



# Overview and Scrutiny Committee

Thu 7 Dec  
2017  
7.00 pm

Committee Room Two  
Town Hall  
Redditch

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# Overview and Scrutiny Committee

Thursday, 7th December, 2017

7.00 pm

Committee Room 2 Town Hall

## Agenda

### Membership:

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

### 1. Apologies and named substitutes

### 2. 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.

### 3. Minutes (Pages 1 - 30)

### 4. Economic Development - Presentation (Head of North Worcestershire Economic Development and Regeneration)

### 5. Medium Term Financial Plan 2018/19 to 2021/22 - Update for Pre-Scrutiny (Report to Follow - Financial Services Manager)

### 6. Fees and Charges 2018/19 - Pre-Scrutiny (To Follow - Financial Services Manager)

### 7. Executive Committee Minutes and Scrutiny of the Executive Committee's Work Programme - Selecting Items for Scrutiny (Pages 31 - 64)

The latest edition of the Executive Committee Leader's Work Programme will be published on 1<sup>st</sup> December 2017 after this agenda has been published. A copy of the work programme will therefore be circulated in an additional papers pack.

### 8. Overview and Scrutiny Work Programme (Pages 65 - 68)

### 9. Task Groups, Short Sharp Reviews and Working Groups - Update Reports

- Budget Scrutiny Working Group – Chair, Councillor Jane Potter
- Civil Contingencies Short Sharp Review – Chair, Councillor Gareth Prosser
- Performance Scrutiny Working Group – Chair, Councillor Matthew Dormer

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

- a) West Midlands Overview and Scrutiny Committee; and
- b) Worcestershire Health Overview and Scrutiny Committee (HOSC)



# Overview and Scrutiny Committee

Thursday, 26th October, 2017

## MINUTES

### Present:

Councillor Jane Potter (Chair), Councillor Gay Hopkins (Vice-Chair) and Councillors Roger Bennett, Natalie Brookes, Andrew Fry, Paul Swansborough, David Thain, Jennifer Wheeler and Nina Wood-Ford

### Also Present:

Councillor Pat Witherspoon (Portfolio Holder for Leisure and Tourism)  
Chris Malkin and Stephen Morton (V4)

### Officers:

Sue Hanley, Jayne Pickering and David Riley

### Democratic Services Officers:

Jess Bayley and Amanda Scarce

### 37. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were received from Councillors Matthew Dormer, Pattie Hill and Gareth Prosser with Councillors David Thain, Natalie Brookes and Roger Bennett present as substitutes respectively.

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

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

### 39. MINUTES

#### RESOLVED that

the minutes of the meeting of the Overview and Scrutiny Committee held on 7<sup>th</sup> September 2017 be approved as a correct record and signed by the Chair.

.....  
Chair

# Overview and Scrutiny Committee

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## 40. LOCAL DISCRETIONARY RELIEF SCHEME - PRE-SCRUTINY (REVENUE SERVICES MANAGER)

The Financial Support Manager introduced the report and in so doing explained to Members that the last revaluation had taken place in April 2010 and that the 2017 revaluation resulted in a number of businesses at a national level facing large increases to their liability. The Government had therefore provided local authorities with funding in order that they might design their own local schemes to support rate payers facing any such increases.

The scheme had been designed to ensure that the costs of relief remained within the allocated funding whilst maximising support for those eligible. The exact criteria was detailed within the report and included the ratepayer occupying fewer than four hereditaments within England, occupying the premises for ordinary commercial business and not using the premises for an excluded purpose. The expected costs were also detailed within the report.

Following presentation of the report Members raised a number of points which were discussed in more detail:

- Whether from the modelling there were sufficient funds available to cover the costs of the relief. The Financial Support Manager confirmed that the scheme had been designed to maximise support.
- The types of excluded premises.
- Air B&B premises and any future inclusion. The Financial Support Manager explained that bed and breakfast premises were rateable when accommodation for six or more people was provided.

Following further discussion the Committee

### **RECOMMENDED that**

- 1) **the criteria for allocation of Discretionary Revaluation support as appended to the report at appendix 1 are adopted; and**
- 2) **the Executive Director of Finance is provided with delegated authority, after consultation with the relevant Portfolio Holder and leader of the opposition, to adjust the percentage relief awarded in years 2018/19 and onwards in order to ensure that the maximum level of support is**

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provided to businesses and that the Government funding meets the overall costs of the relief.

## 41. STAFF SURVEY JOINT SCRUTINY TASK GROUP - FINAL REPORT (COUNCILLOR JANE POTTER)

The Chair, as Vice Chair of the Staff Survey Joint Task Group, delivered a short presentation which covered the following areas:

- Background information – it was highlighted that this had been the first piece of joint working between the scrutiny functions of both Bromsgrove and Redditch.
- The staff survey had been an area of concern, particularly at Bromsgrove over a number of years, and it was noted that little progress appeared to have been made since the first survey was carried out in 2013.
- The recommendations had focused in particular on the importance of staff being aware of Members' concerns and desire to ensure that staff were being listened to and actions were being put in place to address the concerns which had been raised. It was also important for staff to understand that Members would monitor those actions.
- The group had acknowledged the importance of joint working and that the Performance Scrutiny Working Group (in Redditch) and Measures Dashboard Working Group (in Bromsgrove) would work together to ensure that performance management processes and performance targets were considered jointly.
- A number of observations and conclusions had been reached including the need to ensure that 1-2-1s and team meetings took place regularly and that communication and the aims of a team were clear at all levels.
- The need to ensure that the corporate dashboard was fit for purpose and accessible, particularly to Members – it was noted that improvements had been made and that Members were able to access the dashboard more readily.
- It was questioned whether the strategic purposes continued to be relevant, particularly as each Council had very different demographics, and whether these should be realigned to each Council.

Following the presentation, it was

**RESOLVED that**

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- 1) a Member of the Overview and Scrutiny function be appointed to the role of Leader Councillor for Supporting Staff;
- 2) a quarterly update on the Programme Board's Action Plan be received by the Overview and Scrutiny Committee; and
- 3) the Performance Scrutiny (RBC) and Measures Dashboard (BDS) Working Groups' terms of reference be updated to include an area covering performance management processes, performance targets and objective setting across both authorities.

## **RECOMMENDED that**

**the Lead Councillor for Supporting Staff and the relevant Portfolio Holder from each Council assist in the formulation of all future staff surveys and attend staff briefings.**

Following further discussion it was agreed that the appointment of a Lead Councillor for Supporting Staff would be deferred until the next meeting in order for Members to consider whether they would like to put their names forward for this role. Members were asked to contact the Senior Democratic Services Officer and the Chair of the Committee if they wished to be considered for this role.

