



# Overview and Scrutiny Committee

Tuesday, 25th October,  
2016  
7.00 pm

Council Chamber  
Town Hall  
Redditch



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

**If you have any queries on this Agenda please contact  
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# Overview and Scrutiny

## Committee

Tuesday, 25th October, 2016

7.00 pm

Council Chamber Town Hall

### Agenda

#### Membership:

Cllrs: Jane Potter (Chair)      Andrew Fry  
 Gay Hopkins (Vice-Chair)      Paul Swansborough  
 Joe Baker      Jennifer Wheeler  
 Tom Baker-Price      Nina Wood-Ford  
 Matthew Dormer

<p><b>1. Apologies and named substitutes</b></p>	<p>To receive apologies for absence and details of any Councillor (or co-optee substitute) nominated to attend this meeting in place of a member of this Committee.</p>
<p><b>2. Declarations of interest and of Party Whip</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, and any Party Whip.</p>
<p><b>3. Minutes</b> (Pages 1 - 8)</p>	<p>To confirm the minutes of the most recent meeting of the Overview and Scrutiny Committee as a correct record.</p> <p>(Minutes attached)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>4. Employment and skills, specifically for people with disabilities - Presentations</b></p>	<p>To receive a presentation providing information about employment and skills, specifically for people with disabilities, in the Borough of Redditch.</p> <p>(Presentations to follow)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>5. Joint Scrutiny Task Group Proposal - Staff Survey</b> (Pages 9 - 38)</p>	<p>To consider a proposal received from Bromsgrove District Council's Overview and Scrutiny Board to undertake a Joint Scrutiny Task Group investigation of the staff survey and to determine whether to participate in this exercise.</p> <p>(Report attached)</p> <p><b>(No Specific Ward Relevance)</b></p>

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<p><b>6. Medium Term Financial Plan - Budget Assumptions - Pre-Scrutiny</b></p> <p>Jayne Pickering, Executive Director, Finance and Resources</p>	<p>To pre-scrutinise the Medium Term Financial Plan Budget Assumptions and to determine whether to make any recommendations on this subject to the Executive Committee.</p> <p>(Report to follow)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>7. Executive Committee Minutes and Scrutiny of the Executive Committee's Work Programme</b></p> <p>(Pages 39 - 52)</p>	<p>To consider the minutes of the latest meeting(s) of the Executive Committee and also to consider whether any items on the Executive Committee's Work Programme are suitable for scrutiny.</p> <p>(Minutes and latest edition of the Executive Committee's Work Programme attached).</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>8. Overview and Scrutiny Work Programme</b></p> <p>(Pages 53 - 56)</p>	<p>To consider the Committee's current Work Programme, and potential items for addition to the list arising from:</p> <ul style="list-style-type: none"><li>• The Forward Plan / Committee agendas</li><li>• External publications</li><li>• Other sources.</li></ul> <p>(Report attached)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>9. Working Groups - Update Reports</b></p> <p>(Pages 57 - 66)</p> <p>Councillor Tom Baker-Price, Councillor Jane Potter</p>	<p>To receive verbal updates on the latest activities of the following working groups:</p> <ol style="list-style-type: none"><li>1) Budget Scrutiny Working Group – Chair, Councillor Jane Potter; and</li><li>2) Performance Scrutiny working Group – Chair, Councillor Tom Baker-Price.</li></ol> <p><b>(No Specific Ward Relevance)</b></p>

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<p><b>10. Task Groups - Progress Reports</b> Councillor Nina Wood-Ford</p>	<p>To consider progress to date on the current reviews against the terms agreed by the Overview and Scrutiny Committee.</p> <p>The current reviews in progress are:</p> <p>a) Mental Health Services for Young People Task Group – Chair, Councillor Nina Wood-Ford.</p> <p>(Verbal report)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>11. Health Overview and Scrutiny Committee</b> Councillor Nina Wood-Ford</p>	<p>To receive a verbal update on the recent work of the Worcestershire Health Overview and Scrutiny Committee.</p> <p>(Verbal report)</p> <p><b>All Wards</b></p>
<p><b>12. West Midlands Combined Authority Overview and Scrutiny Committee</b> Councillor Jennifer Wheeler</p>	<p>To receive an update from the Council's representative on the West Midlands Combined Authority Overview and Scrutiny Committee, Councillor Jenny Wheeler, on the latest work of the Committee.</p> <p>(Verbal report)</p> <p><b>(No Specific Ward Relevance)</b></p>

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## 13. Exclusion of the Press and Public

Should it be necessary, in the opinion of the Borough Director, during the course of the meeting to consider excluding the public from the meeting on the grounds that exempt information is likely to be divulged, it may be necessary to move the following resolution:

“That, under S.100 (A) (4) of the Local Government Act 1972, 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 (to be specified) of Part 1 of Schedule 12 (A) of the said Act”.

These paragraphs are as follows:

Subject to the “public interest” test, information relating to:

- Para 1 – any individual;
- Para 2 – the identity of any individual;
- Para 3 – financial or business affairs;
- Para 4 – labour relations matters;
- Para 5 – legal professional privilege;
- Para 6 – a notice, order or direction;
- Para 7 – the prevention, investigation or prosecution of crime;

and may need to be considered as ‘exempt’.



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Monday, 12th September, 2016

## MINUTES

### Present:

Councillor Jane Potter (Chair), Councillor Gay Hopkins (Vice-Chair) and Councillors Joe Baker, Tom Baker-Price, Natalie Brookes, Pattie Hill, Paul Swansborough, David Thain and Nina Wood-Ford

### Also Present:

Councillor Juliet Brunner

### Officers:

J Pickering

### Democratic Services Officers:

J Bayley and A Scarce

## 20. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were received from Councillors Matthew Dormer, Andrew Fry and Jennifer Wheeler with Councillors David Thain, Pattie Hill and Natalie Brookes attending as substitutes respectively.

## 21. DECLARATIONS OF INTEREST AND OF PARTY WHIP

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

## 22. MINUTES

### RESOLVED that

the minutes of the meeting held on 5<sup>th</sup> July 2016 be confirmed as a correct record and signed by the Chair.

