.1 yrs

£252.6m  
Combined NHS Gap

£346.6m

£84.0m  
Combined LA Gap

Herefordshire and Worcestershire Financial Gap to 2020/21 to meet projected future demand if services continue to be delivered in the same way as they are now.




Your Health & Wellbeing  
#YourConversation

## What we will focus on

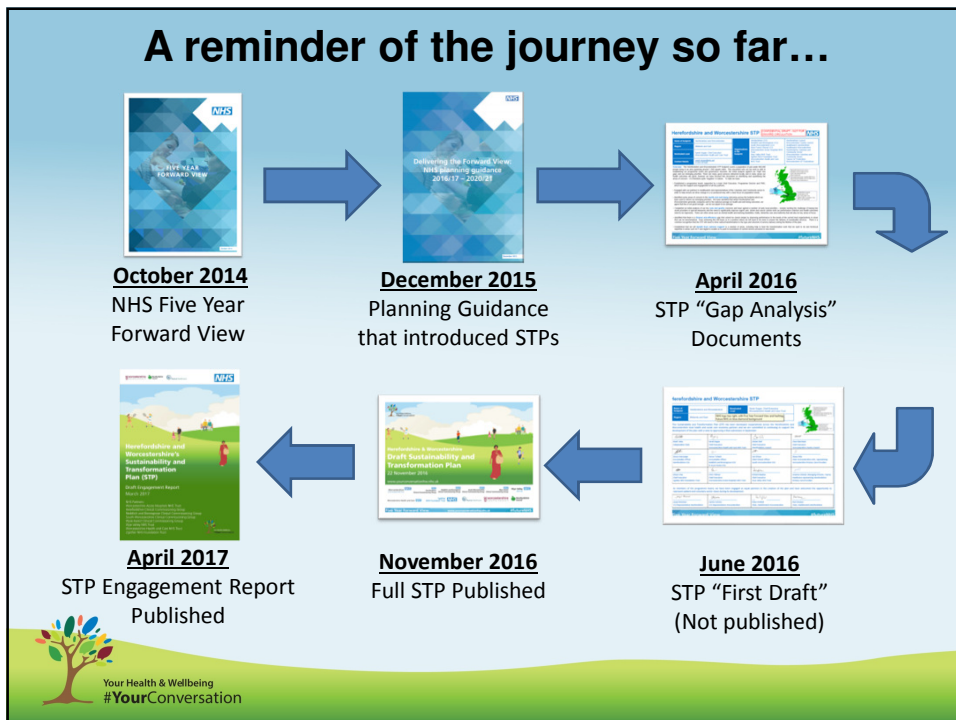
**Our priorities for transformation**

Transformation Priorities	Delivery Programmes	Enablers
<p><b>1. Maximise clinical, service experience and unnecessary variation and improve</b></p>	<p>Back office and infrastructure Commissioning footprint review Joint working and shared service</p>	<p style="background-color: #008000; color: white; padding: 10px; border-radius: 10px;">Enabling change and transformation Workforce Digital VCS Patient engagement</p>
<p><b>2. Reshape our environment which supports care is the norm and staff include</b></p>	<p>Prevention and self care Embed in everything we do and every contact we have</p>	
<p><b>3. Develop an model, by invest which integrates and mental health care to reduce beds through en</b></p>	<p>Extended primary and community services General practice sustainability Redesigned community and MH services built around practices.</p>	
<p><b>4. Establish development collaborations footprint to im elective care, m health and learn</b></p>	<p>Specialist hospital care Reshape specialist care, particularly MH/LD, urgent care, maternity and elective</p>	

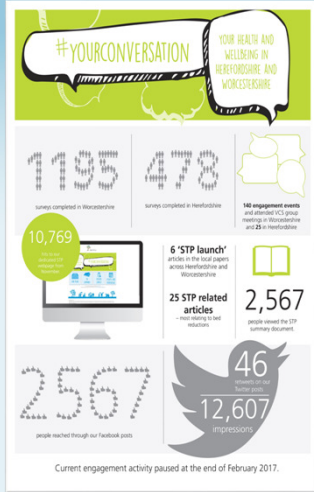
Five Year Forward View      [www.yourconversationh.nhs.uk](http://www.yourconversationh.nhs.uk)      [#futureNHS](https://twitter.com/futureNHS)



Your Health & Wellbeing  
#YourConversation



## Engagement on the STP



- We engaged from start of the process (February 2016).
- Formal engagement process ran from 22<sup>nd</sup> November to 28<sup>th</sup> February.
- Staff engagement started 14th February until end of April (372 responses).
- 165 events including Voluntary and Community Sector, forums, mobile road shows, statutory sector.
- Herefordshire Healthwatch led on engagement in Herefordshire.
- Parallel to Future of Acute Hospital Services consultation in Worcestershire.



## Summary of Engagement Issues

***Overall support for the direction of travel but some areas which require further consideration and discussion:***

- Transport and travel
- Community beds
- Carers
- The detail of the plan
- A and E alternatives
- Technology
- Staff engagement
- Prevention and self care



## Five Year Forward View Next Steps update

- Published in March 2017 to clarify what happens next.
- Confirmed that STPs continue to be seen as the route to improvements in the delivery of health care.
- Specified the four highest priorities:
  - **Urgent Care**
  - **Primary Care**
  - **Cancer**
  - **Mental Health**
- Called for the development of “credible” delivery plans for the four areas.
- STPs to become ST ‘Partnerships’ – as a step towards ‘Accountable Care’ systems.



