



# Executive Committee

Tue 25 Nov  
2014  
7.00 pm

Committee Room 2  
Town Hall  
Redditch

**REDDITCH** BOROUGH COUNCIL

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# Executive

## Committee

Tuesday, 25th November, 2014

7.00 pm

Committee Room 2 Town Hall

### Agenda

#### Membership:

Cllrs:                      Bill Hartnett (Chair)                      Phil Mould  
                                  Greg Chance (Vice-                      Mark Shurmer  
                                  Chair)    Yvonne Smith  
                                  Juliet Brunner                                  Debbie Taylor  
                                  Brandon Clayton  
                                  John Fisher

<p><b>1. Apologies</b></p>	<p>To receive the apologies of any Member who is unable to attend this meeting.</p>
<p><b>2. Declarations of Interest</b></p>	<p>To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.</p>
<p><b>3. Leader's Announcements</b></p>	<p>1. To give notice of any items for future meetings or for the Executive Committee Work Programme, including any scheduled for this meeting, but now carried forward or deleted; and</p> <p>2. any other relevant announcements.</p> <p>(Oral report)</p>
<p><b>4. Minutes</b>          (Pages 1 - 10)          Kevin Dicks, Chief Executive</p>	<p>To confirm as a correct record the minutes of the meeting of the Executive Committee held on 28<sup>th</sup> October 2014.</p> <p>(Minutes attached)</p>
<p><b>5. Public Service Network Compliance</b>          (Pages 11 - 16)          Deb Poole, Head of Business Transformation and Organisational Development</p>	<p>To consider a report from the Head of Transformation and Organisational Development, on action required to comply with the Public Services Network and seeking a release of funds to achieve this.</p> <p><b>(No Direct Ward Relevance)</b></p>

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<p><b>6. Council Tax Support Scheme 2015/16</b> (Pages 17 - 20)  Amanda de Warr, Head of Customer Access and Financial Support</p>	<p>To consider the enclosed report seeking approval of the proposed Council Tax Support Scheme for 2015/16, which is based on the draft scheme approved by the Executive Committee on 28<sup>th</sup> October.</p> <p><b>All Wards</b></p>
<p><b>7. Land Adjacent to the Alexandra Hospital - disposal</b> (Pages 21 - 28)  Amanda de Warr, Head of Customer Access and Financial Support</p>	<p>To consider the enclosed report seeking approval to declare land at Nine Days Lane surplus and readiness to market and the transfer of access rights to the Homes and Communities Agency (HCA).</p> <p>Please note that there is an exempt appendix to this report which has been circulated to members of the Committee only.</p> <p><b>(Abbey Ward)</b></p>
<p><b>8. Home Improvement Agency</b> (Pages 29 - 32)  Judith Willis, Head of Community Services</p>	<p>To consider a request for delegated authority to accept a tender for the re-letting of the Home Improvement Agency contract.</p> <p><b>(No Direct Ward Relevance)</b></p>
<p><b>9. Joint Property Vehicle Full Business Case</b> (Pages 33 - 46)  Jayne Pickering, Executive Director, Finance and Resources</p>	<p>To consider a report updating the Committee on the Joint Property Vehicle initiative.</p> <p>Due to the size of the document the full business case has been printed as a separate document and copies have been placed in Group Rooms for Councillors. It is also published with the agenda on the Council's website.</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>10. Overview and Scrutiny Committee</b> (Pages 47 - 58)  Kevin Dicks, Chief Executive</p>	<p>To receive the minutes of the meeting of the Overview and Scrutiny Committee held on 21<sup>st</sup> October 2014</p> <p>There are two recommendations in the minutes, at minute no's 40 and 41. The recommendations at minute no. 40, Fees and Charges pre-scrutiny, were considered by the Executive at its previous meeting on 28<sup>th</sup> October.</p> <p>(Minutes attached)</p>

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<p><b>11. Shared Services Board</b> (Pages 59 - 62) Kevin Dicks, Chief Executive</p>	<p>To receive the notes of the meeting of the Shared Services Board held on 6<sup>th</sup> November 2014.</p>
<p><b>12. Minutes / Referrals - Overview and Scrutiny Committee, Executive Panels etc.</b> Kevin Dicks, Chief Executive</p>	<p>To receive and consider any outstanding minutes or referrals from the Overview and Scrutiny Committee, Executive Panels etc. since the last meeting of the Executive Committee, other than as detailed in the items above.</p>
<p><b>13. Advisory Panels - update report</b> (Pages 63 - 64) Kevin Dicks, Chief Executive</p>	<p>To consider, for monitoring / management purposes, an update on the work of the Executive Committee's Advisory Panels and similar bodies, which report via the Executive Committee.  (Report attached)</p>
<p><b>14. Action Monitoring</b> (Pages 65 - 66) Kevin Dicks, Chief Executive</p>	<p>To consider an update on the actions arising from previous meetings of the Committee.  (Report attached)</p>

<p><b>15. Exclusion of the Public</b></p>	<p>Should it be necessary, in the opinion of the Chief Executive, to consider excluding the public from the meeting in relation to any items of business on the grounds that exempt information is likely to be divulged, it may be necessary to move the following resolution:</p> <p><b>“that, under S.100 I of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matter(s) on the grounds that it/they involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs (<i>to be specified</i>) of Part 1 of Schedule 12 (A) of the said Act, as amended.”</b></p> <p><b>These paragraphs are as follows:</b></p> <p><b>Subject to the “public interest” test, information relating to:</b></p> <ul style="list-style-type: none"><li>• <b>Para 1 – <u>any individual</u>;</b></li><li>• <b>Para 2 – the <u>identity of any individual</u>;</b></li><li>• <b>Para 3 – <u>financial or business affairs</u>;</b></li><li>• <b>Para 4 – <u>labour relations matters</u>;</b></li><li>• <b>Para 5 – <u>legal professional privilege</u>;</b></li><li>• <b>Para 6 – <u>a notice, order or direction</u>;</b></li><li>• <b>Para 7 – the <u>prevention, investigation or prosecution of crime</u>;</b></li></ul> <p><b>may need to be considered as ‘exempt’.</b></p>
<p><b>16. Environmental Services Transformation and Shared Services Restructure</b></p> <p>(Pages 67 - 112)</p>	<p>To consider the report and business case relating to the proposed restructure of Environmental Services.</p>
<p><b>17. Confidential Minutes / Referrals (if any)</b></p>	<p>To consider confidential matters not dealt with earlier in the evening and not separately listed below (if any).</p>



## Executive

### Committee

Tuesday, 28 October 2014

## MINUTES

#### Present:

Councillor Bill Hartnett (Chair), Councillor Greg Chance (Vice-Chair) and Councillors Juliet Brunner, Brandon Clayton, John Fisher, Phil Mould, Mark Shurmer and Yvonne Smith

#### Officers:

Ray Cooke, Kevin Dicks, Clare Flanagan, Alison Grimmett, Matthew Mead, Jayne Pickering, Amanda de Warr and Dave Wheeler

#### Committee Services Officer:

Debbie Parker-Jones

#### 39. APOLOGIES

Apologies for absence were received on behalf of Councillor Debbie Taylor.

#### 40. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 41. LEADER'S ANNOUNCEMENTS

There were no Leader's Announcements.

#### 42. MINUTES

##### RESOLVED that

**the minutes of the meeting of the Executive Committee held on 8th September 2014 be agreed as a correct record and signed by the Chair.**

#### 43. IMPROVED PARKING SCHEMES

Members considered a report setting out proposals for improved parking schemes across the Borough.

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Chair

Officers explained the funding elements of the proposals and advised that monies for improvements came from the General Fund. As detailed in the report, the demolition of garages and removal of resulting material to an approved tip had so far been financed by the Housing Revenue Account, which would remain the case for all future schemes.

**RECOMMENDED that**

- 1) **a virement of £139,000 be made from the Woodrow and Lodge Park Estate Enhancement Capital budgets to fund the completion of Schemes in Crophorne Close, Bushley Close and Doverdale Close Woodrow; and**
- 2) **as part of the future capital bidding processes for 2015/16 and 2016/17 Members consider funding future 'Improved Parking Schemes' in: Exhall Close, Church Hill South; Drayton Close, Matchborough West; Astley Close, Woodrow; Mainstone Close, Winyates East; Fulbrook Close, Church Hill South; Garway Close, Matchborough East; and Felton Close, Matchborough East.**

**44. DESIGNATION OF A NEIGHBOURHOOD PLAN AREA - FECKENHAM**

Members considered a request from Feckenham Parish Council for the designation of Feckenham as a Neighbourhood Plan area under decentralisation measures introduced through the Localism Act 2011.

Officers explained the background to neighbourhood planning. Neighbourhood plans were required to be 'pro-development' and could not be used to prevent any development which was already allocated or permitted, nor could they propose less development than that which was set out in the Local Development Plan.

Neighbourhood plans provided an opportunity for local communities to have a say on what development should look like in their area, and it was noted that Feckenham Parish Council would continue to be consulted on relevant planning applications as at present.

**RESOLVED that**

**Feckenham Neighbourhood Plan Area application, as attached at Appendix 1 to the report, be considered as providing a 'sound' basis for a six week period of public consultation prior**



**to its formal designation in accordance with the Neighbourhood Planning (General) Regulations 2012.**

**45. LOCAL COUNCIL TAX SUPPORT SCHEME - DRAFT SCHEME 2015/16**

The Committee received a report seeking confirmation of a Local Council Tax Support Scheme for the financial year 2015/16. The report also included data on the take-up of the Hardship Fund and other measures showing the impact of the Scheme on collection rates and recovery action.

Officers advised that there had been only a slight dip in collection rates since changes to the Council Tax Support Scheme were introduced in April 2014. Whilst there had been an increase in recovery action this was now levelling out. Members were pleased to note that only a small amount of the Hardship Fund had needed to be committed, which Officers advised was as a result of working closely with those affected and in providing support to assist them with any issues. This was also in line with the locality work currently being undertaken by the Council.

It was proposed that there be no changes to the level of support provided by the Council, but that the various allowances be uprated in line with the Secretary of State's annual announcement to ensure the Scheme remained in line with other benefits.

Some concerns were raised for the future when the Local Council Tax Support Scheme would not form part of Universal Credit, which it was felt could have a significant impact on arrears.

**RESOLVED that**

- 1) no changes be made to the draft Council Tax Support Scheme for 2015/16, with the exception of 'uprating' some of the figures to take account of other national changes in benefits and allowances;**
- 2) consultation on the proposal in 1) above be carried out in accordance with legislation, before a final decision on the Scheme is recommended to Council later in the year; and**
- 3) the contents of the report in relation to take up of the Hardship Fund and other measures data be noted.**

**46. MEDIUM TERM FINANCIAL PLAN 2015/16 - 2017/18**

The Committee received a report on the costs associated with delivering the Council's Strategic Purposes and the current summary position for the financial plan.

Officers explained the background to the report and the report appendices which outlined the 2014/15 budgets for all Council services aligned to the Strategic Purposes. A correction was noted to Appendix 2, 'Provide good things for me to see and do', which included Non Adopted Highways Inspection and CCTV Operating Costs, both of which should have appeared at Appendix 5 'Keep my place safe and looking good'. It was further noted that Pay & Display Car Parks at Appendix 2 was an error.

Officers were continuing to work through the detail of their budgets across the Strategic Purposes, with a number of costs having already been identified for further detailed work. Managers were also developing savings as a result of reducing waste in their systems and reducing the costs of enabling services, which it was noted included management teams in front line services. Heads of Service were also looking at how they could deliver their services differently by bringing in alternative service providers or providing more service for a reduced cost. Proposals in this regard would be factored into future reports to the Executive and would also be considered by Overview and Scrutiny.

A shortfall of approximately £1.7m was currently projected for 2015/16. It was assumed that the Government Grant settlement, which would be made known in December, would not be significantly different to the current estimate. It was further estimated that the position for the following 2 years would not improve with further reductions in Government Grant being projected.

Officers provided a number of clarifications in response to Members' questions on the costs detailed and the elements included in these, and undertook to provide a more comprehensive response to Members after the meeting on some of the issues raised. Officers further agreed to meet with one Member separately to discuss the property budgets.

Members appreciated the greater clarity on service costs and Officers advised that they would continue to refine and develop the way in which the costs were presented to Members. It was agreed that it would in future be helpful to set out gross expenditure and gross income and for any capital charges to be removed from the figures.