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Chair

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## 23. EFFICIENCY STATEMENT - PRE-SCRUTINY

Officers presented the Efficiency Plan for 2016/17 – 2019/20 and provided Members with background information in respect of this. During the presentation of this report the following areas were highlighted:

- The opportunity to secure a minimum level of funding for the four years commencing April 2016.
- There had been no legislation or guidance provided by Central Government in respect of the format of an Efficiency Plan.
- A four year settlement would provide an element of certainty in relation to the Revenue Support Grant.
- The response from Government in respect of the New Homes Bonus consultation had not yet been received.
- There was no guarantee that the settlement offered would not change over the next four years.
- The inclusion of a “negative grant” system to repay Government was not anticipated and had resulted in additional financial pressures for the Council.
- The Efficiency Plan was not purely about the funding, but should include key actions within it and reference to the Council’s Plan.
- The narrative of the plan clearly stated that the Council did not accept the methodology used for repayment to Government, which would offset any financial benefits associated with the localisation of Business Rates.
- Key themes had been identified to enable officers to manage the shortfalls in funding, including increasing income and growth, identifying further efficiencies and assessing the value for money of the services provided.
- Officers informed Members that other authorities had been approached to get their views on what was being included in their efficiency plans and what format was being used. The format presented to Members was similar to those used by other Councils.

Further detail was provided in respect of the actual figures within the report, including the efficiencies which had already been approved for 2016/17. Officers then gave a detailed explanation of each item relating to the proposed efficiencies for 2017/18 – 2019/20. Each Head of Service had been asked to provide information in respect of efficiencies, but were also being asked to prepare a more detailed template of how those efficiencies would be met. These would then be presented to and scrutinised by the Council’s Executive Directors to ensure that the options put forward could be carried through.



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Officers explained to Members that there was a significant shortfall in funding particularly in 2019/20 when the negative grant was activated and it was appreciated that there were some difficult decisions which would have to be made by Members. There would be a variety of options put forward for the Executive Committee's consideration in respect of efficiencies, including the potential to outsource some services. The Council needed to look at new and innovative ways of continuing to both maintain the services it provided and, where possible, raise additional income. Examples of how alternative models of service delivery could be beneficial were given together with examples of how additional income could be raised. The use of balances was also highlighted and the lower limit for this was confirmed at £750k.

Following the detailed presentation of the report, Members discussed a number of areas, which included:

- Whether Heads of Service had been asked to look at every option available in order to make savings.
- Concerns around the option of outsourcing services. Officers assured Members that this would simply be an option and that the decision would remain with Members themselves.
- Whether there was further scope for further shared services. Officers informed Members that the only area which was not currently shared with Bromsgrove District Council was the Planning Department and it was anticipated that a business case for this would be brought before the Shared Services Board in the near future.
- The impact on the Voluntary Sector and whether the grant funding available to the sector would be impacted by the national decision to leave the EU.
- The removal of "waste" in processes to make areas more efficient and why such steps had not been taken at an earlier stage.
- The potential for redundancies having to be made and whether the cost of this had been taken into account.
- The possibility of reviewing staff terms and conditions.

After further discussion it was

**RESOLVED that**

**the Council's Efficiency Plan for 2016/17 – 2019/20 be noted.**

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## 24. OVERVIEW AND SCRUTINY RECOMMENDATION TRACKER - MONITORING UPDATE REPORT

Officers provided a brief overview of the outstanding items referred to within this report, highlighting that it was hoped the Grants Apprentice, who would be shared between the Grants Team, Redditch Partnership and the Policy Team, would be in place by October 2016. It was also highlighted that whilst the recommendations from the Access for Disabled People for Redditch Taxis Short, Sharp Review had been endorsed by the Licensing Committee a number of them were subject to further consultation and an update would therefore not be appropriate at this time. It was likely that when the Committee next received this update, in January 2017, further information would be available.

Following presentation of the report Members discussed a number of the outstanding recommendations, including:

- Whether the Grants Officer role, which was vacant was a post that could be deleted and, if not, when it would be recruited to. Officers agreed to seek clarification on this for Members outside of the meeting.
- LGBT Task Group – Recommendation 5, it appeared that this had been achieved through a new pilot training scheme which would be rolled out in early 2017 and could therefore be deleted from the Tracker.

It was noted that Recommendation 1 from the LGBT Task Group, in respect of the Council participating in the Stonewall Workplace Equality Index, had been reviewed and officers had felt that a significant amount of work was needed in order to make a submission. Members were disappointed with this response and asked for the relevant Officer to be invited to a future meeting of the Committee to provide a more detailed explanation.

Members noted that Recommendation 2 in respect of the LGBT Task Group had been raised with Worcestershire County Council (WCC) in a notice of motion. Officers were asked to monitor progress of this at meetings of WCC's Cabinet.

### **RESOLVED that**

**the Quarterly Monitoring Recommendation Tracker be noted.**

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

Officers reported that there were no issues in relation to Overview and Scrutiny within the minutes. In respect of the Executive Committee's Work Programme it was noted that a number of items referred to were already included within the Committee's Work Programme.

**RESOLVED that**

**the Executive Committee Minutes of the 12th July 2016 together with the latest edition of the Executive Committee's Work Programme be noted.**

**26. OVERVIEW AND SCRUTINY WORK PROGRAMME**

Members considered the Committee's Work Programme and noted that an update in respect of the Sustainability and Transformation Plan (which had previously been considered at the meeting in July) would be received at the December meeting. Following discussion it was agreed that all Councillors should be advised of this and invited to attend if they wished.

**27. WORKING GROUPS - UPDATE REPORTS**

Budget Scrutiny Working Group – Chair, Councillor Jane Potter

Councillor Potter informed Members that the Budget Scrutiny Working Group had held two meetings, and had received an update on the budget, capital, reserves and balances.

Councillor Potter confirmed that the group had a schedule of meetings planned on a monthly basis and would be taking a more in depth look at the forthcoming budget and its process.