## The main changes from November



**Added:**  
Public Engagement Section



**Updated:**  
Urgent Care Section



**Updated**  
Mental Health Section



**Revisited**  
Prevention and Well Being



## Accountable Care Systems

- “An evolved version of an STP that is working as a locally integrated health system”
- “Systems in which NHS organisations (commissioners and providers) chose to take on clear collective responsibility for resources and population health”
- Commit to make fast improvements in the key deliverables in FYFVNS
- Manage funding for their defined population
- Commit to shared performance goals
- Create a collective decision making structure
- Operate with other providers on a horizontal basis and with local GP practices on a vertical basis

Ref: 5YFV Next Steps



## Next steps

- More staff engagement
- Continued dialogue with voluntary and community sector colleagues, especially around improving support for carers
- Targeted discussions with young people and under represented groups
- More detailed work around travel and transport challenges and alternatives
- Greater understanding of technology options and how these could be used
- Topic specific engagement and consultations





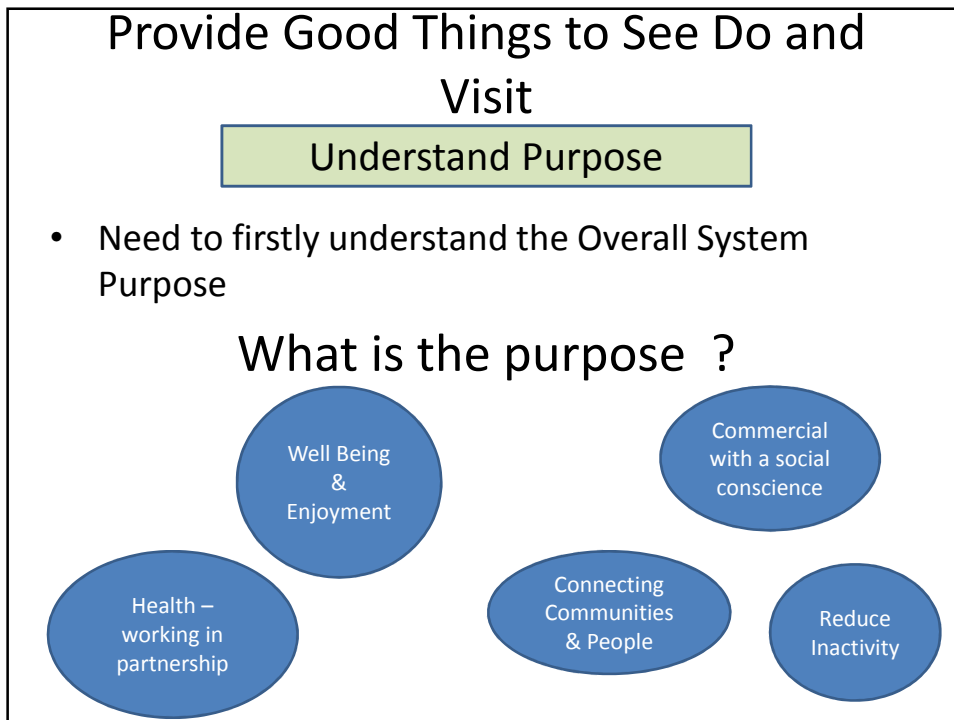
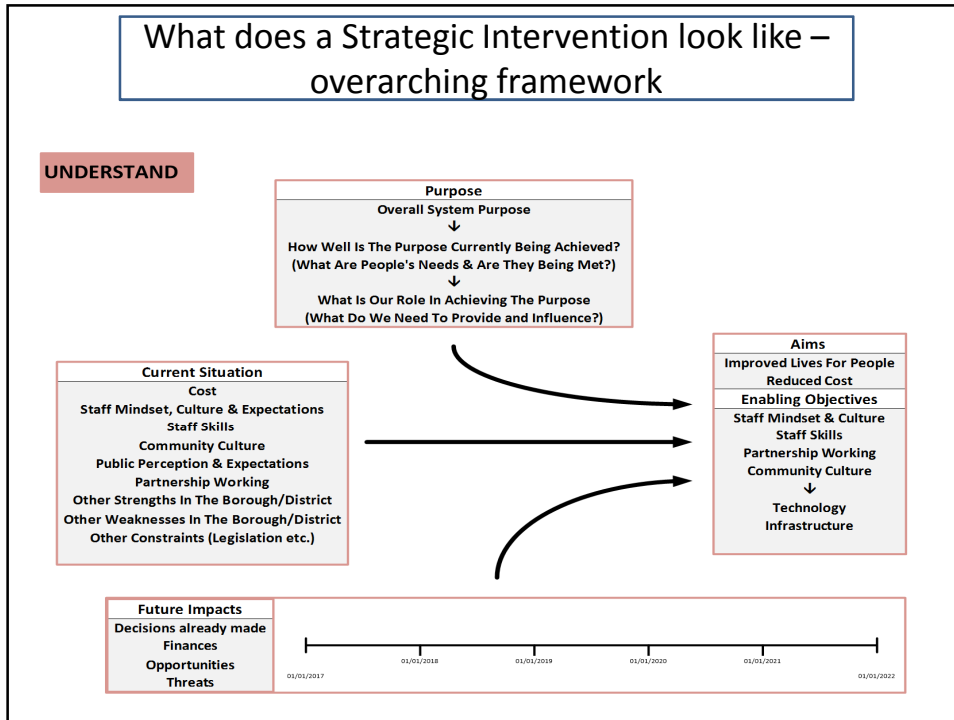
## **APPENDIX 2**

Provide Good Things to See Do and  
Visit

# **Strategic Intervention**

Provide Good Things to See Do and  
Visit  
Council Plan

- Create flourishing town and district centres
- Provide well maintained community parks and green spaces
- Support the provision of leisure opportunities to participate and develop for the whole Borough
- Provide a culturally diverse programme of events and arts activities



Understand Purpose :

What are we responsible for providing ?