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

The Committee considered the minutes from the Executive Committee meeting held on 12<sup>th</sup> September 2017.

Officers provided an update on a number of amendments to the Work Programme which had been recently published. Following a brief discussion it was agreed that no further items would be added to the Committee's own work programme for pre-scrutiny.

## **43. OVERVIEW AND SCRUTINY WORK PROGRAMME**

The Deputy Chief Executive took the opportunity to discuss with Members a workshop which had been planned in conjunction with the Chair in respect of the Strategic Housing Intervention for the strategic purpose 'help me find somewhere to live in my locality'. The aim of the workshop would be to cover a range of issues, in order to look at how Members could be involved in the intervention and the priorities which need to be addressed. It was important to ensure that all groups affected were involved in the process.

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The session would be held on 14<sup>th</sup> November 2017 at 6.30 pm and the Committee agreed that all Members should be invited. It was confirmed that, prior to the meeting an agenda and information pack would be provided. The Chair encouraged all Members to attend.

#### 44. **SCRUTINY TASK GROUPS, SHORT SHARP REVIEWS AND WORKING GROUPS - UPDATE REPORTS**

##### Budget Scrutiny Working Group

Councillor Potter, as Chair of the Working Group, confirmed that at the previous meeting the group had discussed the work of the Contracts Working Group with the Head of Legal and Democratic Services, which had covered how contracts were organised and handled. The group's next meeting would look at quarterly budgets for all areas.

##### Civil Contingencies Review

In the absence of Councillor Prosser, the Chair of this Review, officers gave a brief update advising that a number of meetings had been held at which information in respect of the Emergency Plan and Rest Centres had been considered. Arrangements to meet with a number of representatives from key responders had been arranged including representatives from Worcestershire Acute Hospitals Trust (WAHT) and Worcestershire County Council.

##### Mental Health Services for Young People

Councillor Wood-Ford, as the Chair of this group, advised that despite contacting all schools in the area with a survey in respect of Personal, Social, Health and Economic PSHE services unfortunately no schools had responded. Therefore Councillor Wood-Ford proposed that no further action should be taken on this matter.

##### Performance Scrutiny Working Group

In the absence of Councillor Dormer, Chair of the Working Group, officers provided an update and advised that a different approach had been adopted since September and the group were looking at each strategic purpose and the measures which underpinned them in turn. This had led to a number of questions and concerns being raised and where appropriate additional information was being requested from officers, either in writing or through attendance at meetings.

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## 45. EXTERNAL SCRUTINY BODIES (COUNCILLOR WOOD-FORD)

### a) West Midlands Combined Authority Overview and Scrutiny Committee

Councillor Wood-Ford confirmed that there had not been a meeting of this Committee since her last update.

### b) Worcestershire Health Overview and Scrutiny Committee (HOSC)

Councillor Wood-Ford informed Members that at the HOSC's most recent meeting the new Chief Executive and Commissioning Manager had attended and responded to questions from Members. She had raised the issue of the number of nursing vacancies being at 10%. It was believed that this was the figure which was given when all vacancies were filled. The Chief Executive and Commissioning Manager had offered to provide additional information. Councillor Wood-Ford had commented that if all vacancies were now filled then consideration should be given to returning the maternity function back to the Alexandra Hospital.

## 46. EXCLUSION OF THE PRESS AND 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 3 of Part 1 of Schedule 12 (A) of the said Act, as amended:**

**Minute 47 – Future Leisure Service Provision.**

## 47. FUTURE LEISURE SERVICE PROVISION (COUNCILLOR POTTER AND THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE RESOURCES)

The Chair welcomed Mr Steve Morton and Mr Chris Malkin from V4 who gave a presentation in respect of Management Options for Leisure and Cultural Services. She explained that the majority of the presentation would be in public session, but for commercial reasons the final three slides would need to be considered in private session.

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Mr Morton thanked Members for being given the opportunity to present V4's findings and advised that the presentation was an overview of the full report which Members could find within their agenda packs. The presentation (attached at appendix 1) covered a number of key areas including:

- Background information in respect of V4 and the experience of the company in this field, which included successfully facilitating the establishment of 23 new operating models across the UK for local authorities.
- A client base which included the public sector – Councils, the NHS and social enterprises, together with private sector clients.
- Details of the specific requirements of the Council, which were typical of those of any local authority, with the key drivers being “more people more active” and efficiency savings whilst ensuring staff protection.
- The response rate to the consultation which had been carried out by the Council, which showed the high level of interest among local residents.
- The scope of work that V4 had worked to – this included which model would best meet the needs of the Council, what was possible within the new procurement regulations, the potential financial savings of each model and the best fit to make it work for the future.
- How future arrangements could meet the Council's strategic purpose 'provide good things for me to see, do and visit', which brought with it competing and complementary issues. It was highlighted that it was the Council's decision as to how that balance would be achieved.
- Options available – this was broken down into two categories, Council controlled and Outsourced. Details were provided in respect of each option.
- The criteria and weightings which had been applied to each option as part of the work that had been carried out.
- By applying those weightings the option which was best suited to the needs of the Council based on the information V4 had been provided with was a Local Authority Trading Company (LATC).
- An LATC would satisfy the bulk of the needs of the Council. The other 3 options were of a similar score, with the LATC being 15% higher than these.

[During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to exclude the press and public during the debate on the

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grounds that information would be revealed which relates to the financial and business affairs of the local authority].

**48. CRIME AND DISORDER SCRUTINY PANEL - CHAIR'S UPDATE  
(COUNCILLOR MATTHEW DORMER)**

In the absence of the Chair of the Crime and Disorder Scrutiny Panel officers advised that the Minutes of the most recent meeting of the Panel had been attached for information. If there were any areas which Members required further information on it was suggested that they contact the Chair, Councillor Matthew Dormer or the Senior Democratic Services Officer.