**RESOLVED that**

- 1) **the costs associated with the delivery of the Council's Strategic Purposes be noted; and**
- 2) **Officers continue work on the financial plan to realise savings and additional income to meet the projected shortfalls.**

**47. FEES AND CHARGES**

The Committee considered a report setting out the proposed Fees and Charges for the Council's chargeable services for 2015/16. Members also considered with the report the minute and recommendations of the Overview and Scrutiny Committee's meeting on 21st October 2014, which had been circulated as Additional Papers, in relation to the pre-scrutiny of the Fees and Charges report.

Officers reported that an overall 3% increase in fees and charges would be achieved through approval of the proposals, and that the income target for the year had been increased by 97k when compared to the previous year. All fees and charges, save for those where an invoice had already been raised covering the last quarter of the financial year or where there was a contractual period preventing this, would take effect from 1st January 2015. Exceptionally, the Palace Theatre charges would take effect from 2016/17 as booking arrangements for the Theatre were made significantly far ahead.

It was noted that some charges did not represent a 3% increase as benchmarking with other local authorities had been undertaken and some rounding up or down of figures applied for ease, for example with cash handling at leisure centres. Some new charges had also been introduced, for example, Knowledge Tests for Hackney Carriage and Private Hire Vehicles and Deeds of Variation under Section 106 of the Town and Country Planning Act 1990. In relation to Building Control, the number of requests from customers for local authorities to provide project specific quotations on request was rising rapidly. As such it was proposed to continue with the provision of site specific fees in accordance with the relevant regulations in those fee categories previously affected and to raise other specific declared fees by at least 3%.

Officers provided a number of clarifications to questions raised on the fees and charges.

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Members discussed the minute and recommendations arising from the meeting of the Overview and Scrutiny Committee held on 21st October 2014, and a debate ensued on whether the rate for Junior Swimming Lessons should be subject to increase. The recommendation from Overview and Scrutiny for the rate for Junior Swimming Lessons to remain at the current 2014/15 rate (part 1 of the recommendation) was not supported by the majority of the Committee. Part 2 of the recommendation formed part of the original recommendation detailed in the Fees and Charges report which was carried.

It was noted that whilst free swimming was available for the under 16's and over 60's this only applied to residents who lived within the Borough and who had registered for this. As such, a charge appeared in the schedule for those under 16's/over 60's who did not fall within those categories.

The current high occupancy levels for swimming lessons, particularly those for beginner classes, were noted, as was the fact that the Council's charges were lower than many other authorities, with concessions also applying.

### **RECOMMENDED that**

- 1) the fees and charges for 2015/16 as set out in Appendices 1- 9 to the report be approved, other than in cases where:**
  - a) fees or charges are statutory;**
  - b) fees and charges are set externally; or**
  - c) other Council-approved circumstances apply; and**
- 2) the Head of Leisure and Cultural Services has delegation to alter the Leisure fees and charges by a variation of up to 30%.**

### **48. OVERVIEW AND SCRUTINY COMMITTEE**

The Committee received the minutes of the meeting of the Overview and Scrutiny Committee held on 2nd September 2014, and the minute of the Overview and Scrutiny Committee's consideration of the Fees and Charges report at its meeting on 21st October 2014.

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## 2nd September 2014

In relation to the 2nd September 2014 minutes, it was noted that the recommendation on the Football Task Group Final Report had already been considered and resolved by the Executive at its meeting on 8th September. Accordingly, the only recommendation to be considered by the Executive Committee related to Minute 27 regarding the minutes of the Redditch Partnership Executive Group and Redditch Community Wellbeing Trust being appended to the Council agenda.

Members agreed that rather than appending the minutes to Council agendas, it would be more appropriate for these, or any resulting notes/actions arising from the meetings in question, to be published for Members' information only on the Modern.gov committee administration system. Councillors could also be alerted to any relevant activity in this regard via the regular Members' Newsletter. It was noted that, on occasion, some elements of the discussions and outcomes concerned might contain sensitive information, which would need to remain confidential. Any queries which Members might have arising from the minutes/notes/action points could then be raised with the appropriate Officer in the first instance.

## 21st October 2014

The minute and recommendations of the 21st October 2014 Overview and Scrutiny Committee in relation to the Committee's pre-scrutiny of the Fees and Charges report was considered under the previous agenda item (Minute No. 47 refers).

### **RESOLVED that**

- 1) the minutes of the meeting of the Overview and Scrutiny Committee held on 2nd September 2014 be received and noted;**
- 2) the recommendation from the 2nd September Overview and Scrutiny Committee meeting in relation to the minutes of the Redditch Partnership Executive Group and Redditch Community Wellbeing Trust being appended to the Council agenda be rejected, and the any resulting minutes/notes/action points arising from the meetings in question instead be published to Councillors only via the Modern.gov committee administration system, and that Members also be alerted as to any activity in this regard via the Members' Newsletter;**

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- 3) the minute and recommendation of the meeting of the Overview and Scrutiny Committee held on 21st October 2014 in relation to the Fees and Charges report be received and noted;
- 4) part 1 of the recommendation from the 21st October Overview and Scrutiny Committee meeting in relation to the rate for Junior Swimming Lessons remaining at the current 2014/15 rate be rejected; and
- 5) part 2 of the recommendation from the 21st October Overview and Scrutiny Committee, in its amended format to reflect that this was subject to the approval of part 1 of the recommendation, automatically fall and all original recommendations in the Fees and Charges report stand.

## 49. WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

The Committee received the minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 2nd October 2014.

Members had only one recommendation at Minute 16/14 to consider, relating to the Final Report of the Joint Worcestershire Regulatory Services Scrutiny Task Group.

### **RESOLVED that**

- 1) the minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 2nd October 2014 be received and noted; and
- 2) the recommendation from the Worcestershire Shared Services Joint Committee as follows be approved:

**the lessons learned from the WRS shared service experience, particularly as detailed in this report, should be heeded by elected members and senior officers when considering any future proposals for shared service arrangements involving multiple partners.**

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

There were no outstanding referrals to consider.

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**51. ADVISORY PANELS - UPDATE REPORT**

It was noted that the Planning Advisory Panel due to take place that evening had been cancelled due to lack of business.

Also, the Economic Theme Group under the Local Strategic Partnership; the successor body to the disbanded Economic Advisory Panel, had met and had had a productive meeting.

**RESOLVED that**

**the report be noted.**

**52. ACTION MONITORING**

Members were advised that no update on the information requested at the previous meeting in relation to the Finance Monitoring Report 2014/15 April to June (Quarter 1) was yet available. Officers undertook to find out the details for the questions raised and to report back to all members of the Committee on this.

**RESOLVED that**

**the report be noted.**

The Meeting commenced at 7.00 pm  
and closed at 8.55 pm

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Chair





**Public Services Network compliance at RBC  
Executive Committee**

25/11/2014

**Public Services Network compliance at RBC**

Relevant Portfolio Holder	Cllr John Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Head of Transformation & OD - Deb Poole
Ward(s) Affected	N/A
Ward Councillor(s) Consulted	No
Key Decision / Non-Key Decision	Non-Key Decision

**1. PURPOSE**

- 1.1 To update the Executive Committee on the requirement to achieve compliance with the Public Services Network (formerly known as the Government Secure eXtranet) and to seek approval for the release of funds for year 2014/15 to maintain compliance in the current financial year.  
This is the second stage of the work required and further funding will be needed to achieve full compliance in 2015 and 2016. These additional financial implications will be included in the budget setting process for 2015/16.

**2. RECOMMENDATIONS**

**It is requested that Executive:**

- 2.1 Recommend the approval of an increase to the 2014/15 capital programme of £74K to be funded from borrowing.
- 2.2 Recommend that the revenue implication of £18K per be added as a revenue pressure from 2015/16 (as detailed in 4.1)
- 2.3 Recommend the release of £10K from balances in 2014/15 to fund the associated revenue costs

**3. BACKGROUND**

- 3.1 The Council has successfully migrated its connection from the Government Secure eXtranet (GSX) to a new, secure, UK Government network, the Public Services Network (PSN). This followed the investment approved by Members in January 2014.
- 3.2 Unlike previous GSX compliance regimes, the Cabinet Office has taken a zero-tolerance approach to compliance, and is advising local authorities that they will lose their connection to the PSN should they not fully adhere to all PSN requirements.
- 3.3 As outlined in the previous paper to members (Jan 2014), there is now further funding required to maintain PSN compliance.

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- 3.4 As previously mentioned the Cabinet Office have moved to a 'zero tolerance' position on compliance. This means that unless the Council can demonstrate that it has addressed the Governments concerns, they will cease our connection to the Public Services Network.
- 3.5 If the Council were to be disconnected this would prevent RBC from managing citizens benefits, transferring secure information with our partners such as the Police and the NHS, managing secure emails and access to secure government web sites. In addition information from the Individual Electoral Registration (IER) which became live in June 2014 is required to be transmitted over the PSN.
- 3.6 Accurate costs for this second stage of work could not have been included in the previous report to members in January 2014, as this year's audit had not been completed at that point and therefore the budget implications were unknown. However, it was reported in the document that additional funding would be required.
- 3.7 Following the successful completion of the previous audit resulting in PSN compliance being awarded, this years audit has been on-going since February with 155 new high priority items requiring a corrective measure or mitigation. To gain an accurate cost for attaining the second year of PSN compliance, the high priority items have been worked on and where possible resolved without cost leaving the major items listed in section 4.3, that require funding outlined in this paper. A similar process will happen again next year but until that audit is complete, it is not possible to ascertain the issues that will be raised and therefore any potential cost to resolve.

An example of the 155 new problems that have been corrected without the need for additional funding are :-

- Old Version of Blackberry Enterprise Server
- Network Vulnerable to NetBIOS Spoofing
- VNC Service Does Not Require Authentication

As the Corporate network is a shared resource across Redditch and Bromsgrove Councils, the issues found and resource required to correct them is shared equally across both Authorities.

**4. KEY ISSUES****Financial Implications**

- 4.1 The schedule at Appendix 1 details the costs for 2014/15 associated with achieving compliance with the PSN. The analysis shows £73,888 capital funding required together with revenue costs of £10,408. There will be a further

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additional revenue costs from 15/16 of £17,600 to support the repayment of the principal and the interest payments, this has been calculated using the estimated life of the asset which is 5 years and will be included into the revenue pressures on the 2015/16 budget and onward. Whilst this report concentrates on the immediate requirement to demonstrate our commitment to maintaining compliance it is important to note that the long term solution has further cost implications.

These costs are based on **current PSN** requirements as determined by Central Government. However, these requirements change constantly so the financial implications may increase in future as the Cabinet Office continues to change the specification.

**Legal Implications**

- 4.2 There are implications regarding the Data Protection Act should staff not use the PSN to exchange private, confidential or sensitive information with our partners.

**Service / Operational Implications**

- 4.3 The solution will require several changes to the way we operate including:
- PSN requires that we migrate from the widely used desktop environment, Windows XP, to a later version to maintain the application of security patches once support for XP ends in April 2015. Work to test all the business applications we currently use has started and will continue between now and planned completion in March 2015.
  - Microsoft support for the server operating system, Windows 2003, used on the majority of our servers at Redditch, ends in July 2015 and the project to replace this needs to begin as soon as possible.
  - An upgrade of key business applications such as the Finance, Leisure and Housing systems. These are being managed by departments directly and the costs do not form part of this report.

**Customer / Equalities and Diversity Implications**

- 4.4 During the work to patch and upgrade the servers and applications there will be breaks in the availability of the technical systems which may impact on service delivery to the customer. Details of the scheduled works have been discussed with system administrators and Heads of Service. Regular communication briefs have been sent out to staff and placed on the ORB (intranet) and where possible, works are being carried out after hours or during weekends to minimise the impact on services. However, given the quantity of patches to be applied and the tight timescales, some work will have to be done during core hours.

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**5. RISK MANAGEMENT**

- 5.1 The PSN compliance criteria change on a regular basis. Consequently there is a risk that even if the Authority commits to the spend and business changes mentioned in this report, that it could still fail future compliance audits and require additional spend and further business changes to ensure PSN access.
- 5.2 There are significant risks to business if we do not achieve compliance particularly in relation to the Benefits Service and the Elections Service. Loss of our connection would also have a detrimental effect on data sharing between the Council and other public bodies e.g.: the Police, NHS etc.
- 5.3 In order to help with the management of these risks the PSN Code of Connection compliance has been added to the Corporate Risk Register.

**6. APPENDICES**

Appendix 1 – PSN Budget Pressures RBC

**7. BACKGROUND PAPERS**

None

**AUTHOR OF REPORT**

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**PSN Budget Pressures Redditch Borough Council**

	<b>RBC Year 2 Capital</b>	<b>Ongoing Revenue</b>
<b>1 100 Devices to replace Computers running XP</b>	£53,238	£9,408
<b>2 Server 2003 - 2012 License costs</b>	£10,650	
<b>3 Additional Server Host to enable upgrades</b>	£10,000	£1,000
<b>Total</b>	<b>£ 73,888</b>	<b>£ 10,408</b>

**1 100 Devices to replace Computers running XP**

This will replace all the old PC's at RBC not capable of running Windows 7. The key benefit of the solution is that the devices have a useful lifespan of over 10 years as apposed to PC's that typically last 3-5 years.