What do we need to influence ?

What are peoples needs and are they being met by us / anyone else?

- Limited surveys undertaken – targeted at current members to establish demand
  - Undertaken short surveys with members ( limited data set)
    - 26.23% of members use gym & Classes
    - 11.5% use swimming
    - 20% use all facilities
    - 63% of members use facilities between 5-8pm
    - Members would not look to use facility at 6am
  - Have info re current members but not those non members/ non users
  - Have not established why residents do not use the facilities/ what would make them
  - Very limited knowledge of resident needs & wants

Understand Purpose :

What are peoples needs and are they being met by us / anyone else?

- Established what else goes on in Redditch provided by others - does this meet our purpose & peoples needs. Top 5:
  - 29 football clubs
  - 7 Gymnastics Clubs
  - 6 Dance Clubs
  - 5 Cricket
  - 4 Angling, Fitness & Table tennis
- Wide range of activities undertaken
- No data as to the numbers / reason for joining
- Do we know what partners contribute ?

Understand Purpose:  
New Initiatives following identification of need?

- Sports development provision in special schools to deliver bespoke disability sessions
- Holiday camps to ensure residents have appropriate, low cost safe environments for their children during the school holidays
- Support to Couch to 5k initiative. 1800 people now take part in this event and there are regular park run activities in the Borough parks and open spaces.
- Increased number of health interventions and programmes at a lower/ subsidised cost to residents
- Learning on line supporting adults with one to one employment skills with a 84% success rate for local unemployed adults engaging with the scheme
- Learning on line worked with partners to develop a leaning strategy to support residents in the search for skills and employment
- Diversory activities – Police and Sports Partnership in areas of high ASB

Understand Current situation :  
Cost / impact of work on efficiency and income generation

Set up 3 workstreams

- Income
  - Fees and Charges
  - Commercial approach
  - Concessionary scheme
- Efficiency
  - Review contracts
  - Review operating practices
- Assets
  - Undertake review of assets held
  - Assess best use of resource

Understand Current situation :  
Cost / impact of work on efficiency and income generation  
INCOME

**Palace Theatre – overall reduction of deficit £200k to £250k**

- On Line booking has significantly increased the share of income received with a 65% increase in on line sales
- Focused marketing and marketing officer in place to promote the events to the widest audience
- New bar system has enabled orders to be transferred between tills so users can sell and serve faster and improving income. In addition a more diverse range of products is on sale. Secondary spend last financial year hit over £115k the highest ever with an increase of £9k on the previous year's surplus
- The theatre has been promoted to filming companies with this being a increasing market for hiring over the last year
- By growing the business to the current levels it increases demand from event managers and therefore additional fee can be claimed from the events and the team are able to negotiate better financial deals for the Council.
- Promotion of the small gallery for local artists to sell their work. Minimal income generated at present by well regarded by those who use it.

Understand Current situation :  
Cost / impact of work on efficiency and income generation  
INCOME

- Refit of “ the room upstairs” - Improvement of the space and better seating for performances has enabled growth in the smaller touring market and increase community access by offering the space at a very reasonable rate to attract new audiences and different shows.

**Abbey Stadium**

- Changing gym membership to a 12 month contract. This was introduced in April 17 as part of the new fees and charges as agreed by members. The business case for this evidences that this will increase the average life of membership thus improving retention and income received per gym member.
- The recent review of swimming lessons has allowed officers to provide additional swimming lessons to cope with the demand from the waiting list. Also from October a number of clubs/ schools will be programmed into the pool as officers have been able to share the space more efficiently with existing clubs using the facility. As a whole the programme allows a balance for all community groups to be able to access the facilities'.
- The £85k investment in gym equipment has improved the fitness membership. The new investment into new state of the art equipment will reduce the number of complaints received as some of the equipment was dated, needed repair and was in some cases out of use for long periods.

Understand Current situation :  
 Cost / impact of work on efficiency and income generation  
 INCOME

- The £300k investment into 3 new dance studios has significantly introduced the overall health and fitness offer and is already helping to attract new members and retaining existing. Since the studios have opened the membership has grown from 2148 members to 2478. The attrition rate (how many members we lose each month) is down to 3.2% , before the studios were built we were at 4.5%. Secondly retention ( how long members have stay for) has grown from an average stay of 13.4 months to 19.7 months. The additional capacity created has already meant more members and non members are able to access the classes they want at a time that suits them. This will improve the overall satisfaction with services.
- Virtual cycling :This will aid with retention and attrition rates as customers will be able to get onto a class anytime of day without booking. Also if an instructor fails to turn up customers can access the Virtual so a class does not have to be cancelled.
- Admission control has improved the admission control at the venue reducing the possibility of non members using the health and fitness facilities' on an unauthorised basis.

Understand Current situation :  
 Cost / impact of work on efficiency and income generation  
 INCOME

**Other services**

- Commercial activities in the parks are now chargeable, with a lower rate for charitable organisations
- Opening of the driving range at Pitcheroak golf course
- There has been a £19k reduction in the Council subsidy for Sports Development activities
- Increase in sales at Forge Mill Museum shop of £4k
- There has been an increase of £20k to £154k for the community centres due to increased marketing and promotion of the facilities.

Understand Current situation :  
 Cost / impact of work on efficiency and income generation  
 EFFICIENCIES

**Palace Theatre**

- Closing the box office when demand is low and enabling the team to focus on marketing and promotion when less resource needed at the box office due to on line bookings
- Investment of £26k into upgrading one major element of the stage lighting, taking down 30,000 watts of old equipment and replacing with 2000 watts which produce 16 million colours of light at the touch of a button and no lamps to change saving around £1k pa together with savings in staff time not having to change colours in lights. The manager also re designed the system to be more efficient and accessible and savings realised in electricity.