Members discussed whether it was necessary to hold an extra meeting of the Committee in November as it was a busy time in respect of the budget. After giving this consideration the Chair suggested that such a meeting would not be needed.

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

Councillor Baker-Price informed Members that the group had met on two occasions to date and had investigated how the system had been developed and were awaiting details of the cost. Particular

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areas which had been looked at in more detail included staff sickness levels per department and it had been noted that these had not been updated recently. The relevant officers would be contacted to ensure this was rectified as soon as possible.

Future meetings would include detailed consideration of Lifeline and Forge Mill as it had been noted that there was a reduction in the use of these services. The group would also consider target setting and performance indicators from a strategic perspective.

## **RECOMMENDED that**

**the Council should have a robust four year funded Capital Programme for the period 2017/18 to 2020/21 to include estimates across each year of the budget; and**

## **RESOLVED that**

**the report be noted.**

## **28. TASK GROUPS - PROGRESS REPORTS AND CONFIRMATION OF TASK GROUP MEMBERSHIP**

Mental Health Services for Young People Task Group – Chair, Cllr Nina Wood-Ford

Councillor Wood-Ford informed Members that the group had already held a number of meetings and were at the early stages of evidence gathering. It had been challenging determining what constituted a young person as different organisations had different age criteria. Data had been provided in respect of suicide rates and Members had been concerned to note that the figures were significantly higher for males in Worcestershire.

A number of organisations had already been interviewed and the group also hoped to consult with representatives from local schools, colleges, Police and the Voluntary Sector. County Council representatives had provided written responses to a number of questions as they had been unable to attend on the dates which had been provided. It was also anticipated that representatives from the NHS would be invited to attend future meetings.

In response to questions from Members Councillor Wood-Ford confirmed that the group were looking at the correlation between deprivation and mental health problems and that the use of social media would also be considered.

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The Chair asked Members to formally confirm the Membership of the group, as this had not been done at the previous meeting.

**RESOLVED that**

**the Membership of the Mental Health Services for Young People Task Group be confirmed as Councillors Nina Wood-Ford (Chair), Andrew Fry, Gay Hopkins and Jenny Wheeler.**

**29. HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

Councillor Nina Wood-Ford, the Council's representative on the Worcestershire Health Overview and Scrutiny Committee (HOSC), provided Members with a brief outline of the items discussed on the agenda at the last meeting of HOSC. This included:

- Adult Mental Health – the reduction in services at Orchard Place, Redditch and the use of the Hub in Worcestershire were highlighted.
- The use of E-cigarettes – this had been the subject of a review and whilst it was agreed that there were some benefits from the use of e-cigarettes the evidence was inconclusive.
- The Acute Hospitals Trust had attended and provided information in respect of the forthcoming consultation process and its future plans, which it anticipated would be implemented by March 2017.

The Meeting commenced at 7.00 pm  
and closed at 8.18 pm



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**STAFF SURVEY – PROPOSED JOINT SCRUTINY TASK GROUP**

Relevant Portfolio Holder	Councillor John Fisher, Portfolio Holder for Corporate Management
Portfolio Holder Consulted	No
Relevant Head of Service	Deb Poole, Head of Business Transformation and Organisational Development
Ward(s) Affected	All wards.
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

This report provides Members with an opportunity to consider a proposal that has been received from Bromsgrove District Council's Overview and Scrutiny Board to participate in a joint scrutiny Task Group review of the staff survey.

**2. RECOMMENDATIONS**

The Committee is asked to **RESOLVE** to approve **one** of the following options:

- 1) **Members of the Overview and Scrutiny Committee, to be identified during the meeting, should participate in the proposed Joint Staff Survey Scrutiny with Bromsgrove District Council's Members. (*This will involve endorsing the proposed terms of reference and joint scrutiny arrangements attached at the Appendices to this report, subject to any suggested changes*).**
- 2) **Members receive a presentation on the subject of the staff survey at a forthcoming meeting (or meetings) of the Overview and Scrutiny Committee.**
- 3) **No further action be taken by Overview and Scrutiny Members in respect of this matter.**
- 4) **Alternative action, to be identified and clearly specified during the meeting, be taken in relation to this matter.**

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

- 3.1 The first staff survey for staff employed by Redditch Borough Council and Bromsgrove District Council was circulated in August 2013. A second staff survey was subsequently made available for staff from both Councils to complete in April 2016.

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- 3.2 In October 2013 Bromsgrove District Council's Overview and Scrutiny Board, the Council's equivalent of the Redditch Overview and Scrutiny Committee, first identified the staff survey as a suitable topic for further scrutiny. The Board subsequently discussed the content of the survey and the feedback that was received from staff in completed responses on four further occasions. (Extracts from the meetings when the Board discussed this subject are attached at Appendices 3 – 7 of this report).
- 3.3 At the latest meeting of the Board, on 19th September 2016, Members received an update on the outcomes of the survey conducted in April this year (Attached at Appendix 8 to the report). Based on the feedback provided the Board had several concerns about the latest survey (the points raised during the meeting are detailed in the extract from the minutes of that meeting provided at Appendix 7 to the report).
- 3.4 Based on the Board's discussions to date, and the concerns raised during the latest meeting in Bromsgrove, Members concluded that this subject would be a suitable subject for a scrutiny Task Group. As an investigation of this subject would have implications for both Redditch and Bromsgrove the Board concluded that Redditch Overview and Scrutiny Members should be approached to discuss the potential to undertake this review as a joint scrutiny exercise.
- 3.5 The Overview and Scrutiny Board in Bromsgrove will consider the decision of the Redditch Overview and Scrutiny Committee at the Board's next meeting on 31st October. Members should be aware that there is the possibility that the Board will still choose to launch a Task Group review of this subject if Redditch Members decide not to participate. The findings from any such review would potentially have implications for Redditch Borough Council's services.

**Financial Implications**

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

**Legal Implications**

- 3.7 There are no direct legal implications for the Council.