**2 Server 2003 - 2012 License costs**

This will enable the current server hardware to be utilized with the latest server operating system and enable the security patches to be applied for a further 10 years.

**3 Additional Server Host to enable upgrades**

New operating systems and the upgraded business applications that will run on them require additional resource to do so effectively. This item will add that capacity to the current environment.

**Total**

**£ 73,888 £ 10,408**

Please note. Additional funding may be required in future years if the Cabinet Office apply additional rules to maintain compliance.



REDDITCH BOROUGH COUNCIL**EXECUTIVE  
COMMITTEE**25<sup>th</sup> November 2014**LOCAL COUNCIL TAX SUPPORT SCHEME 2015/16**

Relevant Portfolio Holder	Cllr John Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Amanda de Warr
Ward(s) Affected	All
Ward Councillor(s) Consulted	None Specific
Key Decision / Non-Key Decision	Key Decision

**1. SUMMARY OF PROPOSALS**

- 1.1 Government changes to the benefits scheme in relation to Council Tax required the Council to introduce an annual Council Tax Support Scheme. This scheme must be reviewed annually and agreed by Council.
- 1.2 The draft scheme was agreed by Executive on 28<sup>th</sup> October 2014 which presentment no change to the existing scheme, other than small amendments required due to changes in other benefits and personal allowances.
- 1.3 Following consultation on the draft scheme Members are now asked to consider the final scheme.

**2. RECOMMENDATIONS**

The Executive Committee is asked to **RECOMMEND** that

- 2.1 **No changes be made to the Council Tax Support Scheme for 2015/16, other than to allow for the future 'uprating' of some of the figures to take account of other national changes in benefits and allowances.**

**3. KEY ISSUES****Financial Implications**

- 3.1 As Members are aware, changes were made to the Council's Local Council Tax Support Scheme with effect from April 2014, which resulted in support being capped at 80% of Council Tax liability so that all working age claimants would pay a minimum of 20% towards their Council Tax Liability.
- 3.2 Changes to the support scheme in April 2014 offset an estimated funding gap in 2014/15 of £65k for Redditch Borough Council.
- 3.3 It is proposed that there are no changes to the level of support provided by the Council, but that the various allowances be uprated in line with the Secretary of

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State's annual announcement. This will ensure that the scheme remains in line with other benefits.

**Legal Implications**

- 3.4 On 1 April 2013 Council Tax Benefit was abolished and replaced by a new scheme of Council Tax support called "Council Tax Support Schemes". Under s13A and Schedule 1A of the Local Government Finance Act 1992 (inserted by s10 Local Government Act 2012), each local authority was required to make a Council Tax Support Scheme specifying the reductions which are to apply to the amounts of council tax payable.
- 3.5 Statutory Instrument 2012/2885, "The Council Tax Reduction Schemes (Prescribed Requirements)(England) Regulations 2012" ensured that certain requirements prescribed by the Government were included in each Scheme (subsequently amended by S.I. 2012/3085)
- 3.6 As the billing authority the Council is required by the Local Government Finance Act 2012 to consider whether to revise its scheme or to replace it with another scheme, for each financial year.
- 3.7 The Authority must make any revisions to the Scheme no later than 31 January in the financial year preceding the one when it will take effect, so that it will be necessary for the Council's 2015/16 scheme to be in place by 31<sup>st</sup> January 2014.
- 3.8 Instruction is received from the Department of Work and Pensions on an annual basis, of changes to benefits rates and personal allowances. These must be taken into account for housing benefit calculations and it is good practice to applied to the Local Council Tax Support Scheme

**Service / Operational Implications**

- 3.9 Collection rates and recovery processes have been closely monitored to help understand the impact of the changes made in April 2014.
- 3.10 Collection rates have not been significantly negatively impacted.
- 3.11 There has been an increase in recovery action and there were a higher number of cases that reached final reminder or summons stage. However, evidence suggests that this is starting to level out and arrangements are in place, and being upheld, with many householders.
- 3.12 There has been a substantial increase in payments received through our cash offices, as the majority of residents are paying their council tax.



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- 3.13 A very small number of customers contacted us directly to apply for hardship funding, but during the course of the year to date officers have identified other customers who are in financial hardship. Financial Support Officers have worked directly with 100 individuals to identify how best to meet the customer's needs. In order to fully understand the needs two officers were tasked with meeting each applicant for hardship funding, preferably in their own homes. These officers discussed the applicant's financial situation as well as wider issues and worked with the customer to identify appropriate solutions.
- 3.14 Consultation on the draft scheme agreed by Executive on 28<sup>th</sup> October took place from 31<sup>st</sup> October to 14<sup>th</sup> November. The draft scheme was published and comments invited from the public. In addition major preceptors and stakeholders were contacted directly. One response has been received in support of the proposed scheme.

**Customer / Equalities and Diversity Implications**

- 3.15 The 'uprating' of the benefits rates and personal allowances to be taken into account, in line with the Secretary of States announcement on those that must be taken into account for other benefits, will potentially result in small changes to the amounts of support provided. These will vary according to circumstances.

**4. RISK MANAGEMENT**

- 4.1 Any changes to council tax support whilst increasing council tax income to the Council and our major preceptors potentially have implications for our residents and therefore officers will ensure that support on managing finances and advice on other potential benefits is made available, in line with the strategic purpose to help people to be financially independent.

**5. APPENDICES**

None

**6. BACKGROUND PAPERS**

Held in Revenues Service

**AUTHOR OF REPORT**

Name: Amanda de Warr, Head of Customer Access and Financial Support  
email: a.dewarr@bromsgroveandredditch.gov.uk  
Tel.: 01527 881241



**EXECUTIVE  
COMMITTEE**25<sup>th</sup> November 2014**LAND AT NINE DAYS LANE, REDDITCH**

Relevant Portfolio Holder	Councillor John Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Amanda de Warr, Head of Customer Access and Financial Support
Wards Affected	Abbey Ward
Ward Councillor Consulted	Yes
Key Decision	

**1. SUMMARY OF PROPOSALS**

- 1.1 This report seeks approval to declare land at Nine Days Lane surplus and readiness to market and the transfer of access rights to the Homes and Communities Agency (HCA)

**2. RECOMMENDATIONS**

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

- 1) the land at Nine Days lane as outline on the plan attached at Appendix 1 be declared surplus and sold in part or whole; and**
- 2) access rights across RBC land, if required, be granted to facilitate the proposed development scheme.**

**3. KEY ISSUES**

- 3.1 The HCA are looking to develop a parcel of their land behind the Alexander Hospital for residential and employment purposes and intend tendering their site for sale in the coming months.
- 3.2 Redditch Borough Council own an adjacent plot which, on its own, holds little value. However this plot would be required to provide access to any development on the HCA land.
- 3.3 It would therefore be beneficial to seek to transfer the access rights to the HCA for which a 'ransom' would be paid and to seek to sell the RBC land to the purchaser of the HCA land, to benefit from a more efficient use of the land.

**Financial Implications**

- 3.4 Information relating to the financial implications can be found at Appendix 2 and is exempt from publication under s.100 1 of the Local

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Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 on the grounds that it involves the likely disclosure of exempt information relating to financial affairs.

- 3.5 The sale of this land will generate a capital receipt to the General Fund. It is worth noting that there have been a number of changes to the use of capital receipts which may enable a proportion of the receipt received to be used for revenue purposes
- 3.6 The District Valuer has been jointly engaged to provide a valuation for the development and the resulting potential value of the RBC owned ransom strip.
- 3.7 As the RBC land was passed to the Council by the HCA's predecessor, the HCA will be in a position to 'claw back' up to 40% of any financial benefit to the Council.

**Legal Implications**

- 3.8 The Borough Council is required to dispose of any interest in land at Best Value in accordance with Section 123 of the Local Government Act 1972.

**Service/Operational Implications**

- 3.9 This site falls under two ownerships (see attached plan).

The site areas are:

RBC site area:	4 acres
HCA site area:	17.4 acres
Total Site Area:	21.4 acres

- 3.10 Under existing Local Plan 3 the RBC land is designated for employment use. Planning and Property Officers have advised that this could be changed to housing use, provided employment use was either demonstrated as not required, or if it were provided elsewhere on the total site.
- 3.11 If agreement is reached to dispose of the land officers will seek to sell the RBC land to the HCA or the purchaser of its land. In doing so it will still be necessary to achieve best value and the District Valuer will be approached to help ensure this.

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3.12 None

**4. RISK MANAGEMENT**

4.1 Failure to get best value for the land will be mitigated by involving the District Valuer.

**5. APPENDICES**

Appendix 1 – Site plan

Appendix 2 – Financial implications – EXEMPT FROM PUBLICATION

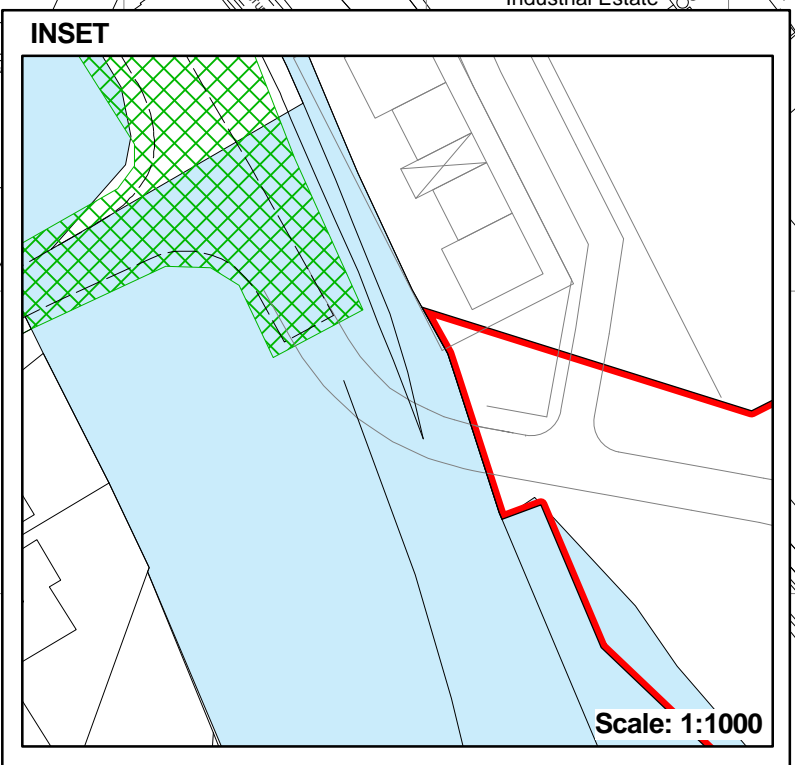
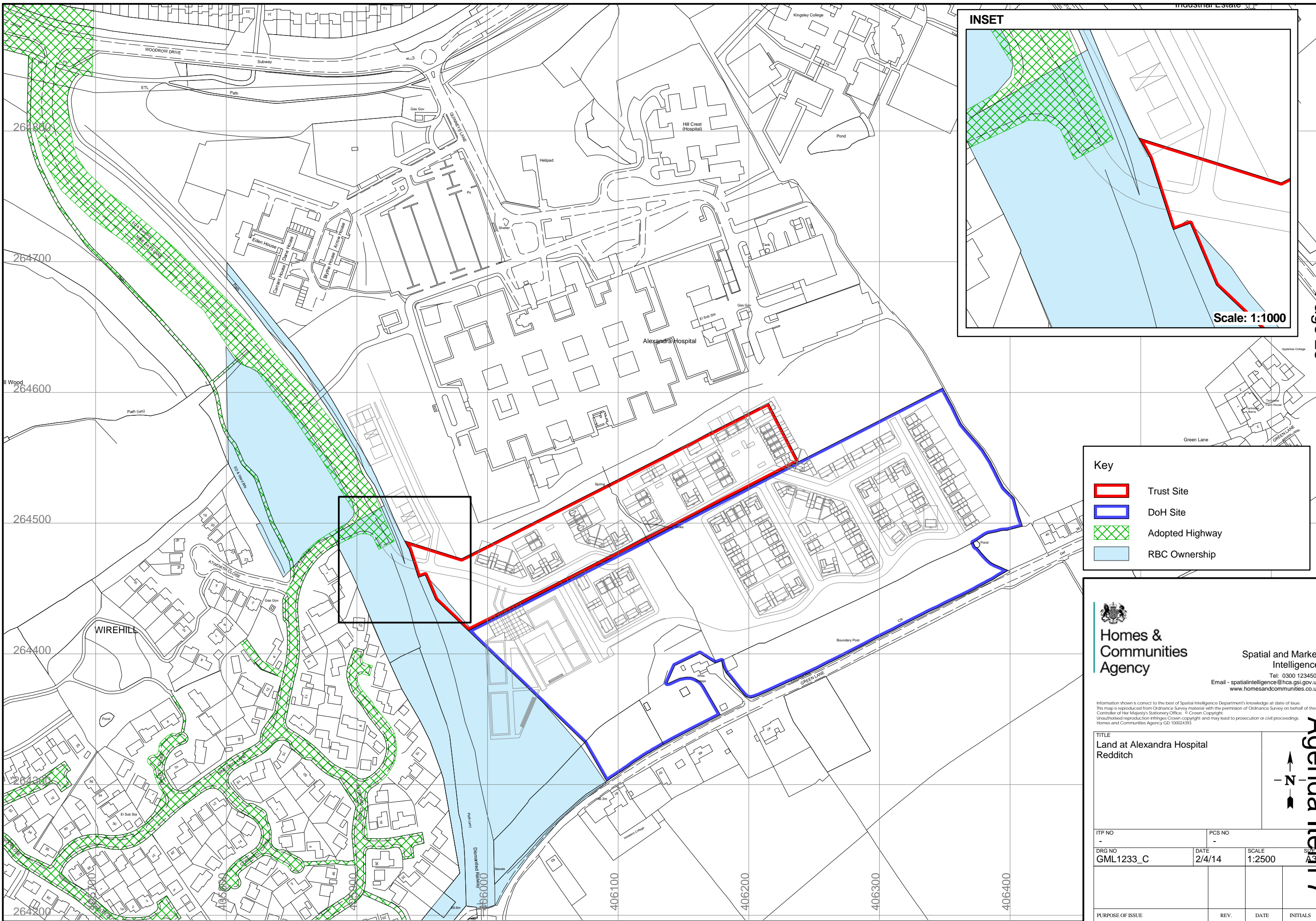
**6. BACKGROUND PAPERS****AUTHOR OF REPORT**