Understand Current situation :  
 Cost / impact of work on efficiency and income generation  
 EFFICIENCIES

**Abbey Stadium**

- The £100k investment into LED lighting will reduce the spend on utilities by over £28k pa.
- Electric car charging facility - the introduction of this helps to improve the environmental offer provided at the site which has the potential to attract new users to Abbey Stadium
- Solar panels on the stadium - This investment has yielded £4.5k in additional income.
- New phone system installed so customers can be called back rather than waiting for long periods in the queue. It also offers a number of message options signposting customers to the web site for simple enquiries and stating where they are in the queue. Also the system provides management reports which have allowed the management to identify demand coming into the site down to a half hourly basis. This has been used in the recent service review which has helped to determine the overall hours that need to be deployed on reception to satisfy demand presenting itself.

Understand Aims of Purpose:  
Improved lives for people  
Link to Sports and Activity Strategy

Aim to targeting inactive communities in Redditch

- Encourage family participation
- Develop grassroots sessions
- Create social networks and opportunities
- Target local communities
- Free park events
- Work with partners
- Subsidise activities
- Support vulnerable / low income families to become active
- Enable Cycle routes
- Support Disability Training opportunities

Understand Aims of Purpose:  
Increase Income

**Commercialism Sessions:**

Increase capacity at the Palace theatre

Generating income through sales of private fitness programmes & gym equipment

Sports Development team to work with schools ( at a cost)

Open air cinema in parks

Forge Mill as event venue

Managing use of Gym membership cards

Increase usage of community centres – identify what they could be used for & undertake appropriate marketing



## Understand Current situation :

### What is missing?

- How well is the current delivery meeting purpose
- Why do non users not use the services
- What other leisure services do residents use
- What do residents think about what is provided
- What can external providers offer the Council in the delivery and achievement of the strategic purpose

### Next Steps

- Present update to O&S & Executive
- Develop Surveys for the community
- Target areas of non use
- Commission detailed options appraisal
- Soft Market Testing with suppliers
- Review potential to retain VAT on Palace income
- Business case to support commercial ideas eg Palace Theatre/ On line booking at Abbey
- Report back to Members with detailed appraisal and results of full survey and need in November

This page is intentionally left blank

**APPENDIX 3**  
**Homelessness Short Sharp Review**  
**Housing Allocations Policy**

The Homelessness Short Sharp Review considered Redditch Borough Council's draft Housing Allocations Policy during their latest meeting, held on the morning of Tuesday 4<sup>th</sup> July 2017. The Council's Head of Housing and Housing Options Manager provided a detailed explanation about the changes that had been proposed to the policy, both in writing and verbally, during the meeting. The group welcomed the new draft of the policy and concluded unanimously that it should be approved for the following reasons:

- The new draft policy is updated so as to reflect the Council's approach to delivering services in line with the local authority's strategic purposes.
- The proposed changes have been identified following a trial of these new working practices within the Locality Teams and Housing Options. The approach has therefore been tested and demonstrated to work well, particularly in relation to building community cohesion within Locality areas.
- The new draft of the policy clarifies the housing bands within the Choice Based Lettings system. This should help to address some confusion that could occur in the past under the old policy, particularly amongst residents who were uncertain about the differences between the different bands.
- Under these changes applicants in the Gold Band will also only receive one offer of suitable accommodation, whereas in the past they could receive up to two offers which could elongate the process and make it more difficult to plan housing placements for everyone on the waiting list.
- Clarification is also provided in respect of the points system which informs Choice Based Lettings, to the benefit of the public and interested residents.
- The draft document incorporates 'Direct Matching' into Council policy. This involves officers meeting with the individual to identify their housing needs and placing them in appropriate housing within the community. The increasing involvement of the Locality teams within local communities ensures that they are familiar with local residents in particular locations and can help to assess whether new residents could suitably be placed in accommodation within those areas. Officers have analysed the data which shows that housing allocations involving direct marketing result in a much lower rate of residents refusing the property they have been offered, with an 80 per cent reduction in refusals having been recorded since this approach was introduced.
- The draft policy has been the subject of public consultation, from 23<sup>rd</sup> June to 19<sup>th</sup> July 2017. Members were advised that a number of residents have submitted comments for the consideration of the Council during this time and much of this feedback has been positive about the proposed changes. Members have been assured that the feedback provided during this consultation period will be taken into account by officers.

For these reasons the group

**RECOMMENDED that**

**the draft Redditch Borough Council Housing Allocations Policy should be adopted by the Council.**

This page is intentionally left blank



## Executive

### Committee

Tuesday, 11 July 2017

## MINUTES

#### Present:

Councillor Bill Hartnett (Chair), Councillor Greg Chance (Vice-Chair) and Councillors Joe Baker (during Minute No.'s 20 to 34), Debbie Chance, Brandon Clayton, John Fisher, Mark Shurmer and Pat Witherspoon

#### Also Present:

Councillor Michael Chalk (observing)

#### Officers:

Ruth Bamford, Matthew Bough, Clare Flanagan, John Godwin, Sue Hanley, Jayne Pickering, Amanda Singleton, Liz Tompkin and Chris Wells

#### Democratic Services Officer:

Debbie Parker-Jones

### 18. APOLOGIES

An apology for absence was received from Councillor Juliet Brunner.