The Meeting commenced at 7.00 pm  
and closed at 8.45 pm



# Management Options for Leisure and Culture

Appendix 1



# Introductions



 <p>Delivered successful projects for over <b>120 clients</b> across the UK – including public sector (councils, NHS, social enterprises) and private sector</p>	 <p>c.<b>£19m</b> annual savings via new operating models facilitated</p>	 <p>Typical payback on our fees within <b>6 weeks</b> of new contract starting</p>	 <p>Our work covers all models and is <b>tailored</b> to meet our client's key drivers</p>	<p><b>100%</b> of procurements completed <b>without legal challenge</b></p>
<p>Successfully facilitated the establishment of <b>23 new operating models</b> across the UK</p> 	<p>Our work resulted in the <b>first ever licence granted</b> to a council to trade legal services from the Solicitors Regulation Authority</p> 	<p><b>Finalists</b> in CIPS 2014 and Go Excellence in Public Procurement Awards 2016 for outcomes of outsourcing projects</p> 	<p><b>New operating models</b> developed for variety of services</p> 	<p><b>Great references and case studies</b> – just ask and we'll share</p> 

# Desired requirements



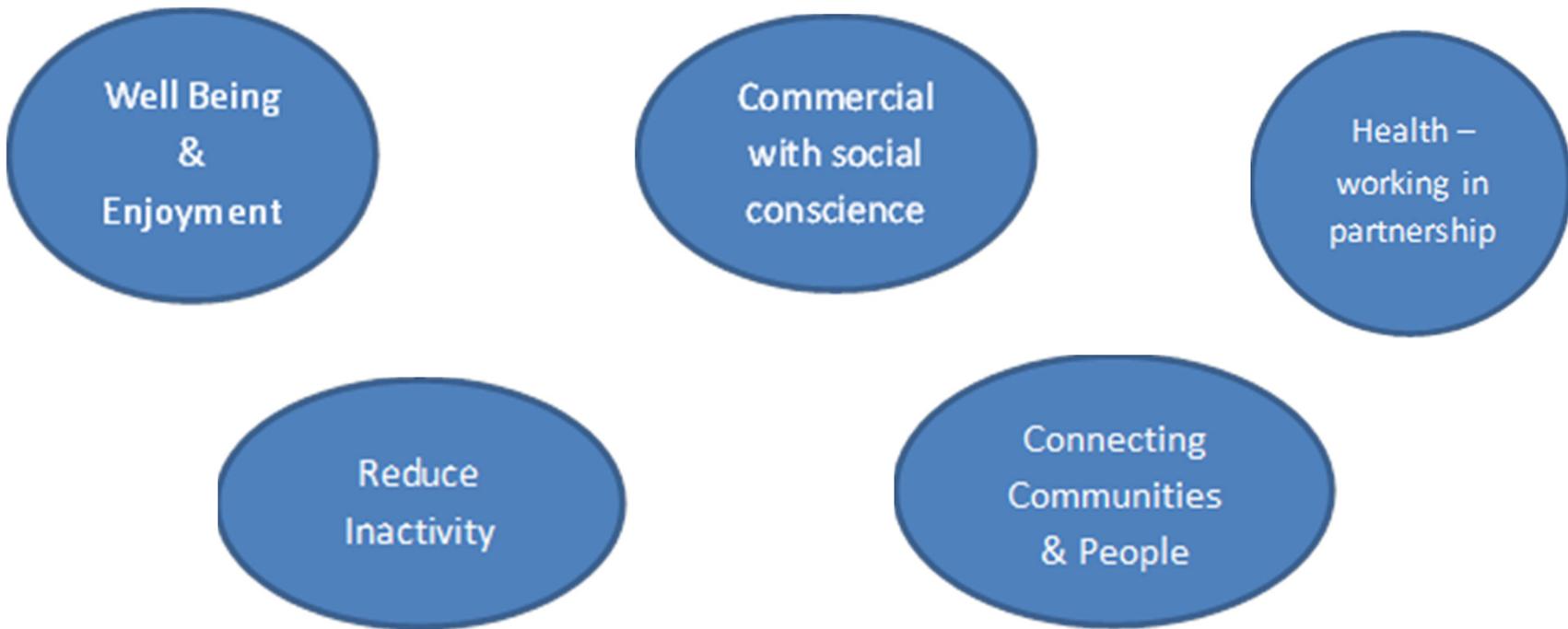
- Council retain ownership of all land and buildings
- Ability to get more people, more active, more often – for the same investment or less
- Can achieve (or exceed) the requirement to deliver a £440k saving in the financial year 2018/19, and savings in subsequent years which meet the requirements of the MTFS
- Council retains influence over strategy, pricing and programming
- Governance designed to encourage performance improvement and innovation
- Staff protections in place (pensions and T&C's)
- Facilities and services within scope have synergies and benefit from being together under single management body

# Our brief – the scope of work



- Which model will be best able to deliver our required strategic purposes ?
- Which model will be fit for the future – and aligned to the needs of new funding partners (including health commissioners) ?
- What is possible within the new procurement regulations (2015)?
- What are the timescales for delivery?
- What are the estimated financial savings from each model?
- What is the scope to improve existing services?
- What is the potential for elements of the services capable of commercial exploitation – including catering and retail and business units.
- How can investment for assets be secured?
- How do we demonstrate that we have reflect the views of the (c.1700) respondents to the community survey.