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Tel: (01527) 881241





**Key**

	Trust Site
	DoH Site
	Adopted Highway
	RBC Ownership

**Homes & Communities Agency**

Spatial and Market Intelligence  
 Tel: 0300 1234500  
 Email - [spatialintelligence@hca.gsi.gov.uk](mailto:spatialintelligence@hca.gsi.gov.uk)  
[www.homesandcommunities.co.uk](http://www.homesandcommunities.co.uk)

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TITLE Land at Alexandra Hospital Redditch			
ITP NO -	PCS NO -		
DRG NO GML1233_C	DATE 2/4/14	SCALE 1:2500	Sheet No -
PURPOSE OF ISSUE	REV.	DATE	INITIALS

Agenda Item 7





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

Document is Restricted



**EXECUTIVE COMMITTEE**25<sup>th</sup> November 2014**HOME IMPROVEMENT AGENCY SERVICES**

Relevant Portfolio Holder	Councillor Mark Shurmer
Portfolio Holder Consulted	Yes
Relevant Head of Service	Judith Willis
Ward(s) Affected	All
Ward Councillor(s) Consulted	N/A
Key Decision	Yes

**1. SUMMARY OF PROPOSALS**

- 1.1 The Mandatory Disabled Facilities Grant programme and Home Repair Assistance programme are current provided by Fortis Living, known previously as Festival Housing. These housing aids and adaptations are delivered via the Home Improvement Agency which serves six Local Authorities across Worcestershire.
- 1.2 The current Home Improvement Agency contract commenced on 1<sup>st</sup> September 2010 and this is due to expire on 31<sup>st</sup> March 2015.
- 1.3 The service is therefore currently being re-tendered within timescales as set out by the Project Board.
- 1.4 Redditch Borough Council Chief Executive Kevin Dicks is the project sponsor on behalf of the six Worcestershire Local Authorities and County Council.

**2. RECOMMENDATIONS**

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

- 2.1 Progress with re-letting the tender for Home Improvement Agency services be noted;
- 2.2 Authority be delegated to the Head of Community Services to accept the successful tender on behalf of the Council;
- 2.3 The Head of Community Services and Head of Legal, Equalities and Democratic Services be authorised to finalise the contract.

**3. KEY ISSUES****Financial Implications**

- 3.1 It is estimated that the value of the Home Improvement Agency tender over three years may exceed Officers Delegated Authority threshold for accepting tenders (currently £250,000).

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- 3.2 The current year's total budget for this service is £721K, of which £46K is for the agency service; the amount spent varies each year depending on the demand for the services provided. The contract is for three years, with the option of an additional two years. The value of the contract has therefore been assessed as such.
- 3.3 The contract includes revenue costs and capital fees which are provided to the contractor in order to complete each Disabled Facilities Grant and Home Repairs Assistant Grant.
- 3.4 As part of the tendering process the contractors have been requested to provide running costs under two circumstances a) where the fee element is 5% and b) where the fee element is 10%.
- 3.5 The tender documentation is due to be returned on 20<sup>th</sup> November 2014. At the time of writing this report we do not know whether or not the successful tender will be above the financial limit for acceptance by officers on behalf of the Council. This report therefore seeks delegated authority to accept the successful tender and enable the process to continue and to meet the deadline to ensure continuity of service for our residents.

**Legal Implications**

- 3.6 With the existing contract due to expire on the 31<sup>st</sup> March 2015, delegated authority is required in order to maintain and continue the delivery of Mandatory Disabled Facilities Grant (DFG) service and Home Repair Assistance (HRA) loans to vulnerable applicants throughout Redditch.

**Service / Operational Implications**

- 3.7 Obtaining delegated authority will ensure that service continuity and delivery is maintained with officers able to approve the preferred partner/winning tender.

**Customer / Equalities and Diversity Implications**

- 3.8 An equalities impact assessment screening has been undertaken by Worcestershire County Council and it has been identified that *'there is equal access for everyone to the current agency. The new model will allow greater access for everyone.'*
- 3.9 A full equalities impact assessment is therefore not required.

**4. RISK MANAGEMENT**

- 4.1 Failure to obtain a decision regarding delegated authority will lead to a lack of clarity surrounding future arrangements and could potentially lead to disruption to

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the delivery of aids and adaptations in Redditch after the existing contract with Fortis expires. There may also be a negative impact upon the council's strategic purposes; '*help me to live my life independently*' and '*help me find somewhere to live within my locality.*'

**5. APPENDICES**

N/A

**6. BACKGROUND PAPERS**

N/A

**7. KEY**

N/A

**AUTHOR OF REPORT**

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Tel.: 01527 881278



REDDITCH BOROUGH COUNCIL**EXECUTIVE  
COMMITTEE**

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**JOINT PROPERTY VEHICLE**

Relevant Portfolio Holder	Councillor John Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering Director Finance and Resources
Wards Affected	All Wards
Ward Councillor Consulted	None Specific
Key Decision	

**1. SUMMARY OF PROPOSALS**

- 1.1 This report sets out the outcome of the Full Business Case (FBC) in relation to the establishment of a Joint Property Vehicle (JPV) for the delivery of improved and more efficient property and asset management services to a number of public sector partners across the West Midlands. Members are asked to consider being a partner within the new arrangement, nominate its representative to the Board and Shareholder group and delegate authority to officers to implement the decision and complete the actions and documentation required to do so.

**2. RECOMMENDATIONS**

**The Executive Committee is asked to:**

- 2.1 Consider the Worcestershire Capital and Asset Partnership Full Business Case for a Joint Property Initiative for the development of a joint Estates function across public sector organisations across the Worcestershire region, (attached at Appendix 1)**

**and RESOLVE:**

- 2.2 that the Council participates in establishing a Joint Property Vehicle company limited by shares;**
- 2.3 that The Director of Finance and Resources, currently representing the Council on the Shadow Shareholder Group, represent the Council on the Board of the Company;**
- 2.4 that two member representatives and their substitutes be appointed to the Shareholder Meetings; and**

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- 2.5 Delegate to the Director of Finance and the Head of Legal, Equalities and Democratic Services, authority to take the measures required to implement the decision at 2.2 and complete any necessary documentation relating to it.**

**3. KEY ISSUES**

- 3.1 Redditch Borough Council entered into a shared service arrangement with Worcestershire County Council for the delivery of property management services in June 2010 with a three year service level agreement, which has since been extended on an annual basis. Therefore all property related services are currently provided by the County Council and the Borough does not employ any staff directly in relation to estates and maintenance management functions as well as services for risk and asset and design.
- 3.2 Over the last 18 months Public Sector bodies within the West Midlands have been looking at ways to radically examine how property management could be best achieved across the public sector family to reduce costs, enhance the value of the estate to the community and to provide a catalyst for regeneration.
- 3.3 Various options were considered and agreement was reached at all interested public sector bodies in early 2014 that the Outline Business Case to support the delivery of a Joint Property Vehicle would be developed to a Full Business Case. This was approved by Redditch in March 2014. Unfortunately due to governance issues the Worcestershire Health and Care NHS Trust had to withdraw from the proposed arrangement however Herefordshire County Council decided to join the partnership in the development of the Full Business Case (FBC). The partners who are currently involved in the proposed JPV are:
- Redditch Borough Council
  - Worcester City Council
  - Worcestershire County Council
  - Hereford and Worcestershire Fire Services
  - Warwickshire Police
  - West Mercia Police
  - Herefordshire County Council
- 3.4 In developing the FBC it has become apparent that the management of public sector estates could be transformed by public bodies breaking out of individual silos and collectively managing the portfolio of their properties across the sector, rather than each body only servicing its own properties. The JPV will consider not only the needs of individual



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properties but also how assets are used across the public sector family to maximise their benefit.

- 3.5 The vision of the Joint Property Vehicle is “ To be a national leader for innovation and outstanding commitment to customer and community service, whilst delivering maximum value to the public sector estate”. This will clearly support a number of strategic purposes that have been identified by the Council including; help me run a successful business, provide good things for me to see, do and visit and keep my place safe and looking good. It is anticipated that the strategic management of assets has the potential for large scale regeneration of a locality. This would provide a catalyst for economic growth and increase employment opportunities in an area. The locality approach is a framework that is being developed in Redditch and is already in place for some direct service delivery. It is anticipated that the Joint Property Vehicle will serve to enhance this work and provide greater benefit and regeneration across the Borough.
- 3.6 The FBC proposes that the JPV would be an arms-length Company limited by shares, wholly owned and governed by the participating public sector partners. It suggests equal partnership between the partners. It would formalise joint working, making it sustainable for the future, driving rationalisation, service transformation, regeneration, growth and efficiencies. The governance is explored further in the legal implications.
- 3.7 These proposals relate only to the management of the Council’s properties and does not affect their ownership, which will remain with the Council. Any decisions about properties (eg whether to declare surplus / sell ) will continue to be made by members in the way they are now. Neither do the proposals not affect the Council’s housing stock, which is separately managed and accounted for.

**Financial Implications**

- 3.8 A number of financial benefits are estimated within the FBC to be realised for the Council should we join the Joint Property Vehicle. This will be achieved through greater economies of scale, the provision of a more streamlined, focused, resilient workforce and finally rationalisation of property.
- 3.9 The Council will have access to a wider scope of professional services than through the current shared service arrangements for a reduced overall cost. The Council will have equal voting rights and therefore an influence over decision making to shape the future of the joint estate.

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The Council does not benefit from any voting and its associated benefits within the current arrangement.

- 3.10 The Council currently spends over £322k with Worcester County Council on staffing costs relating to estate and asset management support and advice. In addition there are approximately £1.8m of costs associated with the energy costs and repairs and maintenance of the buildings. It is estimated that a cumulative saving of over £2.4m could be realised which would reduce the base budget by £365k over the same period. This is dependent on a number of assumptions including improved procurement and negotiation of contracts savings together with potential income that could be generated from assets in the future. There is a longer term aim to review the assets held by the Council to ensure they are giving maximum benefit to our community and therefore it is estimated that some savings could be realised from future rationalisation of the number of assets we use. In addition there is an aim to release capital receipts across all partners during the 10 years of which a proportion would be attributable to Redditch.
- 3.11 For the first year there will be implementation costs that may have to be met from partner Councils, depending on the level of external funding that is secured. For Redditch Borough Council it is proposed that the estimated additional costs of approximately £43k be offset by the savings generated in the following year.