### 19. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 20. LEADER'S ANNOUNCEMENTS

Former Borough Councillor and Mayor Jack Cookson

Councillor Hartnett spoke of the sad death at the weekend of former Borough Councillor and Mayor Jack Cookson, following a short illness. The Leader paid tribute to Mr Cookson who was described as "a real character and man of the people" and who would be sadly missed by everyone who had known him. Councillors passed on their condolences to Mr Cookson's wife Sandra and sons John-Paul and Adam, whom Councillor Hartnett had unsuccessfully tried to contact since hearing the news. A minute's silence was held and

.....  
Chair

# Executive Committee

Tuesday, 11 July 2017

---

the Town Hall flag was being lowered to half mast as a sign of respect to Mr Cookson.

## Additional Papers

Two sets of Additional Papers had been circulated in advance of the meeting, which comprised:

- a minute extract from the meeting of the Overview and Scrutiny (O&S) Committee held on 4th July 2017 in relation to the Council Housing Allocations Policy 2017 (following a referral from a meeting of the Homelessness Short, Sharp Review group also held on 4th July) – which was to be considered at Agenda Item 9; and
- the confidential minutes of the meeting of the Shared Services Board held on 6th July 2017 in relation to the Shared Planning Policy and Conservation Service Business Case – which were to be considered at Agenda Item 17.

It was also noted that the 4th July O&S Committee had not put forward any alternative recommendations in relation to the Strategic Intervention Update report at Agenda Item 7, and had resolved to note this.

## Work Programme

The following reports which were due to be considered, or possibly considered, at the meeting had been deferred to a later date:

- Service Delivery Options – HRA Gas Maintenance;
- Whistleblowing Policy;
- Financial Regulations and Contract Procedure Rules; and
- Reddicard Review.

The Planning Fees report had been removed from the Executive Work Programme as Officers were currently awaiting confirmation from the Government as to possible new legislation in this regard.

## **21. MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE HELD ON 6TH JUNE 2017**

### **RESOLVED that**

**the minutes of the meeting of the Executive Committee held on 6th June 2017 be agreed as a correct record and signed by the Chair.**

**22. SATURDAY MORNING OPENING ARRANGEMENTS**

Members considered a report which sought approval for the Town Hall to cease opening on the first Saturday morning of each month, for cashiering and basic enquiries, following a reduction in the weekly Saturday morning opening hours in September 2016.

It was noted that since reducing the opening hours there had been a gradual reduction in customers coming into the Town Hall on the first Saturday of each month. The busiest Saturday of the year – 1st April 2017 – had also seen a 33% reduction in customer numbers compared with 2nd April 2016. Whilst complete closure on Saturday mornings would not result in any further saving to the Customer Services budget, the move would help to ensure that the Council could maintain appropriate staff resources during the week, when demand was substantially higher.

Although one Member expressed concern at the proposal, both Members and Officers confirmed that no adverse comments had been received from the public in this regard. Data which had been gathered by Officers also showed that there had been a decrease overall in cash and card payments and an increase in internet and automated payment line payments, with no barriers, other than personal preference, having been identified for people moving to alternative payment methods.

**RESOLVED that**

**the Town Hall cease to open on Saturday mornings for cashiering and basic enquiries with effect from September 2017.**

**23. WRITE OFFS APRIL 2016 TO MARCH 2017**

The Committee received a report on the write off of unrecoverable debts for the 2016/17 financial year.

Members noted the bad debts provision detailed in the report. Whilst £597k of unrecoverable debt had been written off during 2016/17, compared with £452k in 2015/16, the value of write off remained well within existing bad debts provisions. The Challenges presented by the introduction of a new finance system had meant there was no write off of sundry debts during 2015/16. However, once it had been possible to review the accounts Officers had established where write off was appropriate, meaning there had been a higher value of sundry debts written off during 2016/17. Members noted that the value of Aged Debt in the Sundry Debts system as at 31st March 2017 was £562,025, compared with a total debt recovered of over £10.3m.

In relation to the levels of bad debts provisions detailed in paragraph 3.1 of the report, Officers advised that the levels were set in conjunction with the Council's External Auditors and were based on established Aged Debt profiles. As such, it was not easy to compare the Council's write off data with other local authorities. Officers stated, however, that wherever possible they always looked to recover debts, with write offs being a last resort. Officers added that it would not be possible to claim back Housing Benefits Overpayments once Universal Credit had been rolled out, which would result in increased write offs in this area in the future.

**RESOLVED that**

**the report be noted.**

**24. STRATEGIC INTERVENTION UPDATE**

Members received a report which updated them on the Strategic Intervention work that had been undertaken within Cultural and Leisure Services in relation to the Council's 'Provide good things for me to see, do and visit' strategic purpose, and which set out proposals for the next steps with this. As detailed under Leader's Announcements, it was noted that the Overview and Scrutiny (O&S) Committee had, on 4th July, received a detailed presentation from Officers on this work and the report before Members. Following consideration of this O&S had opted to note the contents of the report and presentation, and had not forwarded any alternative recommendations for the Executive Committee's consideration.

Officers presented the report and highlighted the three options detailed for delivery of Leisure and Cultural Services across the Borough, namely:

- Continued In-House Management and Delivery;
- Creation of In-House Trust/Company (a 'Teckal'); or
- Outsourcing to the Market.

Whilst Officers had carried out a large amount of work over the preceding 18 months in identifying and delivering ways to reduce costs of the leisure provision, further work was needed prior to any final decisions being made by Members. Officers advised that one of the key gaps in information related to what the public wanted and needed facilities-wise, and what would work best for the local community. Further work was to be undertaken in relation to the Palace Theatre and the Council's Reddicard/concessions policy, with partnership working also needing to be looked into. It was proposed that a final options report be presented to the Executive



# Executive Committee

Tuesday, 11 July 2017

---

Committee on 31st October 2017, which would also identify any funding shortfalls and options for meeting any financial gaps.