**Service / Operational Implications**

- 3.8 In previous years the Council has participated in joint scrutiny investigations involving a larger number of Councils based in Worcestershire, with the majority having been hosted by Worcestershire County Council. However, Members should note that if the Overview and Scrutiny Committee agrees to take part in this review this would be the first joint scrutiny investigation to be conducted by Redditch and Bromsgrove Members only. A joint review of this subject could therefore set an example for future scrutiny collaborations between the two Councils which may occur more frequently when considering shared services.



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- 3.9 For this reason it would be useful to clarify how the joint scrutiny arrangements should operate for the review. The proposed framework attached at Appendix 2 should help to address this.
- 3.10 To ensure that joint scrutiny arrangements develop in a way that meets the needs of Redditch and Bromsgrove scrutiny it would be useful for Members with scrutiny expertise to be appointed to the Task Group. As such it is proposed that only Members of the Overview and Scrutiny Committee should be appointed to the Task Group on this occasion. To ensure that the size of the membership on the Task Group is workable from a practical perspective it is further being proposed that three Members should be nominated from Redditch and three Members from Bromsgrove.
- 3.11 As the review has been proposed by Bromsgrove District Councillors it is anticipated that a Bromsgrove Councillor would be appointed to Chair the Task Group. A Redditch Member could be appointed as Vice Chair on this occasion and should be identified during the meeting if Members decide to participate in the review.

**Customer / Equalities and Diversity Implications**

- 3.12 There are no specific customer or equalities and diversity implications.

**4. RISK MANAGEMENT**

No specific risks have been identified.

**5. APPENDICES**

Appendix 1 – Completed Overview and Scrutiny Topic Proposal Form from Bromsgrove District Council.

Appendix 2 – Potential Joint Working Arrangements

Appendix 3 – Minute extract from the meeting of Bromsgrove District Council's Overview and Scrutiny Board held on 14th October 2013.

Appendix 4 – Minute extract from the meeting of Bromsgrove District Council's Overview and Scrutiny Board held on 16th June 2014.

Appendix 5 - Minute extract from the meeting of Bromsgrove District Council's Overview and Scrutiny Board held on 16th February 2015.

Appendix 6 - Minute extract from the meeting of Bromsgrove District Council's Overview and Scrutiny Board held on 29th February 2016.

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Appendix 7 - Minute extract from the meeting of Bromsgrove District Council's Overview and Scrutiny Board held on 19th September 2016.

Appendix 8 – Report to Bromsgrove Overview and Scrutiny Board concerning the staff survey, considered by the Board on 19th September 2016.

Appendix 9 – Staff Survey Template (2016)

**AUTHOR OF REPORT**

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## APPENDIX 1: OVERVIEW & SCRUTINY TOPIC PROPOSAL

This form can be used for either a Task Group or a Short Sharp Review topic proposal.

Completed forms should be returned to [scrutiny@bromsgrove.gov.uk](mailto:scrutiny@bromsgrove.gov.uk) – Democratic Services, Bromsgrove District Council.

<b>Name of Proposer: Cllr Steve Colella</b>	
Tel No: 07758 739901	Email: <a href="mailto:s.colella@bromsgrove.gov.uk">s.colella@bromsgrove.gov.uk</a>
Date: 21 <sup>st</sup> September 2016	

<p><b>Title of Proposed Topic</b> (including specific subject areas to be investigate)</p>	<p>Scrutiny into the Bromsgrove District and Redditch Borough Council 2016 staff survey.</p> <ul style="list-style-type: none"> <li>• Scrutiny of the survey results (Qualitative and Quantitative) and the underlying issues identified.</li> <li>• Scrutiny of the survey process and quality of survey</li> <li>• Investigations into the low response rate and implications</li> <li>• Investigation in to model surveys</li> <li>• Consider the criteria of the previous survey and lesson learned for future surveys.</li> <li>• The work of the Programme Board which is to be chaired by the Chief Executive.</li> <li>• The work to be carried out in respect of the three corporate work streams which have been established and headed up by key officers.</li> </ul>
<p><b>Background to the Proposal</b> (Including reasons why this topic should be investigated and evidence to support the need for the investigation.)</p>	<p>Following a presentation of the 2016 Staff survey to the Overview and Scrutiny Board (19<sup>th</sup> September 2016) concerns were raised in respect of the low response rate, the implications and possible reasons for such a disappointing outcome.</p> <p>As this was a shared survey and the majority of services are shared with Redditch Borough Council it was suggested that it would be an ideal opportunity</p>

	to carry out a piece of joint working with the RBC Overview & Scrutiny Committee, as the findings of the review could have implications for both Councils.		
<p><b>Links to national, regional and local priorities</b></p> <p>(including the Council's strategic purposes)</p>	<p>The importance of conducting robust and regular staff surveys is to demonstrate that the organisation values the voice of its employees, at every level and is responsive to any changes that the results may highlight.</p> <p>Therefore the links are directly related to efficiency of the organisation, staff moral and effective service delivery.</p> <p>In order to achieve the Councils' strategic purposes we need to ensure that staff are motivated and operating in the appropriate culture to meet these objectives.</p>		
<p><b>Possible Key Objectives</b></p> <p>(these should be SMART – specific, measurable, achievable, relevant and timely)</p>	<ul style="list-style-type: none"> <li>• Consider how to increase the response rates in future.</li> <li>• Consider the merits of the questions both in terms of desired outputs and number of questions.</li> <li>• Establish reason for the low response rates</li> <li>• Bench mark survey with other similar organisations and marque organisations</li> <li>• To make Recommendations to the Bromsgrove Overview and Scrutiny Board and Redditch Overview and Scrutiny Committee.</li> </ul>		
Anticipated Timescale for completion of the work.	November 2016 – February 2017		
Would it be appropriate to hold a Short Sharp Inquiry or a Task Group? (please tick relevant box)	<u><b>Task Group</b></u>	yes	Short Sharp Inquiry

**OFFICE USE ONLY - TO BE COMPLETED WHEN THE TOPIC PROPOSAL IS ACCEPTED**

<b>Evidence</b>	
Key documents, data, reports	
Possible Site Visits	
Is a general press release required asking for general comments/suggestions from the public?	
Is a period of public consultation required?	
<b>Witnesses</b>	
Officers	
Councillors (including Portfolio Holder)	
Any External Witnesses	

**Appendix 2: Potential Joint Working Arrangements**

**Membership:** To be chaired by a Member of the Overview and Scrutiny function from the Council that proposed the topic.