**Legal Implications**

- 3.12 The FBC provides that the legal framework for the proposed JPV is for the public sector partners to establish a trading company, limited by shares, wholly owned by them. Such a company will be “Teckal compliant”, which is explained below.
- 3.13 EU Regulations [currently the Public Contract Regulations 2006] governing public procurement, require public bodies to only award contracts over a certain value to a 3<sup>rd</sup> party (which the company would be) after an open competitive procurement process has been undertaken.
- 3.14 The “Teckal” case established that a public service contract let to a 3<sup>rd</sup> party entity will not have to go through the procurement procedure where the 3<sup>rd</sup> party is wholly-owned by the public authority and the local authority exercises control over the entity which is similar to that which it exercises over its own departments and the entity carries out the essential part of its activities with the controlling local authority (or authorities). These requirements are called the “control and function

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tests". So, as a "Teckal complaint company, the proposed JPV governance proposal means that no procurement exercise will be required for the participating authorities to have their services delivered though the proposed company limited by shares.

- 3.15 A new EU procurement Directive provides that at least 80% of the activity of the company must be for its public sector owners. This is the level required to satisfy the "function" test. Any "open market" activity would have to be restricted to 20% of the company activity (ie turnover). Formerly, the level of external activity was 10%.
- 3.16 To develop the business case from outline to "Full", a group of legal officers representing the partner public authorities, along with an external legal advisor, met on a regular basis to examine the governance options for the JPV. The Localism Act 2011 provides that where authorities do things for a commercial purpose they are only permitted to do them through a limited company. Accordingly, given that the JPV is likely to carry out commercial activities, particularly to external parties, the FBC proposal is for a company limited by shares, wholly owned by the partner organisations as shareholders with an equal share in the company. Redditch Borough Council would have an equal shareholding in the JPV despite having a low number of assets and running cost.
- 3.17 A shareholder Member agreement will detail how the company will be formed and include details such appointments, entry and termination arrangements and reserved matters.
- 3.18 A Service Level Agreement which details how the company will provide the service to shareholders and include details such as pricing, customer service and performance management, including indemnity arrangements. This document and the Member Shareholder agreement referred to at 3.17 were developed by the legal and finance officer groups, (with the support of the external legal advisor) with RBC managers representing the Council identifying the needs of our organisation. The provisions are agreed before inclusion is approved.
- 3.19 The JPV would supersede the current Administrative Collaboration Agreement Relating to the provision of Property Services, between Worcestershire County Council, Worcester City Council and Redditch Borough Council, which has been in place since 2011.
- 3.20 There are no TUPE transfer implications for the Council as all staff within the property service are currently employed by Worcestershire County Council.

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- 3.21 Certain tasks such as procuring support services for the company will need to be in place by the time the company is formed so a delegation is sought for the Director of Finance and Resources, who represents the Council on the Shadow Shareholder Group, to progress the project implementation in the run up to the formation of the company.

**Service/Operational Implications**

- 3.20 It is the aim of the partnership that by removing layers and duplication of management a JPV would deliver a streamlined property management organisation.
- 3.21 Other service benefits include:
- Access to a larger property team, co-owned by the Council with greater resources available and flexibility to respond to urgent issues
  - The JPV will develop closer working relationships with the LEPs and Economic Development teams to ensure regeneration is planned and actioned, with public sector assets being used as catalysts to development
  - Access to an energy management team to control the carbon footprint and to provide advice and support on environmental improvements
  - Redditch will benefit from being the subject of one of the first locality reviews whereby all public sector assets within the locality will be considered to ensure maximum benefit is being delivered to the community and opportunities for regeneration will be explored.
  - A single comprehensive data set will drive strategic planning and decision making with accurate information about the estate and its performance
- 3.22 If approved next steps will see the Shareholder Group and Delivery/Implementation Team taking the project forward including the formation of the limited company. It is proposed to appoint a Chief Operating Officer to act as Managing Director of the company, to procure support services and identify and lease premises to accommodate the company.
- 3.23 The intention for the company to Go Live on 1 April 2015 and to be fully operational in September 2015.

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**Customer / Equalities and Diversity Implications**

- 3.24 Joint use of public sector buildings can provide easier access to services and improved customer service.
- 3.25 The approach could support the work of the Locality teams by increased co- location of services.
- 3.36 There are no specific equality or diversity issues.

**4. RISK MANAGEMENT**

A full risk assessment has been completed and is attached at Appendix 2. The key risks are:

- a) Savings are not delivered
- b) Service deteriorates
- c) Partners not fairly represented
- d) Service interruption during transition
- e) Lack of ability to respond to changes in partners' requirements
- f) Lack of ability to respond to legislative changes
- g) Deterioration of partners' reputation

**5. APPENDICES**

Appendix 1 - Joint Property Vehicle Full Business Case  
Appendix 2 – Risk Register

**6. BACKGROUND PAPERS**

Appendices to Full Business Case held by legal and financial services.

**AUTHOR OF REPORT**

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Tel: (01527) 881400

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Joint Property Vehicle (JPV)						Project Risk Log						
Risk: a set of events that, should they occur, will have an affect on the project. Risks can be a threat or an opportunity. Opportunities should be included as their successful management could increase the benefits of the project												
RISKS LOG												
Project : Joint Property Veicle (JPV)												
Programme Manager: Jim Stobie												
Risk Ref.	Date Raised	Raised By	Risk Description	Consequences	When is this likely to happen	Current Position			Control measures	Progress	Risk Owner	Date Closed
						Likelihood	Impact	Matrix RAG Status				
DECISION STAGE (FBC to final partner decision)												
DS1	20/10/14	PIT	Insufficient level of detail in the FBC/ further information needed to support decision making	The proposed decision making cycles are missed due to further work being required. Therefore decision on JPV is delayed.	October - December 2014			green	Extensive workgroup involvement in all FBC recommendations from across all partners. These workgroups reporting to their RSG and SSG reps about progress made.Regular Highlight Reports, RSG and SSG meetings to keep partners informed of progress.	Eleven workgroups supportign the Project Team develop the FBC	SSG	
DS2	20/10/14	PIT	Resource avaiability to support workgroups during decision making stage	Workgroups need to contunue in order to complete tasks required for JPV formation. Delay in this work would delay Go-Live	October 2014 - March 2015			Red	E-mail contact with workgroup members so that those unable to attend can keep in touch. One-to-one sessions with individuals when necessary to get critical infromation. Ensure RSG are aware of the impact that lack of resources would have on the Implementation programme.	Renued discussions about resourcing implementation programme with RSG	RSG	
DS3	20/10/14	PIT	Communication cascade being inconsistent, information miscommunicated or lack of communication within individual partners	Staff moral lowered, difficulty securing required workgroup commitment, lack of wider support within each partner organisation	October 2014 - March 2015			Red	JPV communication plan coordinating partner communications. Partners using the Proect Team to support any briefings and provide material so that the most current/relvant messages are going out.	Communication plan signed off by SSG. PIT members attending briefings when requested.		
DS4	20/10/14	PIT	Distraction of Project Team and and others supporting the JPV into promoting the JPV or sharing 'lessons learned' etc	Delay of JPV delivery programme	October 2014 - March 2015			Amber	Requests will be noted and those enquiring will be informed about timescales for JPV delivery. Where requests can be accommodated without significant impact on the programme they will be considered but otherwise requests will be defered until post Go-Live.	Requests have been noted		
DS5	20/10/14	PIT	VAT Exemption needs to be confirmed.	Impact upon savings if achieved for Partners if the JPV has to pay VAT. Will need to reevaluate the Business Case	October - November 2014			Amber	Legal advice has been sought and will be resolved as soon as possible			
DS6	20/10/14	PIT	Benefits of JPV not as strong in areas where only one or two partners are present (eg Shropshire and Warwickshire)	May impact the decision making of those partner who do hold a presence in those areas.				Amber	Further work with these partners to idnetify what these benefits are. Begin buildign realtionships with other key partners in those areas (includign Central Government)	connections already made benefits will continue to be explored		
DS7	20/10/14	PIT	Union raising concerns with JPV proposal	Early buy in and contribution to process essential to give staff and partners confidnece that Restructure programme can be achieved				Amber	Regular union meetings. Meet with union representatives from all partners.			

Risk Ref.	Date Raised	Raised By	Risk Description	Consequences	When is this likely to happen	Likelihood	Impact	Matrix RAG Status	Control measures	Progress	Risk Owner	Date Closed
DS8	20/10/14	PIT	Loss of one or more partners during decision making stage	Business Case will need to be re-evaluated for the remaining partners. Savings for remaining partners may be diminished. Delay on final approval of the FBC				red	Contact with each partner to understand what the critical issues may be so that reassurances or resolutions can be sought to satisfy those concerns			
DS9	20/10/14	PIT	Retention of key staff. loss of staff due to uncertainty in lead up decisions being made about the JPV	Key staff leave due to uncertainty, increase in vacant posts prior to transfer to JPV, loss of specialist and sector specific knowledge in the JPV, delay in filling the JPV structure, more in remaining staff, increased or prolonged feelings of uncertainty				Amber	Each partner to maintain regular contact with their staff to keep them informed about JPV progress and answer any concerns. Staff involvement in workgroups increases the number of those with connection to the JPV and boost interest and motivation to be involved going forward. Keep Unions informed of HR programme and related information.	continue workgroup involvement during implementation. Consider wider staff briefings. Communication drafted to staff groups. Briefing of Unions ongoing		
DS10	20/10/14	PIT	Cultural resistance to change	Lack of commitment from partners staff teams to enable successful delivery				Red				
DS11	20/10/14	PIT	Communication between workgroups and SSG	Impact of mis-informed facts can impact on perceptions and commitment				amber				
DS12	20/10/14	PIT	The political landscape could have a bearing on how the JPV is perceived	It could influence a partners decision about whether or not to approve the recommendation to form the JPV				green				
DS13	20/10/14	PIT	Failure to recruit support service in time for Go-Live	May delay go live or require interim arrangements whilst a support service is put in place				green	Programme and key milestones to have support services in place identified. Legal Group consulted on procurement options.			
DS14	20/10/14	PIT	Delay commencing recruitment of Chief Operating Officer (Director)	A small delay putting recruitment around the Christmas period which the HR workgroup advise is a bad time to be recruiting. This may limit the pool applying for this key post. To put the recruitment back further would have implications for the rest of the appointment programme or may mean the Director is not involved in key appointments.				Amber	Programme has been delayed from October advert to November. Impact on the delivery is being assessed and ways to minimise delay being explored	HR workgroup to review		
DS15	20/10/14	PIT	Securing JPV accommodation in order for it to be confirmed as soon as final decision on JPV is made.	Accommodation would not be in place for Go-Live. Interim arrangements would need to be put in place. May impact support services to the JPV (eg IT, communications). Impact on culture change programme and integration of staff if accommodation is not in place.				Amber	Fall-back position to be identified. Consider staff remaining in current locations for a short period, assess impact of this.	discussions ongoing		
DS16	20/10/14	PIT	Partners expressing concerns about or requesting changes to data they provided for FBC	undermines FBC and may require some figures to be recalculated.				Amber	Data supported and validated by workgroups. Workgroups to communicate any concerns with PIT/RSG reps	No outstanding concerns reported to PIT about the data in the FBC		
DS17	20/10/14	PIT	Partners current change programmes impact upon JPV	may impact on scope of services, implementation programme, staff implicated in transfer. Also place extra demands on resources needed for implementing the JPV				Red	SSG and RSG asked to continue to support the implementation programme through the decision making period			
DS18	20/10/14	PIT	Staff moral being low during uncertainty/ decision making period	retention of staff, participation in workgroups				Red	staff communications throughout decision making period. Continuation of workgroups with all partners represented.			