Members were pleased to note that all options detailed in the report would be fully explored prior to any final decisions being made, with the future viability of any options being of paramount importance. It was also noted that the funding which had previously been set aside by the Council to facilitate this work would cover any costs involved with this.

Following consideration of the update report it was

**RESOLVED that Officers:**

- 1) **undertake survey work with residents to understand why members of the community do not use the Council's facilities and identify services that would encourage more use;**
- 2) **undertake a feasibility study of the Palace Theatre to establish the cost benefit of altering the venue to provide more seating and improved access to the Box Office, this to include the benefits of retaining VAT on the cultural income;**
- 3) **undertake a review of the Council's Reddicard/concessions policy to ensure this best meets the needs of the vulnerable members of the community;**
- 4) **undertake soft market testing with external providers to understand future provision with reference to community activities and influence;**
- 5) **provide a detailed external feasibility study of the options available for both in-house company and external market appraisal; and**
- 6) **present an options report back to the Executive Committee on 31st October 2017 to include a comprehensive appraisal on each of the three options; maintain in-house provision, establish an in-house delivery model or outsource to an external company.**

**25. REDDITCH SPORTS AND PHYSICAL ACTIVITY STRATEGY 2017/2022**

The Committee were presented with the draft Sports and Physical Activity Strategy 2017/2022 ('the Strategy').

Members noted that the Strategy was influenced by two of the Council's strategic purposes, namely: 'Provide good things for me to see, do and visit' and 'Help me to live my life independently'.

The Strategy would provide a high level strategic vision for the provision of sport and physical activity in Redditch over the next 5 years, and would be used as a tool by both the Council and external organisations to identify physical activity, health and wellbeing priorities for the town and decreasing health inequalities. This would, in turn: provide for a more cohesive approach in gaining desired outcomes for Redditch; promote partnership working; and help reduce duplication of work and the sharing of joint resources.

Members supported the Strategy and in doing so noted the various physical activities which were currently being carried out by other organisations within the town.

**RESOLVED that**

**the Redditch Sports and Physical Activity Strategy 2017/2022 be approved.**

**26. COUNCIL HOUSING ALLOCATIONS POLICY 2017**

Members were asked to consider an updated version of the Council Housing Allocations Policy ('the Policy'), which had been updated to include legislative changes and new methods of working in relation to the allocation of social housing since the 2009 Policy was last updated in 2012. Members also considered the minute extract of the meeting of the Overview and Scrutiny Committee held on 4th July 2017, which included a recommendation from the Homelessness Short, Sharp Review group supporting adoption of the Policy.

Officers explained the changes to the Policy and advised that the trial introduction of the 'direct matching' of properties to applicants approach had resulted in a decrease of 80% in the number of first offers of properties which were refused. This success had come about as a result of collaborative working by the Locality and Housing Options Teams, which had led to a clearer understanding of housing needs and preferences.

Officers advised that the Policy was currently out to consultation, with the deadline for responses being 19th July. Two responses had been received to date, with details of all responses received to be presented to Members at Council on 24th July.

**RECOMMENDED that**

**subject to consultation responses, the revised Housing Allocations Policy 2017 be adopted.**

**27. ANTI-FRAUD AND CORRUPTION POLICY**

The Committee was presented with an updated Anti-Fraud and Corruption Policy ('the Policy').

Officers highlighted the importance of the Policy, which provided a robust framework to ensure processes were in place to identify and prevent fraud and corruption across the Council to protect public safety and public money. Officers confirmed that the Policy had not been updated for 4 years and that the Policy before Members would be biennial, covering the period 2017/2019, which would be confirmed in the Policy.

A Member queried what changes had been included in the updated Policy. Officers advised that they understood these to be mainly legislative changes, which they undertook to check and advise Members on outside of the meeting.

**RECOMMENDED that**

**the Anti-Fraud and Corruption Policy be approved.**

**28. MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON 1ST JUNE 2017**

The Committee received the minutes of the meeting of the Overview and Scrutiny Committee held on 1st June 2017.

It was noted that there were no recommendations to consider.

**RESOLVED that**

**the minutes of the meeting of the Overview and Scrutiny Committee held on 1st June 2017 be received and noted.**

**29. MINUTES / REFERRALS - TO RECEIVE AND CONSIDER ANY OUTSTANDING MINUTES OR REFERRALS FROM THE OVERVIEW AND SCRUTINY COMMITTEE, EXECUTIVE PANELS ETC.**

Minute Extract of 4th July 2017 Overview and Scrutiny Committee

A minute extract and recommendation arising from the meeting of the Overview and Scrutiny Committee held on 4th July 2017

# Executive Committee

Tuesday, 11 July 2017

---

(circulated as Additional Papers 1) were considered along with Agenda Item 9 – Council Housing Allocations Policy 2017 (Minute No.26 refers).

**30. CORPORATE PARENTING BOARD - VERBAL UPDATE FROM PORTFOLIO HOLDER FOR COMMUNITY SAFETY AND REGULATORY SERVICES (IF APPLICABLE)**

Councillor Baker advised that the Corporate Parenting Board had noted that Redditch Borough Council was the only council which had retained its housing stock, and that registered social landlords needed to understand the housing requirements for young people.

**RESOLVED that**

**the update be noted.**

**31. ADVISORY PANELS - UPDATE REPORT**

Members noted the report and that the meeting of the Member Support Steering Group which had been scheduled to take place the previous evening had been cancelled at short notice owing to lack of Member availability. Councillor Fisher advised that he would be liaising with the Democratic Services Team on a new date for the meeting as soon as possible.