Appoint a Vice Chairman (from the other Council).

6 Members made up of three from each Council. Each Member should be a Member of the Overview and Scrutiny Board/ Committee on this occasion.

A Quorum of three be in place with at least one Member from each Council present.

**Venue:** alternate between each Council.

1. Verbal updates be given to the respective Overview and Scrutiny functions by the lead member with the final report being considered by both prior to it being considered at Cabinet / Executive.
2. Consultation with Portfolio Holders – both relevant Portfolio Holders should be invited to attend if considered appropriate.
3. The meetings will be private informal meetings as standard practice at both venues.

**APPENDIX 3: BROMSGROVE DISTRICT COUNCIL****MEETING OF THE OVERVIEW AND SCRUTINY BOARD****MONDAY, 14TH OCTOBER 2013 AT 6.00 P.M.**

PRESENT: Councillors P. Lammas (Chairman), R. J. Laight (Vice-Chairman), C. J. Bloore, B. T. Cooper, R. L. Dent, K. A. Grant-Pearce, J. M. L. A. Griffiths, H. J. Jones, L. C. R. Mallett, C. J. Spencer, C. J. Tidmarsh and L. J. Turner

Observers: Councillor M. A. Sherrey and Councillor C. B. Taylor

Officers: Ms. J. Pickering and Ms. A. Scarce

**MINUTE EXTRACT – MINUTE 43/13****OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME**

The Board considered the Work Programme and discussed the number of reports which were scheduled for the November meeting. There had been a delay with producing the Quarter 1 Write Off Report and Sickness Absence Report and it was agreed that these would be combined with the 2nd Quarter reports to be received at the December meeting.

The Chairman gave Members the opportunity to suggest topics which it was felt may be suitable for consideration by the Board at future meetings. It was suggested that an update on the preventative work carried out in respect of flooding in the District would be pertinent in view of the approach of the winter months.

Members also discussed the recent staff survey and requested that the results of this would be an appropriate subject for the Board to consider. After further discussion it was

**RESOLVED:**

- (a) that officers arrange a presentation providing an update on preventative flooding work within the District from the relevant officer, to be received at the meeting to be held on 16<sup>th</sup> December 2013; and
- (b) that the Board receive a presentation on the results and findings of the staff survey as soon as practicable.

The meeting closed at 6.35 p.m.

Chairman

**APPENDIX 4: BROMSGROVE DISTRICT COUNCIL****MEETING OF THE OVERVIEW AND SCRUTINY BOARD****MONDAY, 16TH JUNE 2014 AT 6.00 P.M.**

PRESENT: Councillors L. C. R. Mallett (Chairman), H. J. Jones (Vice-Chairman), C. J. Bloore, R. A. Clarke, S. R. Colella, B. T. Cooper, R. J. Laight, P. Lammas, S. P. Shannon, C. J. Tidmarsh, K. A. Grant-Pearce, J. M. L. A. Griffiths and P. M. McDonald

Invitees: Councillors D. Booth and M. Webb

Officers: Mrs. S. Hanley, Ms. J. Pickering, Ms. D. Poole, Jones, Ms. J. Bayley and Ms. A. Scarce

**MINUTE EXTRACT - MINUTE 6/14****SUMMARY OF RESULTS OF STAFF SURVEY**

The Head of Business Transformation and Organisational Development delivered a presentation which summarised the results of the staff survey conducted in August 2013 (Appendix 1).

Following this presentation a number of points were raised by Members:

- The level of responses that had been received from staff, which represented a third of the employees from both Bromsgrove District Council and Redditch Borough Council.
- The potential to design and promote future versions of the survey in ways that would encourage a larger proportion of staff to respond in future years. Officers confirmed that the survey had been made available both electronically and in paper form for staff to complete.
- The value of assessing responses at a departmental level and the challenges this would present to the Staff Survey Working Group due to the fact that staff were not required to indicate which department they worked in when completing the survey.
- Some of the feedback that had been received in completed surveys, particularly the qualitative data, had been treated as confidential. This was because in some cases the comments submitted by staff could have enabled observers to identify the respondent or a specific team.
- The potential for senior Officers to make themselves available for staff to access across numerous working sites. Members were advised that senior Officers would not focus on one action exclusively but rather would seek to engage with staff face-to-face using a range of methods in order to meet the differing needs across both Councils.
- The Working Group's Action Plan, which was in the process of being developed would be utilised to monitor progress in implementing actions taken in response to the feedback, particularly the top ten recommendations.



- The benefits of face to face communications between staff arising from “No Email” days.
- How the feedback that had been received compared to the responses to previous versions of the staff survey. Members suggested that in future a record should be kept of the responses received in order to ensure that progress with addressing staff concerns could be monitored.
- The importance of 1:2:1 meetings for staff and the need for these to be held regularly. However, it was noted that there needed to be some flexibility across the organisation regarding the frequency of these meetings due to the varying work patterns and demands on staff employed in different services.
- The fact that some staff struggled with change and the challenges this presented at a corporate level during the course of service transformation.
- The failure of some ICT systems and the financial implications that this presented for the Council.

Concerns were expressed in respect of the 14.75% of respondents who had indicated that they had been subject to bullying and harassment while at work. Officers confirmed that there was a policy for managing reports relating to bullying and harassment and this was applied by managers when cases were reported directly by members of staff. Improved training of managers would further enable them to respond to reports of bullying and harassment in a sensitive manner. There were also support groups, such as Phone a Friend, which could provide advice to staff. Members concurred that it was important to demonstrate to all staff that the Council would not tolerate bullying and harassment and it was suggested that this could be highlighted within the top ten recommendations.