# Provide Good Things for me to See, do and Visit



# Management options available?



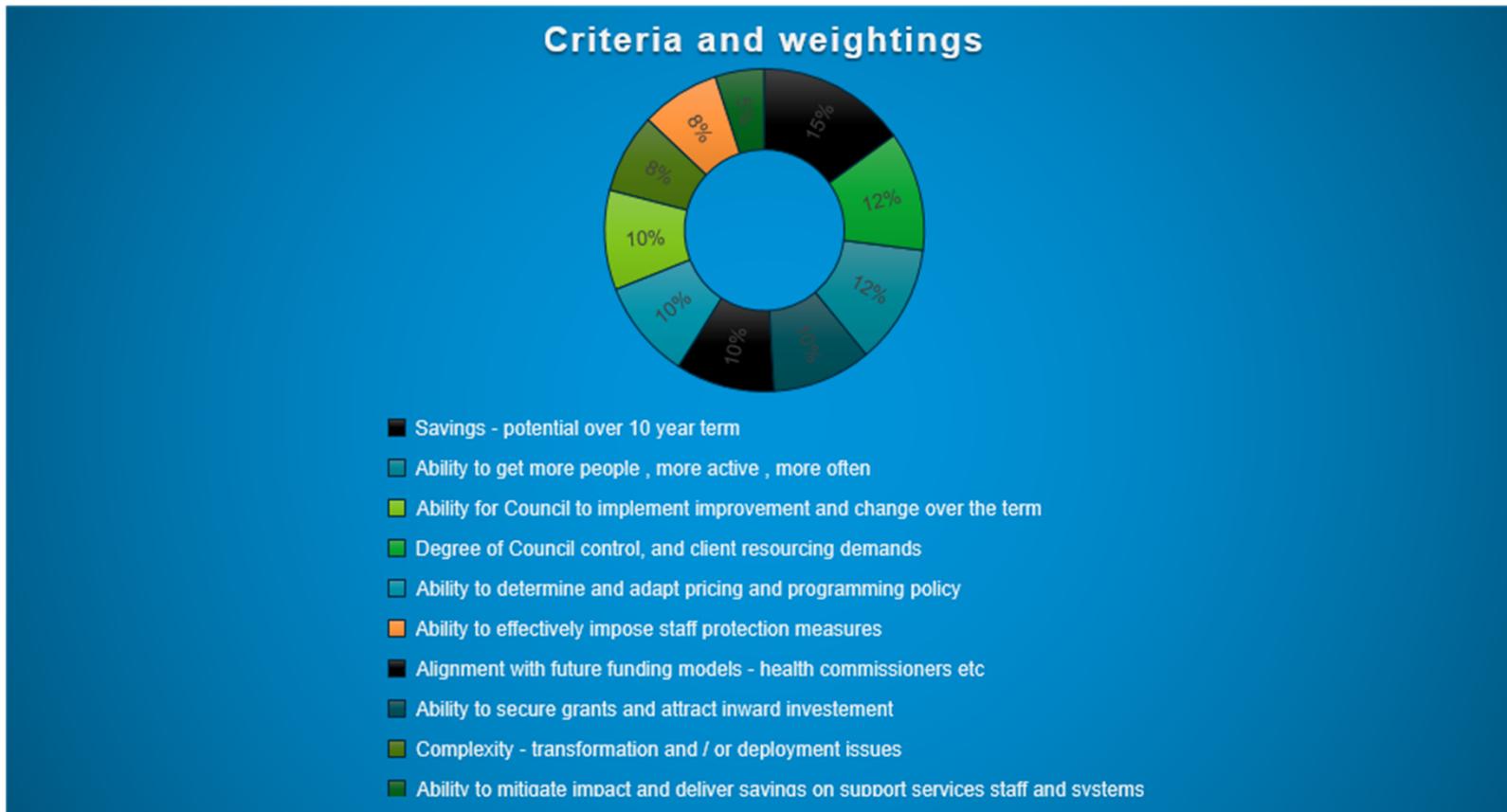
## Council controlled

- In House – Status Quo
- In House – Transformed
- Local Authority Trading Company

## Outsourced

- Trust /Charity
- Not for profit company / hybrid
- “Private sector”

# Summary of Weightings



# Summary of Options



<b>REDDITCH BOROUGH COUNCIL</b>	
<b>Option Name</b>	<b>Total Score</b>
<b>In-House Services Transformation</b>	<b>66.40%</b>
<b>Local Authority Trading Company (LATC)</b>	<b>82.40%</b>
<b>Locally Established Charitable Trust / Mutual</b>	<b>67.20%</b>
<b>Outsource to a Specialist Operator</b>	<b>69.40%</b>

# Questions – matters arising



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of the Local Government Act 1972.

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of the Local Government Act 1972.

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## Executive Committee

Tuesday, 31 October 2017

### MINUTES

#### Present:

Councillor Bill Hartnett (Chair), Councillor Greg Chance (Vice-Chair) and Councillors Joe Baker, Juliet Brunner, Debbie Chance, Brandon Clayton, John Fisher and Pat Witherspoon

#### Also Present:

Councillors Michael Chalk, Matthew Dormer, Jane Potter, Antonia Pulsford, Nina Wood-Ford and S Laird (V4)

#### Officers:

Kevin Dicks, Clare Flanagan, Sue Hanley, Jayne Pickering, Deb Poole, Guy Revans and David Riley

#### Democratic Services Officer:

Jess Bayley

#### 51. APOLOGIES

There were no apologies for absence.

#### 52. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 53. LEADER'S ANNOUNCEMENTS

The Leader explained that, due to the size of the agenda and the likely length of the meeting, he was tabling his announcements in writing.

Members were asked to note that, due to the attendance of representatives from an external organisation, Minute Item No. 70 would be considered early on the agenda.

#### 54. MINUTES

**RESOLVED that**

.....  
Chair

**the minutes of the meeting of the Executive Committee held on Tuesday 12<sup>th</sup> September 2017 be approved as a correct record and signed by the Chair.**

**55. HOMELESSNESS SHORT SHARP REVIEW - FINAL REPORT**

The Chair of the Homelessness Short, Sharp Review, Councillor Nina Wood-Ford, presented the group's final report. In doing so she highlighted the evidence that had been gathered from a range of sources during the course of the review and the conclusions that had been reached by the group in respect of homelessness in the Borough. Reference was also made to the minutes of the Overview and Scrutiny Committee meeting from 7<sup>th</sup> September when the report had been considered and Members had endorsed all of the recommendations.

Following presentation of the report Members welcomed the group's findings. The position of rough sleepers in the Borough was briefly debated. Councillor Wood-Ford explained that the group had been advised that all of the rough sleepers had either been offered accommodation or already had access to accommodation but were choosing to remain where they were. The group had found that there was a particular difficulty for single men aged over 40 with substance abuse problems securing appropriate accommodation. These people often struggled to access accommodation because generally housing providers required them to address their problems with substance abuse before they could move into a property. Housing First could help to address this by providing people in this situation with accommodation and addressing their needs once they had moved into the property.

**RESOLVED that**

- 1) Redditch Borough Council should take part in any opportunity to deliver Housing First in properties in the Borough. This should include applying to participate in any Housing First pilot schemes operated by the West Midlands Combined Authority;**
- 2) the Leader of the Council should write to the Secretary of State for Work and Pensions, the Rt. Hon. David Gauke MP, urging him to end the freeze on Local Housing Allowance (LHA) rates; and**
- 3) the Council's Communications and Arts and Events teams should notify the CAB of any forthcoming events in Redditch which they could attend to promote their services and heighten awareness of their services in the Borough.**

**56. STAFF SURVEY JOINT SCRUTINY TASK GROUP - FINAL REPORT**

The Vice Chair of the Staff Survey Joint Scrutiny Task Group, Councillor Jane Potter, presented the group's final report. The review had been established at the request of Bromsgrove Members following consideration of the staff survey results on a number of occasions. The group had investigated the low response rates to the latest survey, circulated in 2016, and had been encouraged by the action that was being taken by Officers to address this. Issues had been identified by the group, particularly in respect of the use of measures by the Council instead of targets for performance management purposes and the need for the dashboard to be regularly updated.

Following presentation of the report Members discussed the group's proposals. Concerns were raised about the group's focus on targets; the Council had adopted a systems' thinking approach to managing performance and limitations with target setting had been identified in recent years. Concerns were also raised about the proposal for the Lead Scrutiny Member and the relevant Portfolio Holder to attend staff briefings as it was suggested that this might be considered intimidating by some employees. Confirmation was provided that the trade unions had not been consulted as part of the review and Members expressed reservations about whether it would be appropriate to proceed with any of the actions proposed in the group's report without this taking place.