Risk Ref.	Date Raised	Raised By	Risk Description	Consequences	When is this likely to happen	Likelihood	Impact	Matrix RAG Status	Control measures	Progress	Risk Owner	Date Closed
IMPLEMENTATION PHASE (January - March 2015)												
IP1	20/10/14	PIT	Communication cascade being inconsistent, information miscommunicated or lack of communication within individual partners	Staff moral lowered, difficulty securing required workgroup commitment, lack of wider support within each partner organisation				Red	JPV communication plan coordinating partner communications. Partners using the Project Team to support any briefings and provide material so that the most current/relevant messages are going out. Formal communication regarding TUPE following decision.	Communication plan signed off by SSG. PIT members attending briefings when requested.		
IP2	20/10/14	PIT	Resource availability to support workgroups during Implementation Phase	Workgroups need to continue in order to complete tasks required for JPV formation. Delay in this work would delay Go-Live				Amber	E-mail contact with workgroup members so that those unable to attend can keep in touch. One-to-one sessions with individuals when necessary to get critical information. Ensure RSG are aware of the impact that lack of resources would have on the implementation programme.	As for firm commitment to project teams following decision on FBC		
IP3	20/10/14	PIT	Distraction of Project Team and others supporting the JPV into promoting the JPV or sharing 'lessons learned' etc	Delay of JPV delivery programme				green	Requests will be noted and those enquiring will be informed about timescales for JPV delivery. Where requests can be accommodated without significant impact on the programme they will be considered but otherwise requests will be deferred until post Go-Live.	Requests have been noted		
IP4	20/10/14	PIT	Union consultation	Union staff availability for comprehensive and dynamic demanding restructuring programme				green	Regular union meetings. Meet with union representatives from all partners.			
IP5	20/10/14	PIT	Retention of key staff: loss of staff due to uncertainty about whether they will secure a job in the JPV	Key staff leave due to uncertainty, loss of specialist and sector specific knowledge in the JPV, delay in filling the JPV structure, moral in remaining staff, increased or prolonged feelings of uncertainty				Amber	Each partner to maintain regular contact with their staff to keep them informed about JPV progress and answer any concerns. Staff involvement in workgroups increases the number of those with connection to the JPV and boost interest and motivation to be involved goign forward. Keep Unions informed of HR programme and related information.	continue workgroup involvement during implementation. Consider wider staff briefings. Communication drafted to staff groups. Briefing of Unions ongoing		
IP6	20/10/14	PIT	Culture change programme not having sufficient impact upon the culture moving into JPV	Old practices persist and the JPV struggles to make the changes it needs to transform services and make savings				Amber	Use consultant support to develop and implement a robust culture change programme commencing during the Implementation Phase.	Consultant already involved in early discussions		
IP7	20/10/14	PIT	Delay recruiting of Chief Operating Officer (Director)	A delay in commencing the recruitment would have a delay in the Director being in post. This would either delay other elements of the programme (such as recruitment of SMT) or not allow the Director to influence key aspects of the Operating Model.				Amber	Review all options with HR workgroup			
IP8	20/10/14	PIT	Delay commencing recruitment of Management Team	Knock on delay in the HR programme for appointment of staff to the JPV Operational Model. Could delay formal launch of JPV and will impact on staff moral during uncertainty.				Amber	Review all options with HR workgroup			

Risk Ref.	Date Raised	Raised By	Risk Description	Consequences	When is this likely to happen	Likelihood	Impact	Matrix RAG Status	Control measures	Progress	Risk Owner	Date Closed
IP9	20/10/14	PIT	Staff transfer challenges/ appeals	Knock on delay in the HR programme for appointment of staff to the JPV Operational Model. Could delay formal launch of JPV and will impact on staff moral during uncertainty.				Red	Robust assessment process in place to minimise risk of challenge. Consultation with Union throughout Implementation Phase.			
IP10	20/10/14	PIT	Securing JPV accommodation in order for leases and other agreements to be made during Implementation Phase	Accommodation would not be in place for Go-Live. Interim arrangements would need to be put in place. May impact support services to the JPV (eg IT, communications). Impact on culture change programme and integration of staff if accommodation is not in place.				Amber	Fall-back position to be identified. Consider staff remaining in current locations for a short period, assess impact of this.	discussions ongoing		
IP11	20/10/14	PIT	IT infrastructure orders delayed due to lack of confirmed accommodation	Delay getting JPV infrastructure in place for Go-Live.				Red	Fall-back position to be identified. Consider staff remaining in current locations for a short period, assess impact of this.	discussions ongoing		
IP12	20/10/14	PIT	Data transfer not completed and tested by partners prior to Go-Live	JPV may have to operate duplicate systems for a time whilst transfer and testing is completed. May impact upon speed and quality of service during this period (eg Helpdesk queries).				Red	Support Service have identified ways to mitigate this risk including doing parallel data runs so that information is not lost.	Ensure these recommendations are incorporated into the programme		
IP13	20/10/14	PIT	Partners current change programmes impact upon JPV	may impact on scope of services, implementation programme, staff implicated in transfer. Also place extra demands on resources needed for implementation of the JPV				Amber	SSG and RSG asked to continue to support the implementation programme through the decision making period			
IP14	20/10/14	PIT	Staff moral being low during Implementation Phase due to uncertainty about jobs and roles or uncertainty about the future	retention of staff, participation in workgroups, embedding the required culture change				Red	Ensure staff are kept informed and have opportunity to ask questions			
IP15	20/10/14	PIT	Poor leadership of teams within individual partners during the Implementation Phase	poor staff moral, poor communication, too many demands on resources, not possible to make culture change prior to staff transfer				Red	RSG to be supported by the Communication Group and PIT during this critical time			
POST GO-LIVE (from 1st April 2015)												
GL1	20/10/14	PIT	Retention of key staff at early stages of JPV	loss of specialist and sector specific knowledge in the JPV, delay in filling the JPV structure, morale in remaining staff, increased or prolonged feelings of uncertainty				Green	Regular staff communication and Q&A sessions. Involvement of all staff in the culture change programme.			
GL2	20/10/14	PIT	Delivery of culture change programme	difficulty implementing new ways of working, customer service excellence etc, inability to transform services, unable to embed changes - ultimate impact on service delivery and savings				Green	Culture Change programme to be made an early priority of the JPV and implementation of the programme to commence prior to Go-Live.			
GL3	20/10/14	PIT	Staff transfer challenges/ appeals	Knock on delay in the HR programme for appointment of staff to the JPV Operational Model. Could delay formal launch of JPV and will impact on staff moral during uncertainty.				Amber	Robust assessment process in place to minimise risk of challenge. Consultation with Union throughout Implementation Phase.			
GL4	20/10/14	PIT	Management team not in post by Q1 2015/16	Knock on delay in the HR programme for appointment of staff to the JPV Operational Model. Could delay formal launch of JPV and will impact on staff moral during uncertainty.				Red	Establish a HR/Change group to lead this work.			

Risk Ref.	Date Raised	Raised By	Risk Description	Consequences	When is this likely to happen	Likelihood	Impact	Matrix RAG Status	Control measures	Progress	Risk Owner	Date Closed
GL5	20/10/14	PIT	move i-Prop host from WCC to JPV causing downtime or data loss	unavailability of data impacting on service delivery, helpdesk speed of response, providing building information when required, invoicing delays, Locality Review programme				green	Support Service have identified ways to mitigate this risk including doing parallel data runs so that information is not lost.			
GL6	20/10/14	PIT	Savings targets not met	insufficient funds in JPV, unplanned cuts being made which impact on service, partners expressing wish to leave JPV after lock-in period				Amber	Ensure robust Implementation and Transition Phase plans are in place to put in place Target Operating Model as quickly as possible. Ensure the future operating model structure sits within the identified cost envelope.			
GL7	20/10/14	PIT	Delivery of HR programme not to schedule/ delayed	delay filling JPV structure therefore delay to implementing the Target Operating Model and any service changes. May delay fromal launch of JPV				amber	Establish a HR/Change group to lead this work.			
GL8	20/10/14	PIT	Partner concerned about commitment for lock-in period	risk unsettling JPV during early operation and before it has had chance to reach steady state.				Amber	A 3 year lock in period gives confidence to partners and JPV staff that commitment exists to make success of project accepting that it may take up to 3 years to reach steady state to maximise benefits.			
GL9	20/10/14	PIT	Perception of a drop in service delivery	poor view of partners to JPV, moral of JPV staff, challenges at JPV Board between partenrs and JPV Management Team, lack of confidence from partners in the JPVs ability to deliver transformation leadign to lack of buy-in/commitment to that transformation				green	Ensure robust plans are in place to maintain service delivery durign transition phase and whilst implementing the new operating model. Monitoring of service levels throughout tranistion phase. Regular communication with partners.			
GL10	20/10/14	PIT	Service failure	JPV unable to meet service commitments. Possible risk to partner service delivery. JPV reputation failiue. Lack of confidence from partners in the JPVs ability to deliver transformation leadign to lack of buy-in/commitment to that transformation				Amber	Ensure robust plans are in place to maintain service delivery durign transition phase and whilst implementing the new operating model. Monitoring of service levels throughout tranistion phase. Regular communication with partners.			
GL11	20/10/14	PIT	Service improvement	service improves considerably under JPV, enhanced reputation for JPV, confidence of partners in the JPV leading further transformation				green	Ensure robust plans are in place to maintain service delivery durign transition phase and whilst implementing the new operating model. Monitoring of service levels throughout tranistion phase. Regular communication with partners.			

## Risk Matrix

The Risk Matrix helps you to assess the relative priority of a risk. This is based upon the impact of the risk should it occur, and the likelihood of it occurring. Once you have decided on the Impact and Likelihood use the matrix to give you an overall Red/Amber/Green (RAG) status. These need to be entered into the Risk Log.

As a mitigation is put in place the impact and probability may have altered in which case the RAG status needs to be update in the Risk Log. Any changes to the Risk Log must be recorded in the Risk Log Change Report on the next tab.

### Impact categories defined:

Negligible	Substantial	Critical	Extreme
Minimal time overrun, impact within agreed time parameters	Will impact upon the delivery of this part of the project within agreed time parameters	Will impact upon the delivery of other parts of the project within agreed time parameters	Will impact upon the completion of the project within agreed time parameters
Minimal impact on cost, impact within agreed budget parameters	May need to make changes to the spending to keep costs within agreed parameters	Will mean costs exceed agreed parameters for this stage of the project and may need to use contingency budget	Will mean costs exceed agreed parameters for the project and will need to use contingency budget
Minimal impact upon quality	Impact upon the quality of a limited part of the project	Impact upon the quality of a number of areas of the project	Quality will not meet expectations resulting in impact upon the outcomes and benefits of the project
Minor adverse publicity in local media	Significant adverse publicity in local media	Significant adverse publicity in national media	Sustained adverse publicity in national media and board/member dissatisfaction
Localised staff dissatisfaction	Staff/ management dissatisfaction on broader basis	Dissatisfaction disrupts output	CEO, Board or Member dissatisfaction
Some disruption to service, manageable by altering operational routine	Disruption to service/ a number of operational areas affected in one area	All operational areas of a location affected. Other areas may be compromised	Total system/ service dysfunction. Shut down of operations.

		Impact			
		Extreme	Critical	Substantial	Negligible
Probability	Very High	Red	Red	Red	Amber
	High	Red	Red	Amber	Amber
	Medium	Red	Amber	Amber	Green
	Low	Amber	Amber	Amber	Green
	Very Low	Amber	Amber	Green	Green
	Almost Impossible	Amber	Green	Green	Green

### Interpretation of the RAG status

Red	Unacceptable Risk - immediate control/improvement required
Amber	Acceptable Risk - needs close monitoring and cost effective control improvements sought
Green	Acceptable Risk - needs regular review, low cost control improvements sought if possible
Closed	The risk is no longer relevant or the event has passed

More information on risk management can be found in the Corporate Risk Management User Guide at <http://sid:8081/welcome/pep-risk-management>



# Overview and Scrutiny Committee

Tuesday, 21st October,  
2014

## MINUTES

### Present:

Councillor Jane Potter (Chair), Councillor Gay Hopkins (Vice-Chair) and Councillors Joe Baker, Michael Braley, David Bush, Andrew Fry, Carole Gandy, Alan Mason, Nina Wood-Ford and Phil Mould

### Also Present:

### Officers:

Sue Hanley, Jayne Pickering, John Godwin, Judith Willis, Liz Tompkin, Adrian Wyre and Carl Walker

### Committee Services Officer:

J Bayley

## 35. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were received from Councillors Paul Swansborough and Pat Witherspoon with Councillors Mike Braley and Nina Wood-Ford attending as substitutes.

## 36. DECLARATIONS OF INTEREST AND OF PARTY WHIP

Councillor Jane Potter declared an other discloseable interest in respect of Minute No.45, the update on the work of the Proposals for Change by Tudor Grange Academy Short, Sharp Review. She left the room and took no part in the discussions about this update.

Councillor David Bush also declared an other discloseable interest in respect of Minute No.45, as a member of the board of governors at the Walkwood Middle School, part of the pyramid group which would be affected by the changes proposed by Tudor Grange Academy. He left the room and took no part in the discussions about this update.

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Chair

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In light of the Chair having to leave the room it was noted that the Vice Chair would preside over the relevant part of Minute No. 45.

Councillor Andrew Fry declared an other discloseable interest in Minute No. 40 Fees and Charges Report, due to his personal family connection to the Head of Community Services.

## 37. MINUTES

Officers reminded Members that they had received two emails since the last meeting in respect of the request for an update on defibrillators. Members discussed where the defibrillators had been installed and who had funded them. Officers confirmed that this matter had originally been referred to the Health and Safety Committee and a number had been sited at the Leisure Centres, with others being installed at the Town Hall and Palace Theatre. These had been funded by the Council, though defibrillator had also been donated for free by the West Midlands Ambulance Service.