The Board also discussed the proposal for the staff finder and phone lists to be updated in order to improve internal communications. Members noted that unfortunately they were not able to access the intranet, where the staff finder facility was located, using their Council IT equipment. However, the Board recognised that it was important to provide all elected Members with access to staff contact details as this could help Members to manage issues raised at both Committee meetings and by residents in a constructive manner.

**RECOMMENDED** that

1. a statement should be added to the top ten recommendations arising from the staff survey which demonstrates that the Council has a zero tolerance approach to bullying and harassment among staff;
2. the contact details for staff, as detailed in the staff finder on the Council’s intranet, should be made available for the consideration of elected Members; and

**RESOLVED** that the report be noted.

The meeting closed at 8.53 p.m.

Chairman

**APPENDIX 5: BROMSGROVE DISTRICT COUNCIL****MEETING OF THE OVERVIEW AND SCRUTINY BOARD****16<sup>TH</sup> FEBRUARY 2015 AT 6.00 P.M.**

PRESENT: Councillors L. C. R. Mallett (Chairman), R. J. Laight (Vice-Chairman), C. J. Bloore, J. S. Brogan, R. A. Clarke, S. R. Colella, S. J. Dudley, P. Lammas, R. J. Shannon, S. P. Shannon and C. J. Tidmarsh

Invitees: Councillor D. Booth

Officers: Ms. J. Pickering, Ms. D. Poole, Mr D Riley, Ms L Wood, Ms. J. Bayley and Ms. A. Scarce

**MINUTE EXTRACT – MINUTE 115/14****STAFF SURVEY**

The Acting Human Resources and Organisational Development Manager delivered a presentation on the subject of the staff survey. During the delivery of the presentation she raised the following points for Members' consideration:

- The survey, which was circulated in August 2013, had been completed by 40 per cent of staff.
- There had been delays in analysing the data due to the complexity and volume of the feedback.
- Responses had been treated as confidential and every effort had been made to ensure that individual respondents could not be identified.
- There had been a low response rate from Bromsgrove depot, which would be addressed in any future surveys.
- A Working Group, comprising senior Officers, had been established to consider the feedback provided in the surveys.
- Sub-Groups had also been established to consider four key themes, chaired by members of the Working Group.
- The four key themes identified from analysis of the feedback were; management and the need for managers to manage staff in a different way in a changing environment, the need for more effective internal communications, the importance of an appropriate working environment that enabled staff to be a healthy workforce, and failures in ICT support and the impact of IT improvements on wider service delivery.
- Action had been taken in a variety of areas to address the concerns raised by staff.
- The first event relating to the Council's Time to Change pledge would take place at Bromsgrove Council House on 5th March 2015.

- The Council was participating in the Worcestershire Works Well accreditation process.
- A new performance management framework was being piloted in the business transformation team.
- A new induction process, which would include face-to-face support, mentoring and podcasting, was due to be introduced.
- A generic skills matrix was being launched focusing on 25 skills all staff required in addition to any technical and specialist abilities.
- Additional support for staff was being made available in Bromsgrove and the Phone a Friend service was due to be re-launched with new volunteers.
- Monthly updates were being delivered through Oracle newsletters.
- A staff choir had been launched due to identified links between singing and wellbeing.
- In total 11% of respondents had reported that they had experienced some form of bullying from either the public or other officers in the workplace. The Council's Bullying Policy had been promoted in an attempt to address this problem.
- The information available to staff in respect of corporate priorities, performance measures and strategic purposes had been updated and various ICT policies would be rewritten to ensure they were user friendly for staff.
- The new survey would be launched outside the school holiday period in order to maximise the number of responses.
- Officers were intending to use the same questions in the survey to ensure that the feedback could be compared to the data from the 2013 survey.

Following the delivery of the presentation Members discussed a number of points in further detail:

- The need for first aider and fire warden training to be delivered as part of the corporate training programme.
- The current content of the Bullying Policy and the extent to which changes needed to be made to the policy in order to secure a reduction in bullying.
- The type of issues that were considered bullying by staff.
- The training delivered in wellbeing sessions, covering healthy eating, physical exercise, breaks from work and health checks.
- The potential for exit interviews to take place in order for the Council to have an understanding why staff left. (Members were informed that these would be introduced across the organisation and the fact that these could only be undertaken on a voluntary basis.)
- The arrangements for the new Performance Development Review (PDR) framework which would look forward towards achieving objectives rather than backwards at past behaviour.
- Some concerns were expressed about the limited number of PDRs that staff had undertaken in recent years and the impact that this could have on both staff morale and performance.
- The provision of regular one-to-one meetings for staff and the fact that these varied in content and timescales.
- The payment of staff by increments rather than in accordance with an assessment of service performance.

- The number of times members of the Corporate Management Team had attended team meetings and the breakdown of attendances at these meetings.
- The number of new members of staff who would be employed by the Council in the following year.
- The potential value of a podcast in the corporate induction process and the benefits of face-to-face contact when welcoming new staff to the organisation.
- The content of the Oracle newsletters and the potential for these newsletters to be sent to Members alongside the monthly newsletter for Councillors.
- The operation of staff from Redditch Town Hall and the extent to which the working environment in the building was appropriate for shared services.
- The work that had been delivered in accordance with the Council's Equalities Plan.
- The reasons why the review of key behaviours in a customer driven organisation had been superseded. Officers explained that this had occurred as part of the on-going work to transform the organisation.

Members also suggested the following amendments to the survey:

- An additional question on the subject of health and wellbeing concerning the option to work from alternative locations to the standard Office workspace.
- The potential for "paternity" to be added as an additional option as a reason why a member of staff may have been subject to bullying or harassment.
- The potential for the option "lack of belief" to be rephrased as "no religious belief".

Following further discussion the Board

**RESOLVED** that the report be noted.

The meeting closed at 7.55 p.m.