Reference was made to the extract from the minutes of the Overview and Scrutiny Committee meeting held on 26<sup>th</sup> October and it was confirmed that all of the group's recommendations had been endorsed. Clarification was provided that the lead scrutiny member would act like the lead member for Risk on the Audit, Governance and Standards Committee and would not have the more official responsibilities available to a Portfolio Holder or a Member Champion. The Overview and Scrutiny Committee had also had the power to determine that the Committee should receive a quarterly update on the Programme Board's Action Plan and that the Performance Scrutiny Working Group's terms of reference should be updated to take into account performance management processes. This would not change the overall arrangements for performance management at the Council. Following further debate the Committee.

**RESOLVED that**

**Recommendation (b) from the Staff Survey Joint Scrutiny Task Group be rejected for the reasons detailed in the preamble above.**

**57. PERFORMANCE SCRUTINY WORKING GROUP - OVERVIEW AND SCRUTINY RECOMMENDATION**

The Chair of the Performance Scrutiny Working Group, Councillor Matthew Dormer, presented a report setting out a proposal for an After Care Social Worker to be provided with a base to work at Redditch Town Hall. He explained that the group had interviewed representatives of Redditch Borough Council's Housing Department about arrangements for housing care leavers in July 2017. The group had felt that this was an appropriate subject for scrutiny in light of recent developments in respect of Children's Social Care Services. Members had learned that all of the county's After Care Social Workers were currently based in Worcester. There was office space in the Housing Option's team's offices in Redditch Town Hall that could accommodate an After Care Social Worker and this would enable young people leaving care in Redditch to have access to this worker as soon as possible where needed.

During consideration of this matter Members also made reference to the minutes of the Overview and Scrutiny Committee held on 7<sup>th</sup> September when this subject had been considered and it was noted that the Committee had endorsed the recommendation.

Members welcomed this proposal as an action that could be taken to enhance the support available to young people in the Borough. Members also noted that there were social workers operating from GP Practices indicating that it was possible for staff to work from a base outside central offices in Worcester.

**RECOMMENDED to Worcestershire County Council 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.**

**58. JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY ADDENDUM**

The Head of Environmental Services presented the Joint Municipal Waste Management Strategy Addendum. Redditch Borough Council had signed up to this strategy some years previously alongside all of the local authorities in Worcestershire as well as Herefordshire County Council. The Committee was advised that this addendum provided an update to the joint strategy which would be in place up to 2034.

The Committee welcomed the report and noted that, whilst the Council had not met all of the targets specified in the strategy, it was anticipated that progress would be made following adoption of the addendum. The Council was, however, in the top quartile in the country for dry recycling rates. In response to questions from Members Officers confirmed that there had been a sudden drop in landfill use and a small proportion of reuse for municipal waste disposal routes between 2000 and 2017.

**RECOMMENDED that**

**the Addendum to the Joint Municipal Waste Management Strategy (JMWMS) for Herefordshire and Worcestershire 2004 – 2034 be adopted.**

**59. COMMUNITY PANEL SURVEY**

The Head of Business Transformation and Organisational Development presented a report outlining proposals to introduce a Community Panel Survey for the Council. Redditch Borough Council had previously participated in the Worcestershire Viewpoint Survey which had received external funding until May 2015. When this funding had ceased to be provided Worcestershire County Council had proposed to continue to produce the survey at a cost of £2,300 to £3,500 per year per partner. Officers had concluded that this would not meet the needs of the Borough and instead a bespoke survey should be produced and circulated for the consideration of Redditch residents.

Officers confirmed that the majority of Redditch residents who had participated in the Worcestershire Viewpoint Survey had expressed an interest in being consulted about the Redditch Community Panel Survey. In addition, approximately 100 new residents had asked to participate. The survey would be produced and circulated in both electronic and paper forms in order to meet the needs of different customers.

The Committee discussed the survey and welcomed its introduction. However, Members suggested that question 34 should be rephrased to ask the respondent about their gender rather than their sex.

**RESOLVED that**

**the proposal to have a Community Panel Survey be noted and endorsed.**

**60. COMMERCIALISATION AND FINANCIAL STRATEGY**

The Head of Environmental Services presented the Commercialisation and Financial Strategy and in so doing explained that this strategy would underpin the Council's approach to commercialism. By adopting a commercial approach to service delivery, the local authority could help to achieve efficiency savings whilst generating income. However, this would not be addressed at the expense of meeting customer needs or maintaining quality services, which would continue to be priorities for the Council.

The strategy would apply across all departments. A Commercialism Board had been established to consider key opportunities and this was supported by three sub-groups that focused on contracts, use of land and assets and income from fees and charges. In some cases, ideas would be developed into business cases which would be presented for the consideration of Members through the decision-making process. In other cases, it was possible that small-scale initiatives could be pursued by officers under delegated powers.

**RECOMMENDED that**

**the Commercialisation and Financial Strategy 2017 – 2020 attached at Appendix 1 be approved and adopted.**

**61. LOCAL COUNCIL TAX SUPPORT SCHEME**

The Financial Support Manager presented the report and highlighted that the Council had adopted a Council Tax Support Scheme which enabled residents to receive up to 80 per cent support for their Council Tax liabilities. The Council had taken into account national policies when developing the scheme. A Hardship Fund was available for residents to access where they were struggling to pay their Council Tax. As this was a small discretionary fund all applicants would receive financial assessments in order to help the applicant manage their finances in the long-term.

Members noted that Universal Credit was shortly due to be rolled out across the Borough and questions were raised about the potential impact that this might have on the scheme. Officers confirmed that some amendments had already been made to the scheme in preparation for the implementation of Universal Credit and further amendments could be made in future years if evidence gathered by the Council indicated that this was required.

**RECOMMENDED that**

**no changes are made to the Council Tax Support Scheme for 2018/19.**

**62. LOCAL DISCRETIONARY RELIEF SCHEME**

The Financial Support Manager presented the Discretionary Non-Domestic Rates Revaluation Support Scheme and noted that the revaluation was the first to take place since 2010 resulting in businesses at a national level facing a large increase in their rates liability. The revaluation was conditional on local authorities undertaking consultation with their major precepting authorities. When this had taken place in Redditch no responses had been received. The relief was available to the rate payers that were directly affected by the revaluation.

There were a few risks to the scheme, particularly as there was a fixed amount available to provide as discretionary relief. To help address this the Council encouraged businesses in receipt of this funding to make a state aid declaration.