Members were reminded that this issue had been raised following receipt of correspondence by Councillor Bush, in his capacity as the former Chair of the Committee, from a resident. It was understood that the Leader had made a pledge to provide defibrillators and as it was not clear to Members from the information received, whether this pledge had been fully further clarification was requested from the Leader.

### **RESOLVED that**

**the minutes of the meeting of the Overview and Scrutiny Committee held on 2nd September 2014, be confirmed as a correct record and signed by the Chair.**

## 38. FREE SWIMMING DISCUSSION

The Portfolio Holder for Leisure and Tourism, supported by Officers, responded to the pre-prepared questions that the Committee had provided.

Members were provided with details of the uptake of free swimming and it was explained that this was made available by the use of cards by those wishing to take advantage of the facility. The service had originally been instigated by central government for a short period and then reintroduced by the Council in more recent years. The Committee discussed the benefits of free swimming for both age groups and highlighted that in respect of the over 60s the attraction was not always about exercise as swimming could also be a social activity. It was difficult to pinpoint whether the service

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had encouraged more people to go swimming as the current system used did not provide enough detailed information on this subject. It was acknowledged that the system in place needed to be refreshed in order to provide more useful analytical data.

The following areas were discussed in more detail:

- Sports England's survey and whether the data could be used.
- The Sports England 3 x 30 minute indicator, which it was understood had been reduced to 1 x 30 minute session of sport.
- The increased figures for those participating in 1 x 30 minute session.
- How the service was publicised and whether the awareness of the service was reaching those that would benefit from it the most.

Members asked Officers to provide detailed usage figures for the period pre and post the cancelled central government funded scheme plus the usage figures for the Council funded scheme based on monthly report broken down into financial years. In addition, Officers were asked to undertake a postcode analysis of the card sales for the period to show what locations the cards were purchased from. The Committee also agreed that further promotion of the service should be considered by the Leisure Team to ensure that residents were aware of this option.

In respect of the impact of free swimming provision on public health and tackling obesity locally the Committee were informed that Redditch had seen an increase in the Active People Survey results and specifically there had been an increase in adults aged 16 or more participating in swimming activities at least once a week. This in turn had raised awareness of the Abbey Stadium and the other facilities that were available. Officers had been contacted by older people who wanted to get more active. They had been signposted either to suitable sessions at the Abbey Stadium or to community sessions such as the Falls Intervention. The recent Local Health Profiles for Redditch had shown a decrease in hip fractures for people aged 65 and over, an increase in levels of physical activity amongst adults and a reduction in early death from health related diseases.

**RESOLVED that**

**the information provided be noted.**

**39. FUTURE YEARS FINANCIAL PLAN 2015/16 - PRE-SCRUTINY**

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Officers delivered a presentation which provided an overview of the proposals to ensure that the Committee were more involved, than in previous years, in scrutiny of the budget. The scrutiny process would assist in driving improvements in budget setting and transparency.

The following areas were also covered within the presentation:

- How the budget setting process was decided.
- The use of the Council's strategic purposes in the breakdown of the budget to ensure that a clear picture of proposed spending and measures was in place to support each service..
- Lessons learned and the impact in future years.
- The use of the transformation process in order to redesign services and make savings.

Key dates were also provided which highlighted when specific reports would be considered.

Following the presentation Members discussed their disappointment as they had understood that they would have been considering more detailed information about the budget and not just the process for future meetings. During this discussion the following issues were raised:

- The findings and issues raised within the Council's Audit Report.
- The linking of the strategic purposes to more detailed budget information.
- The lack of a three financial year plan in the previous year.
- The ongoing transformation of services and whether any service interventions had been completed. It was suggested that for Members interested in this attendance at the forthcoming Shared Services Board meeting would provide further information.

The Chairman was concerned that with an already heavy work programme, particularly at its meeting on 24th November, the Committee would have insufficient time to carry out an in depth scrutiny of the Council's budget. It was therefore suggested that an additional meeting be set up to cover the budget items only.

## **RESOLVED that**

**officers arrange an additional meeting of the Overview and Scrutiny Committee on 10th November 2014, commencing at 6.30 pm, to scrutinise the Council's budget.**



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## 40. FEES AND CHARGES REPORT - PRE-SCRUTINY

Members received the Fees and charges Report for pre-scrutiny and were advised that the Heads of Service had been invited to attend and would highlight any fees and charges which had increased outside of the standard 3 per cent. It was anticipated that these new rates would be set with effect from 1st January 2015 and in future would be reviewed every calendar year as opposed to financial year. The average 3 per cent increase would provide a total income of around £100,000 which would be included within the Medium Term Financial Plan.

### Leisure and Cultural Services

Officers highlighted a number of areas where an increase of slightly more than 3 per cent had been put in place and informed Members that often this was purely to round up (or in a small number of cases down) the amounts charged to make this manageable, particularly for reception at the leisure centres, when providing people with change. A number of items in respect of block booking had increased by around 5 per cent, and it was explained that as these bookings involved between 10-12 people, the increase per head equated to only a relatively small amount.

Members questioned the increase in Swimming Lessons, particularly those for Juniors, in light of the recent water related fatalities. It was felt that by holding the price of at least the Junior Swimming Lessons that the Council could show that they were acknowledging the concerns around water safety and acting on them. The Committee discussed whether the potential to make no increase had been considered and the role of the schools in teaching young people to swim. Officers explained that under Key Stage 2 there was a level of competence which pupils were expected to reach (to be able to swim 25m). It was understood that the schools had various funding streams available to them to provide this activity, but each school had different arrangements and it was often the cost of transporting pupils to the swimming baths, which had an impact on the lessons they provided. It was believed that parents often used the swimming lessons provided by the Council to supplement those provided by the schools.

The following areas were highlighted and discussed in respect of Leisure and Cultural Services fees and charges:

- The use of the rounding up and rounding down process.

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- Charges for Sports Development services in order for people to be given the opportunity to participate in leisure activities in the community.
- The new pricing policy for community centres implemented in order to encourage new groups to develop and grow by initially paying a reduced rate. A sampling exercise had been carried out as part of this process.
- Increase in allotment charges. It was confirmed that discussions with users and allotment groups had taken place.
- Increase in civic suite commercial charges and the overhead costs incurred when hired out at the weekend.
- Reduced hire rates for community groups.

## Community Services

The Committee was informed that all increases were within the 3 per cent threshold. It was noted that there had not been an increase in the fees for the Dial a Ride service. Members were advised that it had been agreed with service users that an increase would be implemented every three years in line with inflation.

## Environmental Services

Officers highlighted the following points within the report:

- For the bulky household waste service an instance quote could be provided.
- The lack of space within the cemetery. There was confusion in respect of the interment of cremated remains and Officers agreed to provide further clarification for Members outside of the meeting.
- Reduction in charge for use of chapel for burial service at off peak times.

## Worcestershire Regulatory Services

Officers highlighted the following matters in relation to the fees and charges for Worcestershire Regulatory Services:

- The increases for Pet Shops, Dog Breeding and Animal Boarding were 6 per cent and this was to ensure they were comparable with the rates charged by the rest of the County.
- In respect of Hackney Carriages and Private Hire Vehicles a charge had been introduced for the Knowledge Test to cover administration.
- The remainder of the charges were set by statute and therefore no changes had been made.

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## Corporate, Customer Access and Legal and Democratic Services

Members were informed that there were no changes to the Corporate Charges. In respect of the Customer Access and Financial Support charges, Surveyors Fees had increased by 3.9 per cent to reflect the cost of the service.

It was highlighted that there was now a charge for a Deed of Variation which referred to complex s106 agreements and this charge had not previously been made.

## Housing Services

Officers informed Members that there were no significant changes to the charges for Housing Services other than those in respect of St David's House, which had previously been agreed.

## Planning and Regeneration

Officers highlighted the following matters:

- The move to charging the actual cost of providing documents, for example the schedule of buildings of local interest for less than the current cost.
- The availability of documents via the internet free of charge.
- The inclusion of an additional charge in respect of domestic extensions to a single building. This charge related to the need to employ an outside contractor to certify for example electric work which had not been fitted by a professional electrician.
- The increase in charges for archived applications was above 3 per cent and due to remote storage of these documents.
- Members were reminded that the Building Control department was not able to either make a loss or a profit from the charges it made for services.

In respect of recommendation 2 in the main report, Officers explained that due to the commercial nature of the business of Leisure and Cultural Services by granting the Head of Service delegated powers to change the fees it enabled him to ensure that for example the Sports Hall at the Abbey Stadium could be utilised at a reduced rate on a Friday evening, thereby allowing the Council to maximise usage of the facility.

**RECOMMENDED that**

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- 1) the rate for Junior Swimming Lessons remain at the current 2014/15 rate;
- 2) the fees and charges for 2015/16 as set out in Appendix 1-9 of the report be approved, subject to the recommendation detailed above, other than in the cases where;
  - (a) Fees or charges are statutory,
  - (b) Fees and charges are set externally, or
  - (c) Other Council approved circumstances apply; and
- 3) the Head of Leisure and Cultural Service be given delegation to alter the leisure fees and charges by a variation of up to 30%.

#### 41. OVERVIEW AND SCRUTINY RECOMMENDATION TRACKER - UPDATE REPORT

Officers provided a number of further updates in respect of the tracker, which had been received following publication of the agenda:

- Access for Disabled People Task Group – The disabilities awareness training had taken place as part of the Equalities training on 18th September. Unfortunately there had been a disappointing turnout for this, with only three Members attending.
- Abbey Stadium Task Group's Recommendation 1 - Members were advised that the Executive Committee had also agreed the amended wording in respect of therapeutic services and a sauna and steam room. This would be included in the next tracker report.
- Abbey Stadium Task Group's Recommendation 6 – A further update had been received and Members were advised that it was anticipated that the new displays would be in place by 5th November.
- Voluntary and Community Sector Task Group's Recommendation 4 - Human Resources had confirmed that they were in negotiations with the local college and were currently working on a job description and person specification for the suggested apprentice post.
- Voluntary and Community Sector Task Group's Recommendation 8 - Whilst support had been given to this recommendation by the Executive Committee Officers had highlighted a number of concerns which could potentially mean that it was not practical to have a new staff award for voluntary work carried out by staff.

# Overview and SCRUTINY Committee

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Tuesday, 21st October, 2014

- Football Provision Task Group final report – The recommendation from the group had been agreed by Executive Committee and would be included within the next tracker report.

Following this additional update Members discussed the following areas in more detail:

- The use of “smiley faces” and that consideration should be given to amending these for some of the recommendations following the updates received.
- Arts and Culture Task Group - the possibility of an Arts Centre being established and whether it was realistic for this recommendation to remain on the tracker.
- Landscaping Task Group’s Recommendation 1 - the invitation for members to visit the Place Team and whether this had been taken up by any Members.
- Landscaping Task Group’s Recommendations 6 and 7 - It was understood that these had been suggested by officers and Members requested further information as to the feasibility of implementing these recommendations in the current climate before deciding whether they should remain on the tracker.
- Voluntary and Community Sector Task Group and the new staff award for voluntary work carried out by staff. After discussion it was agreed that this would remain on the tracker in order to provide the Chair of the Task Group with an opportunity to consider the response from officers.
- Voluntary and Community Sector Task Group’s Recommendation 9 in respect of the Redditch Hour on twitter. The Committee was advised that the Executive committee had suggested that the Redditch Town Centre Partnership should be asked to facilitate the launch of the Redditch Hour but the partnership had declined this offer. Following discussions Members agreed it would be appropriate to suggest that the Bromsgrove and Redditch Network (BARN) would be a more suitable facilitator for it.
- Market Task Group – as there had been concerns raised about the lack of action on these recommendations a separate report would be received by the Committee at its meeting on 24th November.
- Whilst it was acknowledge that the Executive Committee had approved the Abbey Stadium Task Group’s recommendation in respect of the potential for a trust to manage the Council’s leisure facilities, Members requested clarification as to when this review was expect to take place.

After further discussion it was

# Overview and SCRUTINY Committee

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Tuesday, 21st October, 2014

**RECOMMENDED that**

**the Executive Committee ask the Bromsgrove and Redditch Network (BARN) to facilitate the launch of a Redditch Hour on social media.**

**RESOLVED that**

**subject to the information requested in the preamble above being provided by the relevant officers, the report be noted.**

**42. JOINT WORCESTERSHIRE REGULATORY SERVICES (WRS)  
SCRUTINY TASK GROUP - UPDATE REPORT**

The Committee was provided with an update on the Worcestershire Shared Services Joint Committee's response to the recommendations which had been put forward by the Joint Worcestershire Regulatory Services (WRS) Scrutiny Task Group in its Final Report. Members were advised that the recommendations had been considered by all the Overview and Scrutiny Committees in the County and had been agreed by all but one (Wyre Forest District Council).