Chairman

**APPENDIX 6: BROMSGROVE DISTRICT COUNCIL****MEETING OF THE OVERVIEW AND SCRUTINY BOARD****29<sup>TH</sup> FEBRUARY 2016 AT 6.00 P.M.**

PRESENT: Councillors L. C. R. Mallett (Chairman), K.J. May (Vice-Chairman), C. Allen-Jones, C. J. Bloore, S. R. Colella, R. J. Deeming, M. Glass and S. A. Webb

Observers: Councillor C. B. Taylor

Officers: Ms. J. Pickering, Mrs. R. Bamford, Ms. D. Poole, Ms L Wood, Ms P. Smith, Ms. A. Scarce and Ms. J. Bayley

**MINUTE EXTRACT – MINUTE 107/15****STAFF SURVEY - UPDATE**

The Training and Development Advisor presented an update on the staff survey. During the delivery of this presentation the following matters were highlighted for Members' consideration:

- A new edition of the staff survey was due to be issued in April.
- The majority of the questions remained the same (with a small number being amended to allow easier interpretation of the data) as those which had featured in the previous survey to enable the Human Resources team to compare the data from the responses.
- Lessons had been learned from the previous survey and a separate survey focusing on mental health, about how to maximise the number of completed questionnaires received.
- There had been some problems experienced with the previous survey in terms of encouraging staff to complete paper copies. To address this personalised letters would be sent to those staff in receipt of a paper copy.
- Staff had been updated in respect of the actions that had been taken in response to various concerns raised in the survey.
- The responses provided to the new survey would enable the Human Resources team to assess the impact that various actions had had in terms of addressing staff concerns.
- It was anticipated that the data would be reviewed more quickly than previously and support would be provided by the Policy Team which had expertise in respect of recording and analysing data.
- Once the feedback had been analysed a communications plan would be devised to ensure that the outcomes were reported back to staff in an appropriate manner.

Following presentation of the report a number of matters were discussed in further detail:

- The need for both qualitative and quantitative data to be analysed in completed surveys in a constructive manner.
- The reasons for the delays in issuing a second survey to staff. Members were advised that initially there had been an intention to include questions about mental health and equalities issues and, whilst these would not now be included in the final version, this had caused some delays.
- The Board sought assurance that the data arising from completed surveys would be shared with Members in a timely manner. Officers confirmed that it would be possible, but some detail would need to remain restricted in order not to compromise staff confidentiality.
- The action that would be taken to encourage more staff to complete the survey than the previous version. Members were advised that Human resources would be liaising directly with service managers in order to encourage staff to complete the surveys.
- It was noted that a one third response rate for a staff survey was good.
- The role of Human Resources in developing and administering the survey. Members were assured that external consultants would not be involved.
- The potential to make completion of a survey compulsory for staff. The Board was informed that ideally voluntary participation was preferable.
- The improvements that had been made in terms of communicating with staff over IT problems.
- The use of an IT dashboard to inform staff about the number of IT technicians available at any one time to resolve IT problems.
- The number of staff who regularly accessed and used the data recorded on the measures dashboard.
- The continuing development of the skills matrix and the likely timeframes in which use of the matrix would be extended across all teams. The Board was advised that the matrix was being piloted in Customer Access and Financial Support Services. In the long-term the aim would be to use the matrix to develop a training programme which addressed gaps in staff skills.
- The time taken to develop an induction process for new staff.
- The extent to which Human Resources worked with other local authorities to share ideas in terms of staff training. The Board was informed that the Council worked closely with other local authorities, particularly other Councils in the West Midlands.
- The progress that had been made in terms of enabling staff to report concerns about the working environment.

**RESOLVED** that the report be noted.

The meeting closed at 6.44 p.m.

Chairman

**APPENDIX 7: BROMSGROVE DISTRICT COUNCIL****MEETING OF THE OVERVIEW AND SCRUTINY BOARD****19<sup>TH</sup> SEPTEMBER 2016 AT 6.00 P.M.**

PRESENT: Councillors L. C. R. Mallett (Chairman), S. A. Webb (Vice-Chairman), C. Allen-Jones, S. J. Baxter, C. J. Bloore, S. R. Colella, B. T. Cooper, M. Glass, C. J. Spencer and P.L. Thomas (from Minute Item No. 31/16)

Observers: Councillor G. N. Denaro, Councillor S. P. Shannon, Hannah Phillips and Dorothy Wilson (The Artrix)

Officers: Ms. J. Pickering, Ms. D. Poole, Mr J. Cochrane, Ms L Wood, Ms. A. Scarce and Ms. J. Bayley

**MINUTE EXTRACT – MINUTE 33/16****STAFF SURVEY 2016 - RESULTS AND ACTIONS**

The Head of Business Transformation and Human Resources and Development Officer presented a report detailing the feedback provided in the staff survey undertaken in April 2016. Whilst presenting the report the following matters were raised for Members' attention:

- The latest staff survey had followed the format of the previous survey in order to enable officers to compare and measure the results.
- There had been a decline in the proportion of staff completing the survey, from 33 per cent of staff in August 2013 when the survey was last conducted to 25 per cent in 2016.
- Efforts had been made to disseminate information about the survey and to encourage staff to respond, including provision of paper copies to staff who did not have access to a computer.
- When comparing the results it emerged that a number of improvements had been achieved since the previous survey including an increase in awareness of the Council's strategic purposes and underpinning operational purposes.
- The feedback was also encouraging in respect of staff confidence about reporting mental health and wellbeing difficulties. Officers suggested that the significant action taken in the past few years to address this, including the Time to Change initiative, had had a positive impact on this.
- However, some areas had been identified which were concerning including a reduction in staff reporting that they had the skills to do their job well, a decrease in staff reporting that they felt they could meet the needs of their customers and a fall in the number of employees reporting that they had a good working relationship with colleagues.
- A programme board, to be chaired by the Chief Executive, had been established to co-ordinate work to address these problems.
- There had also been 3 working groups established to address people management, meeting customer needs and organisational culture respectively.

- Heads of Service had been provided with data pertaining to staff within their teams, though all responses had remained confidential and had not identified individual respondents.
- The Heads of Service would be expected to identify 3 areas requiring improvement for their service areas and to devise action plans to address these.
- All action plans would need to be presented to the programme board for consideration.

