



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.

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Chair

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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

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- 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.

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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

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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.

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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

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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

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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

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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

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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.**

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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.

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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.

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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

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

**Appendix 1
Redditch Overview
and Scrutiny
Committee**
4th July 2017

Worcestershire NHS, Herefordshire NHS, 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, NHS Foundation Trust, Together NHS Foundation Trust, Taurus Healthcare, Worcestershire County Council, Herefordshire Council

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

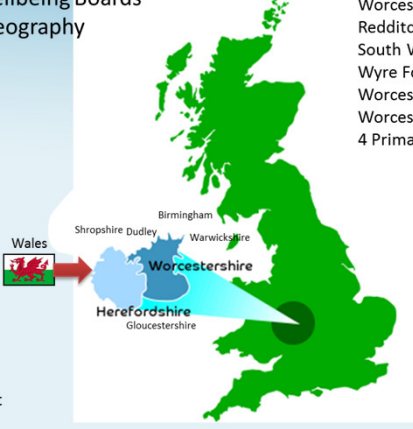
Your Health & Wellbeing #YourConversation

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

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	<ul style="list-style-type: none"> • Neonatal mortality and still births • Low birth weight • Breastfeeding rates
	<ul style="list-style-type: none"> • School readiness • School age obesity
	<ul style="list-style-type: none"> • 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.




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What we will focus on

Our priorities for transformation

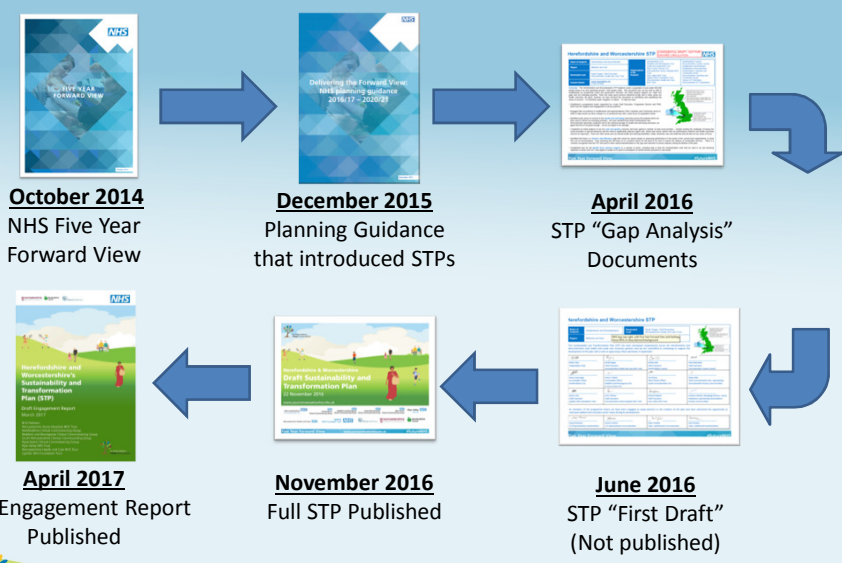
Transformation Priorities	Delivery Programmes	Enablers
<p>1. Maximise clinical, service experience and unnecessary variation and improve</p>	<p>Back office and infrastructure Commissioning footprint review Joint working and shared service</p>	<p style="background-color: #76b82a; color: white; padding: 10px; border-radius: 10px;">Enabling change and transformation Workforce Digital VCS Patient engagement</p>
<p>2. Reshape our environment which supports care is the norm and staff include</p>	<p>Prevention and self care Embed in everything we do and every contact we have</p>	
<p>3. Develop an model, by invest which integrates and mental health care to reduce beds through en</p>	<p>Extended primary and community services General practice sustainability Redesigned community and MH services built around practices.</p>	
<p>4. Establish development collaborations footprint to im elective care, m health and learn</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 [#futureNHS](https://twitter.com/futureNHS)




Your Health & Wellbeing
#YourConversation

A reminder of the journey so far...



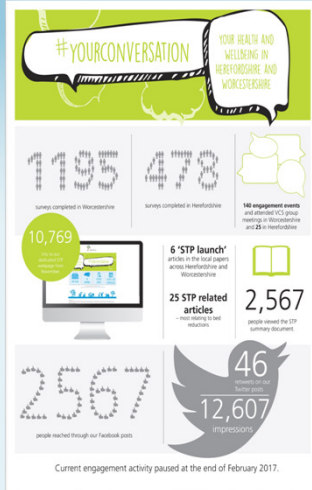
The diagram shows a sequence of documents and milestones connected by arrows:

- October 2014**: NHS Five Year Forward View
- December 2015**: Planning Guidance that introduced STPs
- April 2016**: STP "Gap Analysis" Documents
- June 2016**: STP "First Draft" (Not published)
- November 2016**: Full STP Published
- April 2017**: STP Engagement Report Published