During consideration of this item Members noted the relevant extract from the minutes of the Overview and Scrutiny Committee meeting held on 26<sup>th</sup> October, when the scheme had been subject to pre-scrutiny. The Committee had endorsed the proposals from officers, subject to amending the second recommendation to suggest that the Executive Director of Finance and Corporate Resources should be delegated with authority to adjust the percentage relief awarded in 2018/19 after consultation with the leader of the opposition as well as the Portfolio Holder for Corporate Management. The Executive Committee rejected this proposed amendment to the recommendation.

**RECOMMENDED that**

- 1) the criteria for allocation of Discretionary Revaluation Support as appended to this report in Appendix 1 are adopted; and**
- 2) the Executive Director of Finance and Corporate Resources is provided with delegated authority, after consultation with the relevant Portfolio Holder, to adjust the percentage relief awarded in years 2018/19 and onwards in order to ensure that the maximum level of support is provided to businesses and that the Government funding meets the overall costs of the relief.**

**63. CHILDREN AND YOUNG PEOPLE'S PLAN 2017 - 2021**

The Chief Executive presented the Children and Young People's Plan and advised that this had been developed by the Connecting Families Strategic Group. The plan was not a report of Worcestershire County Council as it had been developed in partnership and was designed to help improve young people's lives and aspirations across the county. The plan had already been approved by the Worcestershire Health and Wellbeing Board and was in the process of being considered by district Councils. Appendix 4 to the report provided further information about the relevant work of Redditch Borough Council and action that could be taken by the local authority to help deliver the key objectives of the plan.

**RESOLVED that**

- 1) the new Worcestershire Children and Young People's Plan (CYPP) 2017 – 2021 be endorsed; and**
- 2) authority be delegated to the Head of Community Services, in so far as it is within the Council's remit to work with Worcestershire County Council and all other relevant agencies and organisations, to contribute to the drawing up of an action plan to put the CYPP into effect.**

**64. MEDIUM TERM FINANCIAL PLAN 2018/19 TO 2021/22 - BUDGET ASSUMPTIONS**

The Executive Director of Finance and Corporate Resources presented the Medium Term Financial Plan 2018/19 – 2021/22 - Budget Assumptions report. Members were advised that Officers were making a number of assumptions including:

- An increase in Council Tax of £5 for 2018/9 to 2021/22.
- A pay award of 2 per cent for staff.
- Superannuation savings would be achieved, due to the Council paying pension contributions up front to Worcestershire County Council.
- An assumption of 0 percent inflation for services. Officers acknowledged that inflation would be over 3 percent in this period but Heads of Services had been advised that they would be expected to meet the costs of inflation within existing budgets. The exception to this would be business rates and utilities where an assumption had been made that there would be an increase in budgets in response to inflationary pressures.

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- An assumption that income would be generated from fees and charges. Heads of Service had been asked to review their charges for 2018/19 so that these were not simply increased by 3.9 percent but rather by a level that would take into account factors such as the costs of delivering the service and customer demand.

There was the potential that the Autumn Budget statement, due to be delivered on 22<sup>nd</sup> November 2017, could have implications for local authority budgets. However, at this stage it was difficult to predict what this might be and therefore officers had based their assumptions on current circumstances.

## **RECOMMENDED that**

**the revenue assumptions detailed in 3.4 to the report be incorporated into the budget setting process.**

### **65. MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE MEETING HELD ON 7TH SEPTEMBER 2017**

Members noted that all of the recommendations proposed by the Overview and Scrutiny Committee on 7<sup>th</sup> September 2017 had been considered, with decisions having been made in respect of the Homelessness Short Sharp Review group's recommendations and the After Care Social Worker during the meeting.

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

The Committee noted that all of the recommendations that had been proposed by the Overview and Scrutiny Committee on 26<sup>th</sup> October 2017 had been considered, with decisions having been taken in respect of the Leisure and Cultural Services Options Review and Local Discretionary Relief Scheme during the meeting.

### **67. CORPORATE PARENTING STEERING GROUP - UPDATE REPORT (COUNCILLOR JOE BAKER)**

Councillor Joe Baker, the Council's representative on the Corporate Parenting Steering Group, advised that he had no update to report.

### **68. ADVISORY PANELS - UPDATE REPORT**

Members noted that the latest meeting of the Planning Advisory Panel (PAP) had taken place that evening.

## **RESOLVED that**

the report be noted.

**69. EXCLUSION OF THE PRESS AND 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 3 of Part 1 of Schedule 12 (A) of the said Act, as amended:**

**Minute 70 – Leisure and Cultural Services Options Review**

**70. LEISURE AND CULTURAL SERVICES OPTIONS REVIEW**

The Chair welcomed Mr Steve Laird, from V4 who delivered a presentation in respect of management options for Leisure and Cultural Services (Appendix 1). During the delivery of this presentation the following points were highlighted for Members' consideration:

- V4 had been asked to investigate the advantages and disadvantages in respect of a range of models that could be used for the delivery of Leisure and Cultural Services.
- As part of this process V4 had considered the need for any future delivery model to support the Council's strategic purposes.
- The strategic purposes had underpinned a range of criteria that had been used to assess each option in turn.
- The option that had scored the most for Redditch Borough Council had been the Local authority Trading Company (LATC) model followed by outsourcing.
- There was no correct answer in terms of the model that should be used by local authorities. The choice needed to be made through the democratic process based on local needs and priorities.
- In recent weeks there had been some developments in respect of changes to rules for VAT. Previously Councils could only keep a portion of a fee where VAT rules applied; recent case law had established that Councils could now retain the full fee.
- Partial exemption calculations needed to be taken into account. Where local authorities had exempt income, such as for Bereavement Services, the organisation could only claim up to £267,000 of VAT. There was a risk that if more than this

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figure was gathered the Council would not be able to retain any of that sum.

- Depending on the model selected by Members during the meeting a more detailed business case would follow in 2018.

Following presentation of the report Members discussed the matter in further detail and raised a number of points:

- The significant number of responses that had been received from the public in respect of the future delivery of leisure and cultural services. Many residents had commented that they did not feel able to select the most appropriate model, but they were keen for the Council to retain some involvement, to have access to affordable services and for services to help address health inequalities.
- The extent to which the different models would be able to support people living in areas of multiple deprivation and which areas fell within this in the Borough. A number of areas, identified by the Office for National Statistics, were discussed, and it was suggested these areas should be clarified.
- The level of consultation that had been held with the unions to date in respect of the review. Officers advised that the unions had been provided with copies of the report. Whichever model was selected would be subject to consultation with staff and the unions would be fully engaged in this process.