**RESOLVED that**

**the report/position be noted.**

**32. EXCLUSION OF THE PUBLIC**

**RESOLVED that**

**under S.100 I of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matters on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 4 of Part 1 of Schedule 12 (A) of the said Act, as amended:**

- (i) Item 16 – Minutes of the meeting of the Shared Services Board held on 6th July 2017 (private meeting – relating to Item 17); and**
- (ii) Item 17 – Shared Planning Policy and Conservation Service Business Case.**

# Executive Committee

Tuesday, 11 July 2017

---

**33. CONFIDENTIAL MINUTES / REFERRALS - MINUTES OF THE MEETING OF THE SHARED SERVICES BOARD HELD ON 6TH JULY 2017**

The Committee received the confidential minutes of the meeting of the Shared Services Board held on 6th July 2017. These were considered under confidential Agenda Item 17; Shared Planning Policy and Conservation Service Business Case.

**34. SHARED PLANNING POLICY AND CONSERVATION SERVICE BUSINESS CASE**

The Committee received a confidential report on the Business Case for a proposed shared Planning Policy Service, which included in-house conservation advice between Redditch Borough Council and Bromsgrove District Council. Members also considered the confidential minutes of the meeting of the Shared Services Board held on 6th July 2017, which included a minor proposed amendment to the recommendation detailed in the report.

Officers provided an overview of the principles behind the Business Case and proposed structure, which followed implementation of the new Development Management Shared Service on 1st July. Officers went on to explain the staffing implications of the proposed structure and changes to the current conservation function within both Councils.

Members supported the proposed Business Case and the recommendation amendment proposed by the Shared Services Board.

**RECOMMENDED that**

- 1) the Shared Service Business Case for Planning Policy, including Conservation advice, attached at Appendix 1 to the report, be approved;**
- 2) the new Planning Policy Service be charged to both Councils on the percentage share as defined by the 2016/17 budget allocations:**
  - a) Bromsgrove 60%;**
  - b) Redditch 40%;**  
**(with 2)a) and 2)b) to be reviewed in 12 months' time after the introduction of the shared service); and**
  - c) the financial split for the Conservation element be 75% Bromsgrove District Council and 25% Redditch Borough Council, to reflect the greater number of listed building and conservation areas within the**

**Executive  
Committee**

Tuesday, 11 July 2017

---

**administrative area of Bromsgrove District Council;  
and**

- 3) the Service be hosted by Bromsgrove District Council due to the larger geographical area, complexity of planning issues and the higher number of Listed Buildings and Conservation Areas.**

The Meeting commenced at 7.00 pm  
and closed at 8.45 pm

.....  
Chair

# Overview & Scrutiny

Committee

7<sup>th</sup> September 2017

## WORK PROGRAMME

(Report of the Chief Executive)

Date of Meeting	Subject Matter	Officer(s) Responsible for report
<b>ALL MEETINGS</b>	<b>REGULAR ITEMS</b>	<b>(CHIEF EXECUTIVE)</b>
	Minutes of previous meeting  Consideration of the Executive Committee Work Programme  Call-ins (if any)  Pre-scrutiny (if any)  Task Groups / Short, Sharp Review Groups – feedback  Working Groups - feedback  Committee Work Programme	Chief Executive  Chief Executive  Chief Executive  Chief Executive  Chair of Task Group / Short, Sharp Review  Chair of Working Group  Chief Executive
	<b>REGULAR ITEMS</b>  Update on the work of the Crime and Disorder Scrutiny Panel.  Tracker Report  Updates on the work of the Worcestershire Health Overview and Scrutiny Committee  Annual Monitoring Report – Redditch Sustainable Community Strategy	Chair of the Crime and Disorder Scrutiny Panel  Relevant Lead Head(s) of Service  Redditch Borough Council representative on the Health Overview and Scrutiny Committee  Relevant Lead Head(s) of Service

# Overview & Scrutiny

Committee

7<sup>th</sup> September 2017

OTHER ITEMS - DATE FIXED		
7 <sup>th</sup> September 2017	Homelessness Short, Sharp Review – Interim Report	Councillor Wood-Ford
7 <sup>th</sup> September 2017	Seasonal Garden Waste Collection Service – Pre-Scrutiny	Relevant Lead Head(s) of Service
10 <sup>th</sup> October	Leisure and Cultural Services Options review – Pre-Scrutiny Presentation	Relevant Lead Director
10 <sup>th</sup> October	Leisure Services Provision Short Sharp Review – Reconsidering the Group's Final Report	Councillor Potter
26 <sup>th</sup> October 2017	Fees and Charges 2018/19 – Pre-Scrutiny	Relevant Lead Director
26 <sup>th</sup> October 2017	Housing Benefits Presentation	Relevant Lead Head(s) of Service
26 <sup>th</sup> October 2017	Medium Term Financial Plan – Update Report	Relevant Lead Director
26 <sup>th</sup> October 2017	One Public Estate Exercise – Pre-Scrutiny	Relevant Lead Director
26 <sup>th</sup> October 2017	Staff Survey Joint Scrutiny Task Group – Final Report	Councillor Potter