Your Health & Wellbeing
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Engagement on the STP



- We engaged from start of the process (February 2016).
- Formal engagement process ran from 22nd November to 28th 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



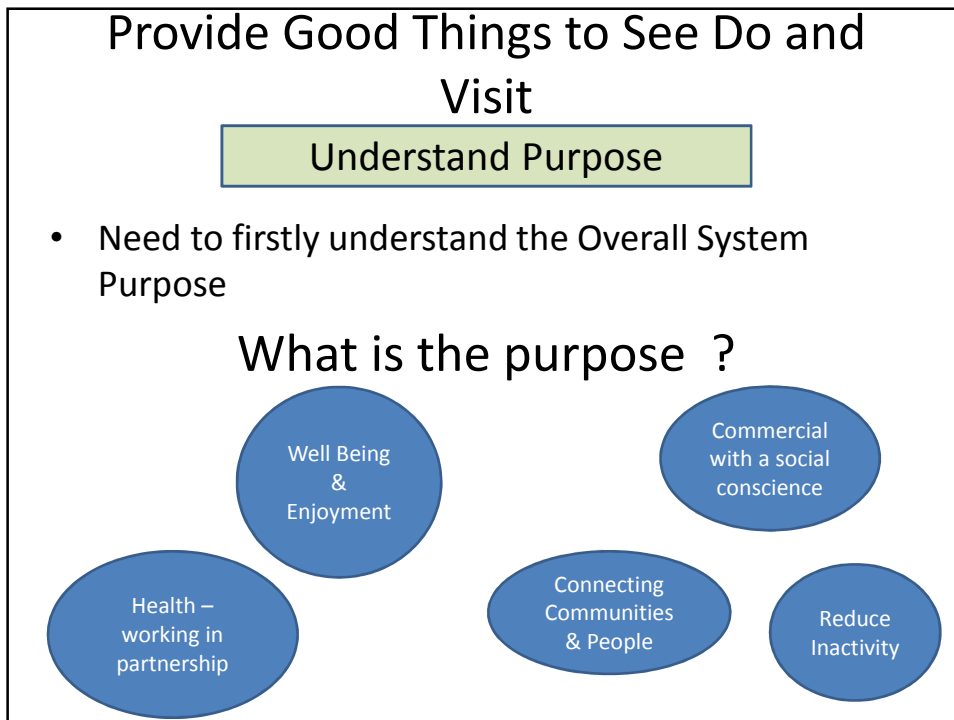
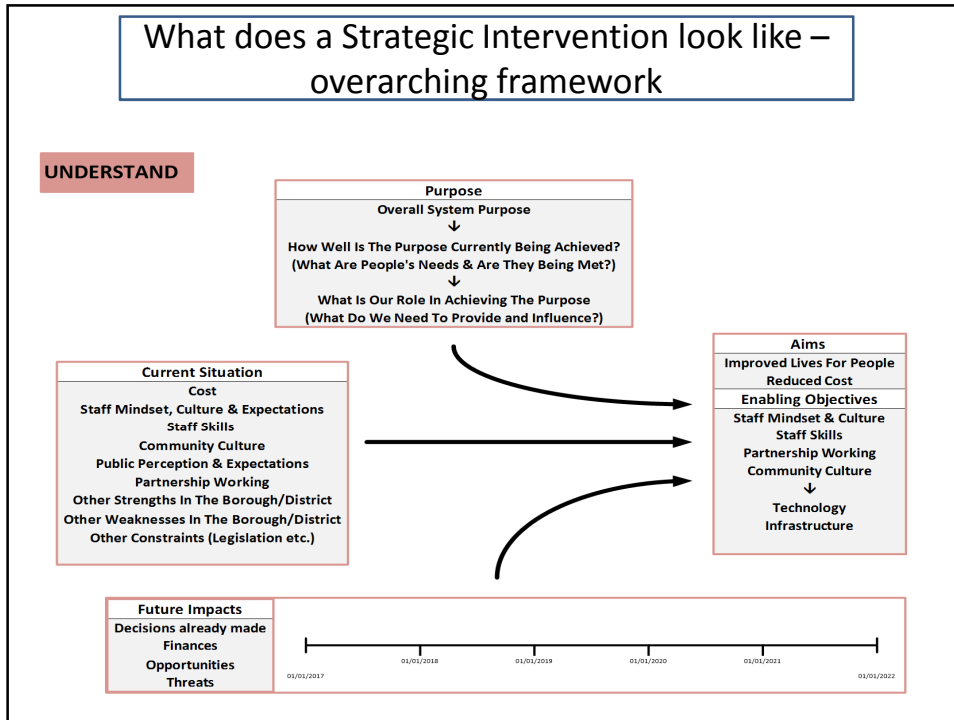
APPENDIX 2

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

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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 4th 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 23rd June to 19th 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.

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