During consideration of this item reference was also made to the relevant minute extract from the meeting of the Overview and Scrutiny Committee held on 26<sup>th</sup> October 2017 when this matter had been considered. Members noted that the Committee had recommended that the Council should give approval in principle to the LATC model to operate the Council's Leisure and Cultural Services.

At the end of their discussions the Committee

## **RECOMMENDED that**

**approval be given, in principle, to set up a not for profit, Teckal compliant, Local Authority trading company to operate the Council's Leisure and Cultural Services and that a further report to Executive and Council be commissioned by officers in relation to a full business case for this model to include all governance, financial and staffing implications.**

[During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to exclude the press and public during the course of the

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debate on the grounds that information would be revealed which relates to the financial and business affairs of the local authority].

The Meeting commenced at 7.03 pm  
and closed at 9.57 pm



# Management Options for Leisure and Culture

## Appendix 1



# Introductions



 <p>Delivered successful projects for over <b>120 clients</b> across the UK – including public sector (councils, NHS, social enterprises) and private sector</p>	 <p>c.<b>£19m</b> annual savings via new operating models facilitated</p>	 <p>Typical payback on our fees within <b>6 weeks</b> of new contract starting</p>	 <p>Our work covers all models and is <b>tailored</b> to meet our client's key drivers</p>	<p><b>100%</b> of procurements completed <b>without legal challenge</b></p>
<p>Successfully facilitated the establishment of <b>23 new operating models</b> across the UK</p> 	<p>Our work resulted in the <b>first ever licence granted</b> to a council to trade legal services from the Solicitors Regulation Authority</p> 	<p><b>Finalists</b> in CIPS 2014 and Go Excellence in Public Procurement Awards 2016 for outcomes of outsourcing projects</p> 	<p><b>New operating models</b> developed for variety of services</p> 	<p><b>Great references and case studies</b> – just ask and we'll share</p> 

# Desired requirements



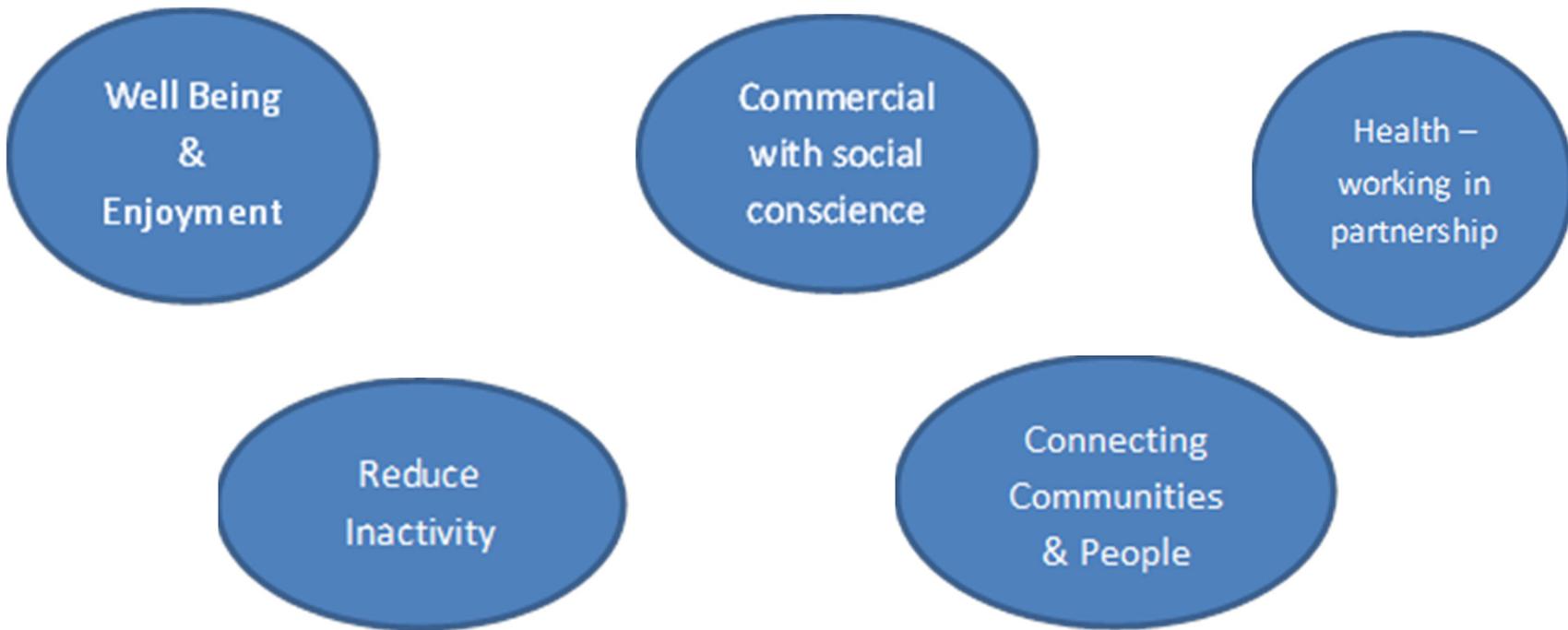
- Council retain ownership of all land and buildings
- Ability to get more people, more active, more often – for the same investment or less
- Can achieve (or exceed) the requirement to deliver a £440k saving in the financial year 2018/19, and savings in subsequent years which meet the requirements of the MTFS
- Council retains control over strategy, pricing and programming
- Governance designed to encourage performance improvement and innovation
- Staff protections in place (pensions and T&C's)
- Facilities and services within scope have synergies and benefit from being together under single management body

# Our brief – the scope of work



- Which model will be best able to deliver our required strategic objectives?
- Which model will be fit for the future – and aligned to the needs of new funding partners (including health commissioners) ?
- What is possible within the new procurement regulations (2015)?
- What are the timescales for delivery?
- What are the estimated financial savings from each model?
- What is the scope to improve existing services?
- What is the potential for elements of the services capable of commercial exploitation – including catering and retail and business units.
- How can investment for assets be secured?
- How do we demonstrate that we have reflect the views of the (c.1700) respondents to the community survey.