At the Joint Committee's meeting held on 2nd October the final report had been presented for its consideration by the Chair and Vice Chair. Recommendations 1 to 5 had been approved, and had referred recommendation 11 to the Executive committees at partner authorities for approval. In respect of recommendations 7 to 10 the Joint Committee had requested officers to bring forward alternative proposals to address the issues which had been raised.

Recommendation 6 had been addressed at a previous Joint Committee meeting when they had discussed alternative financial arrangements and recommendation 12 had been agreed and required action by partners' Overview and Scrutiny Committees.

**RESOLVED that**

**the Joint WRS Scrutiny Task Group Update Report be noted.**

**43. EXECUTIVE COMMITTEE MINUTES AND SCRUTINY OF THE  
EXECUTIVE COMMITTEE'S WORK PROGRAMME**

Officers confirmed that the Executive Committee had considered the Football Provision Task Group's final recommendation and had approved it. It had also considered an amendment to the Abbey

# Overview and SCRUTINY Committee

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Stadium Task Group Task Group's recommendation in respect of Therapeutic Services and Sauna/steam room to be included within its remit when exploring the option for a Leisure Trust, and this had also been approved.

**RESOLVED that**

**the minutes of the Executive Committee held on 8th September and the latest edition of the Executive Committee's Work Programme be noted.**

**44. OVERVIEW AND SCRUTINY WORK PROGRAMME**

Members considered the Overview and Scrutiny Committee's Work Programme.

**RESOLVED that**

**subject to the addition of a meeting to scrutinise the budget, as detailed in Minute No. 39, the Overview and Scrutiny Committee's Work Programme be noted.**

**45. TASK GROUPS - PROGRESS REPORTS**

Proposals for Change by Tudor Grange Academy Short, Sharp Review – Chair, Councillor Pat Witherspoon

As Councillor Witherspoon was unable to attend the meeting she had provided a written update on the work of the group. Councillor Carol Gandy also provided further information in respect of the following:

- The group had met with representatives of Tudor Grange Academy.
- The group had also interviewed the local M.P. and Councillor Rebecca Blake who had played an integral part in the petition.
- A representative of the Redditch Democratic Alliance had also been invited to attend a meeting, but had chosen to provide a written response.

Councillor Gandy confirmed that the Group remained on track to bring their final report to the 24th November meeting.

(Prior to consideration of this update Councillor Potter declared an other disclosable interest in the subject as a school governor at Tudor Grange Academy. Councillor Bush also declared an other discloseable interest in this update as a school governor at

# Overview and SCRUTINY Committee

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Tuesday, 21st October, 2014

Walkwood Middle School, part of the pyramid group which would be affected by the changes proposed by Tudor Grange Academy. They both left the room during consideration of this update and did not take part in the discussions).

### Tackling Obesity – Chair, Councillor Jane Potter

Councillor Potter confirmed that the group had met on several occasions and at the last meeting had looked at data and health profiles for the County including levels of obesity and diabetes. This data had shown a slight improvement in obesity levels. The group had also formulated some questions for leisure services Officers and public health representatives from Worcestershire County Council and were aiming to interview them at forthcoming meetings.

### **RESOLVED that**

**the update reports be noted.**

### **46. HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

In the absence of Councillor Pat Witherspoon, the Council's representative on the Health Overview and Scrutiny Committee (HOSC) a written update had been provided. The update referred to specific issues which had been discussed during the meeting. To help clarify the outcome of these discussions it was suggested that the minutes of the HOSC meeting should be circulated to Members.

### **RESOLVED that**

**Officers circulate the minutes of the HOSC meeting to Members of the Overview and Scrutiny Committee.**

The Meeting commenced at 7.00 pm  
and closed at 9.37 pm



**BROMSGOVE DISTRICT COUNCIL AND**  
**REDDITCH BOROUGH COUNCIL**

**SHARED SERVICES BOARD**

**6<sup>th</sup> November 2014 at 5.30 pm**

**COMMITTEE ROOM 3, THE TOWN HALL, REDDITCH**

**Present:** Councillors Bill Hartnett (Chairman) and Greg Chance (Redditch Borough Council)

Councillors Roy Clarke, Margaret Sherrey, Kit Taylor and Mike Webb (Bromsgrove District Council)

**In attendance:** Councillors Carol Gandy and Pat Witherspoon (Redditch Borough Council)

Councillor Mark Bullivant (Bromsgrove District Council)

**Officers:** Kevin Dicks, Sue Hanley, Guy Revans, Kevin Hirons, Ian Roberts and Helen Mole

**Notes:** Amanda Scarce

The Chairman suggested a round of introductions for the benefit of those Members who were new to the Shared Services Board. He also informed Members that the presentation in respect of Planning had been withdrawn and that the meeting would therefore concentrate on Place and the Business Case for Environmental Services.

**1. APOLOGIES**

Apologies for absence were received from Councillors Juliet Brunner and Debbie Taylor (Redditch Borough Council).

**2. NOTES**

The notes of the previous meeting of the Board held on 28<sup>th</sup> August 2014 were approved as a correct record.

**CONFIDENTIALITY**

These notes are an open public record of proceedings of the Board.

(Meetings of the Board are not subject to statutory Access to Information requirements; but information relating to individual post holders and/or employee relations matters would nonetheless not be revealed to the press or public.)

### **3. PRESENTATION – PLACE**

Members received a presentation from the Head of Environmental Services supported by Environmental Services Managers, Kevin Hiron and Ian Roberts.

A detailed and thorough review of the service area had taken place taking into account the Councils' strategic purposes and had looked at both strategic and operational measures rather than the traditional way of monitoring the work being carried out. The presentation would show how the service proposed to meet the demand and customer expectations, by being both focused and prioritising work based on data, experience and qualitative information gathered from the Place trials.

The aim was to reduce waste within the system by redesigning it, which in turn would reduce the cost and to reduce the enabling element of the service, which it was explained referred to "backroom" services such as administration, in order to concentrate on the elements of the service which provided "value" to the community. This had been discussed in detail within CMT and had included working across other service areas, for example Community Safety and Strategic Housing, in order to understand the demands from those receiving the services, which in turn would enable Environmental Services to create value to the communities which they were working with and also show them that they were receiving value for money.

The work of Environmental Services covered a number of the Councils' strategic purposes; with the main one being "keep my place safe and looking good". The presentation then went on to cover Place transformation trials and lessons learned from the trials with the following areas highlighted in more detail:

- The areas in both Redditch and Bromsgrove where Place trials had taken place.
- Details of the old and new way of working and the roles of team members.
- Principles of Place and relevant measures, together with details of how the measures highlighted improvements in various services.
- Changes to litter and dog bins and the bulky waste service.
- Transformation work within other services – Trees, Bereavement Services, Support Services and Waste Collection (route optimisation).
- Learning from Transformation trials and moving forward from the trials.
- The proposals for the Shared Service and key principles of the review.
- Place and Core services functions.
- The team structure and roles together with details of Place areas and what Core services would be covered by those teams.
- The proposed host authority and reasoning behind this decision.
- Financial savings and staffing implications, including relevant grading information.

At the end of the presentation, Members discussed a number of areas and raised questions which officers responded to in respect of the following:

- The possible impact of any workload pressures on the enforcement team in particular.
- The Cemeteries Services and its possible inclusion within the parks team.
- Work carried out for BDHT in the future.
- The potential to increase the amount of contracted work carried out on behalf of both the County Council and Parish Councils.
- Recycling and the work carried out by an Overview and Scrutiny Task and Finish Group on this subject.
- More relevant data being available through the use of measures.
- The aim to create a career progression for employees and the role of apprentices.
- Preliminary discussions with the unions and the consultation process which will be followed.
- Briefings for staff.
- Whether the Election process would have any impact on the process.

#### **4. BUSINESS CASE – ENVIRONMENTAL SERVICES**

It was agreed that the areas contained within the Business Case had been covered by the presentation. Officers confirmed that the Business Case would now go before the Executive and Cabinet in December and then on to full Councils in January 2015 as confidential papers. Staff would be briefed formally before a period of consultation took place, should the Business Case be agreed. The option for further Member briefings on the changes which would take place was also discussed.

Members were concerned how the changes would be relayed to residents as it was important that they be kept informed of what changes were happening and how they would be affected. Officers took on board Members concerns and agreed to put in place an appropriate publicity programme. Members were informed that the Councils' websites were currently being refreshed and it was understood the new format would be much more user friendly.

Following further discussion it was

**RECOMMENDED to Cabinet/Executive and Council that the Business Case for Environmental Services is endorsed in principle moving forward.**

#### **5. DATE OF NEXT MEETING**

It was confirmed that the next meeting of the Shared Services Board would be held on Monday 12<sup>th</sup> January 2015 at 6.00 pm in the Committee Room at Bromsgrove District Council.

The meeting commenced at 5.30 pm

And closed at 6.53 pm



REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

25th November 2014

**ADVISORY PANELS, WORKING GROUPS, ETC - UPDATE REPORT**

Relevant Portfolio Holder	Councillor John Fisher, Portfolio Holder for Corporate Management
Relevant Head of Service	Claire Felton, Head of Legal, Equalities and Democratic Services
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

To provide, for monitoring / management purposes, an update on the work of the Executive Committee's Advisory Panels, and similar bodies which report via the Executive Committee.

**2. RECOMMENDATIONS**

The Committee is asked to **RESOLVE** that

**subject to Members' comments, the report be noted.**

**3. UPDATES****A. ADVISORY PANELS**

	<b><u>Meeting :</u></b>	<b><u>Lead Members / Officers :</u></b> (Executive Members shown <u>underlined</u> )	<b><u>Position :</u></b> (Oral updates to be provided at the meeting by Lead Members or Officers, if no written update is available.)
1.	Economic Advisory Panel	Chair: <u>Cllr Greg Chance</u> / Vice-Chair: <u>Cllr John Fisher</u> Georgina Harris	Disbanded. Members now part of the Economic theme group under the Local Strategic Partnership
2.	Planning Advisory Panel	Chair: <u>Cllr Greg Chance</u> / Vice-Chair: <u>Cllr Rebecca Blake</u> Ruth Bamford	Next meeting – 16 <sup>th</sup> December 2014 25 <sup>th</sup> November cancelled

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**

25th November 2014

3.	Housing Advisory Panel	Chair: <u>Cllr Mark Shurmer</u> / Vice-Chair: <u>Cllr Greg Chance</u> Liz Tompkin	Next meeting – Date to be established.
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**B. OTHER MEETINGS**

4.	Constitutional Review Working Party	Chair: <u>Cllr Bill Hartnett</u> / Vice-Chair: <u>Cllr Greg Chance</u> Sheena Jones	Next meeting – Date to be established.
5.	Member Support Steering Group	Chair: <u>Cllr John Fisher</u> / Vice-Chair: <u>Cllr Phil Mould</u> Sheena Jones	Last meeting – 13 <sup>th</sup> October
6.	Grants Assessment Panel	Chair: Cllr David Bush / Vice-Chair: <u>Cllr Greg Chance</u> Donna Hancox	Last meeting – 17 <sup>th</sup> September 2014 Next meeting – 17 <sup>th</sup> November 2014
7.	Independent Remuneration Panel	Chair: Mr R Key / Sheena Jones	Next meeting – 24 <sup>th</sup> November 2014

**AUTHOR OF REPORT**

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REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**25<sup>th</sup> November 2014**ACTION MONITORING**

<b>Portfolio Holder(s) / Responsible Officer</b>	<b>Action requested</b>	<b>Status</b>
<b>8<sup>th</sup> September 2014</b>		
<b>Cllr Fisher</b> J Pickering, C Felton and J Godwin	<b>Finance Monitoring Report 2014/15 April to June (Quarter 1)</b>  Officers undertook to let all Committee members have the following information: <ul style="list-style-type: none"> <li>• The number of voluntary bodies using Council accommodation and where these are:</li> <li>• Whether any posts are being deleted to make anticipated savings in the Legal and Democratic Services Department;</li> <li>• The split between the swimming pool and gym in the projected overspend (shortfall in income) for the Abbey Stadium.</li> </ul>	
<b><u>Note:</u></b>	<i>No further debate should be held on the above matters or substantive decisions taken, without further report OR unless urgency requirements are met.</i>	Report period: 08/09/14 to present





By virtue of paragraph(s) 1, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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