# Overview & Scrutiny

Committee

7<sup>th</sup> September 2017

<b>7<sup>th</sup> December 2017</b>	Economic Development Strategy - Presentation	Relevant Lead Director
<b>7<sup>th</sup> December 2017</b>	Matchborough and Winyates District Centre Redevelopment Consultation – Pre-Scrutiny	Relevant Lead Head(s) of Service
<b>7<sup>th</sup> December 2017</b>	Medium Term Financial Plan – Update Report	Relevant Lead Director
<b>7<sup>th</sup> December 2017</b>	Service Delivery Options – HRA Gas Maintenance – Pre-Scrutiny	Relevant Lead Head(s) of Service
<b>11<sup>th</sup> January 2018</b>	Herefordshire and Worcestershire Sustainability and Transformation Plan – Update Report	
<b>11<sup>th</sup> January 2018</b>	HRA Initial Budget 2018/19 – 2020/21 – Pre-Scrutiny	Relevant Lead Director
<b>11<sup>th</sup> January 2018</b>	Medium Term Financial Plan – Update Report	Relevant Lead Director
<b>11<sup>th</sup> January 2018</b>	Place Partnership Presentation	Relevant Lead Director
<b>13<sup>th</sup> February 2018</b>	Medium Term Financial Plan 2018/19 – 2021/22 – Scrutiny of budget proposals	Relevant Lead Director
<b>22<sup>nd</sup> March 2018</b>	Overview and Scrutiny Annual Report 2017/18	

# Overview & Scrutiny

Committee

7<sup>th</sup> September 2017

---

<b>OTHER ITEMS - DATE NOT FIXED</b>		
	Tackling Obesity Task Group - Feedback	Councillor Potter

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY  
COMMITTEE**7<sup>th</sup> September 2017**PERFORMANCE SCRUTINY WORKING GROUP – HOUSING OPTIONS  
ACCOMMODATING AN AFTER CARE SOCIAL WORKER**

Relevant Portfolio Holder	Councillor Mark Shurmer, Portfolio Holder for Housing
Portfolio Holder Consulted	No.
Relevant Director	Deputy Chief Executive
Ward(s) Affected	All wards.

**1. SUMMARY OF PROPOSALS**

- 1.1 This report provides background information in relation to a proposal from the Performance Scrutiny Working Group for the Council to offer space in the Housing Options team's offices in Redditch Town Hall as a work base for an After Care Social Worker.
- 1.2 Members of the group have asked for it to be noted that they feel very strongly in favour of this proposal being approved.

**2. RECOMMENDATIONS**

**The Committee is asked to RECOMMEND that an After Care Social Worker should be provided with a base to work in the Housing Options team's office at Redditch Town Hall in order to work with care leavers in Redditch.**

**3. KEY ISSUES****Background**

- 3.1 During a meeting of the Performance Scrutiny Working Group on 17<sup>th</sup> July 2017 Members interviewed relevant Officers about the Council's arrangements for housing care leavers in the Borough.
- 3.2 From the date when a young person in care turns 16 plans start to be made by Social Services in respect of that individual's transition from care to independent living. Care leavers should be allocated a Personal Advisor, or After Care Social Worker, whose job is to support the care leavers and to ensure that they can claim everything they are entitled to.
- 3.3 In Worcestershire the Personal Advisor provide support in relation to the following areas:
- practical life and independence skills

**OVERVIEW AND SCRUTINY  
COMMITTEE**7<sup>th</sup> September 2017

---

- education, training or employment
  - accommodation
  - health and development
  - money and finances
  - support needed
  - advice with negotiating solutions or signposting on to other agencies.
- 3.4 The Personal Advisor should stay in contact with the care leaver and provide ongoing support until the young person turns 21, or until their 25<sup>th</sup> birthday if they are in full-time education.
- 3.5 In Worcestershire the County Council's Social Services department refers young people to the Borough Council's Housing Options team for accommodation.
- 3.6 The Performance Scrutiny Working Group has been advised that at the moment all After Care Social Workers are based in Worcester. To ensure that young people leaving care in Redditch have easy access to their Personal Advisor the group has discussed the possibility of at least one After Care Social Worker operating from a base at Redditch Town Hall.
- 3.7 Members have been advised that there would be sufficient space available within the Housing Options Team's offices in Redditch Town Hall to accommodate an After Care Social Worker. This would provide that Officer with immediate access to staff who could provide assistance in respect of housing young care leavers.

**Financial Implications**

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

**Legal Implications**

- 3.9 Young people aged 18 to 21 who have spent at least one night in care when they were 16 or 17 are automatically classified as being in priority need for housing when they turn 18. This is reflected in the Council's Housing Allocations Policy.

**Service / Operational Implications**

- 3.10 Worcestershire County Council staff have in the past worked from the Town Hall for other services, such as Public Health. Given the vulnerability of young care leavers and their need for support during a transition period after leaving care the group is proposing that it would be appropriate to arrange for at least one After Care Social Worker to also be based at the Town Hall.

**OVERVIEW AND SCRUTINY  
COMMITTEE**7<sup>th</sup> September 2017

---

**Customer / Equalities and Diversity Implications**

- 3.11 Young people leaving care are often particularly vulnerable. The potential for young people to access an After Care Support Worker in Redditch, rather than at a distance in Worcester, is therefore considered by the group to represent good practice from an .

**4. RISK MANAGEMENT**

No specific risks have been identified for the Council.

**5. BACKGROUND**

Housing Allocations Policy (approved by Council 24<sup>th</sup> July 2017)

'Care Leavers and Pathway Plans', information provided on Worcestershire County Council's website at <https://ylyc.worcestershire.gov.uk/care-and-support/care-leavers/care-leavers-and-pathway-plans/>

'Help and Housing for Care Leavers', information provided on Shelter's website at [https://england.shelter.org.uk/housing\\_advice/housing\\_for\\_young\\_people/help\\_and\\_housing\\_for\\_care\\_leavers](https://england.shelter.org.uk/housing_advice/housing_for_young_people/help_and_housing_for_care_leavers)

**AUTHOR OF REPORT**

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

This page is intentionally left blank