# Provide Good things to see, do and visit



# Management options available?



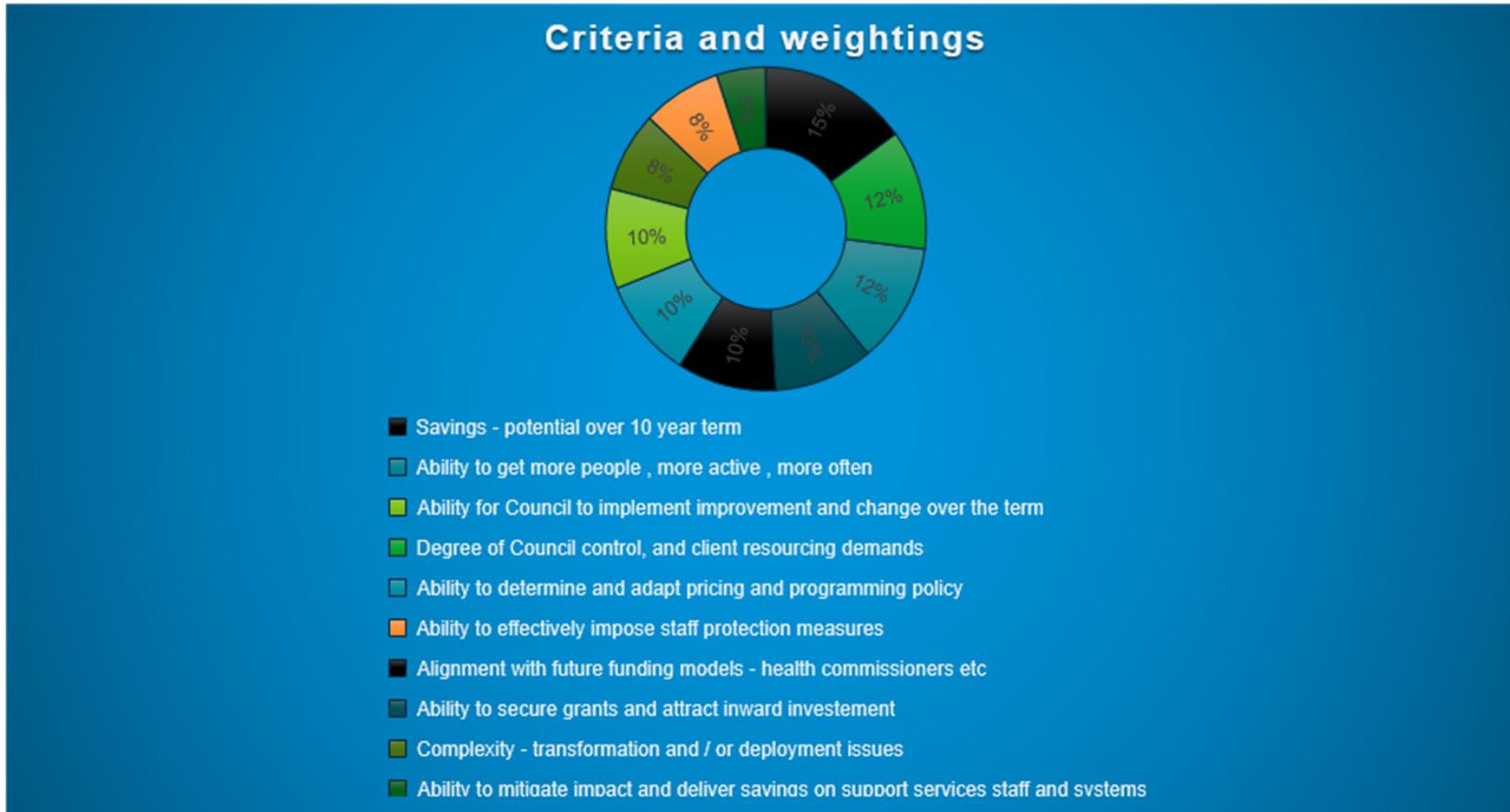
## Council controlled

- In House – Status Quo
- In House – Transformed
- Local Authority Trading Company

## Outsourced

- Trust /Charity
- Not for profit company / hybrid
- “Private sector”

# Summary of Weightings



# Summary of Options



<b>REDDITCH BOROUGH COUNCIL</b>	
<b>Option Name</b>	<b>Total Score</b>
<b>In-House Services Transformation</b>	<b>66.40%</b>
<b>Local Authority Trading Company (LATC)</b>	<b>82.40%</b>
<b>Locally Established Charitable Trust / Mutual</b>	<b>67.20%</b>
<b>Outsource to a Specialist Operator</b>	<b>69.40%</b>

# VAT Position



- Recent case to allow Councils to class income on sports activities as exempt
- Additional income £162k

## **Partial Exemption Calculation**

- Allows up to 5% of the VAT reclaimed to relate to an exempt activity
- The council already has bereavement income as exempt
- Total VAT recovered £5.3m – 5% = £267k
- In 2016/17 we recovered £149k VAT on services that are exempt
- This meant the Council were £118k within the limit.
- We recover £92k VAT on leisure activities
- Therefore we would be recovering £92k + £149k = £241k ( within £27k of the limit)
- If we go over this we lose all of the £267k VAT we currently have the ability to recover
- £27k VAT is a relatively minor capital programme at any of our assets
- If lose all the VAT we would gain £162k but potentially lose £267k = net loss £105k

# Questions – matters arising



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

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of the Local Government Act 1972.

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# Overview & Scrutiny

Committee

7<sup>th</sup> December 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> December 2017

<b>OTHER ITEMS - DATE FIXED</b>		
<b>7<sup>th</sup> December 2017</b>	Economic Development Strategy - Presentation	Relevant Lead Director
<b>7<sup>th</sup> December 2017</b>	Fees and Charges 2018/19 – Pre-Scrutiny	Relevant Lead Director
<b>7<sup>th</sup> December 2017</b>	Medium Term Financial Plan – Update Report	Relevant Lead Director
<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>11<sup>th</sup> January 2018</b>	Service Delivery Options – HRA Gas Maintenance – Pre-Scrutiny	Relevant Lead Head(s) of Service
<b>13<sup>th</sup> February 2018</b>	Civil Contingencies Short Sharp Review	Councillor Prosser

# Overview & Scrutiny

Committee

7<sup>th</sup> December 2017

<b>13<sup>th</sup> February 2018</b>	Medium Term Financial Plan 2018/19 – 2021/22 – Scrutiny of budget proposals	Relevant Lead Director
<b>13<sup>th</sup> February 2018</b>	One Public Estate Exercise – Pre-Scrutiny	Relevant Lead Director
<b>22<sup>nd</sup> March 2018</b>	Housing Benefits Presentation	Relevant Lead Head(s) of Service
<b>22<sup>nd</sup> March 2018</b>	Overview and Scrutiny Annual Report 2017/18	Councillor Potter
<b>OTHER ITEMS – DATE NOT FIXED</b>		
	Matchborough and Winyates District Centre Redevelopment Consultation – Pre-Scrutiny	Relevant Lead Head(s) of Service
	Tackling Obesity Task Group - Feedback	Councillor Potter

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