Once the report had been presented Members discussed a number of areas in detail:

- The reasons why there had been a reduction in response rates and the extent to which this was concerning.
- The comparable level of response rates at other local authorities and within the private sector and the potential to obtain benchmarking data.
- The organisational culture at the Council and the impact that this might have on willingness amongst staff to complete the survey.
- The potential to offer incentives to encourage a greater proportion of staff to complete the survey in future.
- The approach that had been taken to comparing responses in 2013 to those in 2016 and the need to take into account the differences in the number of respondents when doing so.
- The inclusion of data from staff employed by both Bromsgrove District Council and Redditch Borough Council in the completed responses. Members were advised that this survey had been conducted jointly as the majority of services were shared between the 2 Councils.
- The number of questions that had been included in the survey and the extent to which this might have discouraged some employees from taking part due to concerns about the time that would be required.
- The potential for different sections of the survey to be circulated on a quarterly basis in order to reduce the number of questions that staff needed to answer at any given time.
- The resource implications of undertaking staff surveys on a quarterly basis.
- The focus of the 3 working groups and whether these would address every area of concern in terms of the organisational structure at the Council.
- The provision of status meetings for staff, the frequency of team meetings and the extent to which this impacted on employees' willingness to take part in initiatives like a staff survey.
- The arrangements in place to ensure a consistent approach across the organisation to Personal Development Reviews.
- The implications of the staff survey results for overall performance at the Council.
- The possibility of using a traffic light system in future reports to help Members assess progress compared to previous staff survey results.
- The potential to set targets to address in respect of the survey feedback, which could be monitored in relation to future surveys.
- The option for the survey to be facilitated by an external independent body and the extent to which this might encourage more staff to complete those surveys.



- The cost implications of working with an external body and the need for any costs to be clarified before taking a decision about future facilitation arrangements for the survey.

During consideration of this item Members discussed the potential suitability of this subject for further scrutiny. Particular concerns were raised about the progress that had been achieved since the previous survey was circulated and the decrease in the number of responses and Members commented that a detailed investigation might help to address some of the underlying issues. The appropriate forum for this investigation was considered and whilst Members acknowledged that the Board could review the matter there was general consensus that a Task Group would be in a better position to review this subject in detail.

The specific focus of an investigation of this matter was also considered. As part of the investigation Members agreed that it would be useful to review the feedback contained in completed surveys. This would include considering the work of the programme board. It would also be useful to consider lessons that could be learned in order to influence future versions of the survey and to improve participation. In line with standard practice the terms of reference would need to be outlined in a topic proposal form.

The relevance of the subject to Redditch Borough Council, due to the shared nature of the survey, was also briefly considered. Members concurred that as this involved staff working for both authorities and a scrutiny investigation could have implications for both Councils the subject might be appropriate for consideration as a joint scrutiny Task Group. The Overview and Scrutiny Committee in Redditch was due to meet on 25th October and could be invited to consider the Board's suggested terms of reference and to decide whether to take part in this proposed joint exercise. In advance of this date the Chairman confirmed that he would contact the Chair of the Redditch Committee to discuss the matter further.

Following further discussions the Board

**RESOLVED** that

- (1) A Task Group review of the staff survey be established;
- (2) Councillor S. R. Colella, in consultation with the Democratic Services Officers, complete a Topic Proposal form detailing the proposed terms of reference for the review;
- (3) The proposed terms of reference be circulated electronically for the approval of Members of the Board in early October; and
- (4) Redditch Borough Council's Overview and Scrutiny Committee be approached about the possibility of undertaking this review as a Joint Scrutiny Task Group exercise.

The meeting closed at 8.15 p.m.

Chairman



**Appendix 8**  
**Report to Bromsgrove Overview and Scrutiny Board on the 2016 Staff Survey**

**19<sup>th</sup> September 2016**

We undertook a staff survey in April 2016. The staff survey was an opportunity to gauge employee morale, the culture of the organisation, workplace relationships and communication. It was completed by 246 employees which equates to a response rate of 25%, which whilst lower than the last response rate of 33%, it was sufficient to provide enough detail for the results to be meaningful. A breakdown of the response rate by service area is attached at Appendix 1.

The same questions were used in the survey as the previous one so a comparison could be made. A copy of the full results for the 2016 Staff Survey along with comparator results for 2013, where available, is attached at Appendix 2.

**Summary of overall improvement**

We have seen a number of improvements across the board including communicating with more staff receiving feedback from their line manager. We can also confirm that staff are more aware of the:

- Six Strategic Purposes and operational measures
- Support available
- Changes happening within the Councils and their impact
- Process for raising concerns and confidence in doing this

**What we are doing well**

The three areas below have been identified as the areas that have seen the greatest improvements since the last staff survey:-

I have the support that I need to be able to deal with change effectively	+12.20%
I feel that I am coping well with the changes that are taking place	+7.30%
These changes have been beneficial	+13.70%

It is encouraging that we have seen improvements in staff feeling able to deal with changes and reporting the benefits of change. This along with the positive results regarding communication is reassuring that all the hard work that has been undertaken in these areas is making a difference.

**Where we need to improve**

**Specific areas which have seen the highest reduction since the previous survey:-**

I have all the skills I need to be able to do my job well.	-14.00%
I am able to meet the needs of my customers on a daily basis.	-9.40%
I have a good working relationship with my colleagues	-5.60%

Work is being undertaken to help identify what has brought about these changes and what needs to be done to ensure improvements are made as outlined below.

**How we take forward the results from the Staff Survey**

A programme board has been established, chaired by the Chief Executive and supported by Head of Business Transformation, representatives from Human Resources, Organisational Development and the Trade Unions (Unison, GMB and UCATT). Following analysis and discussion of the Survey results the Board has agreed that data will be considered at both a Corporate and Service level. The board will be developing a timeline for ensuring that improvements are delivered.

Three corporate work streams have been established and are headed up by key officers as detailed below:-

- People Management – Deb Poole, Head of Business Transformation Manager
- Meeting Our Customers' Needs – Amanda Singleton, Customer Access & Financial Support
- Organisational Culture – Sue Hanley, Deputy Chief Executive


Each of the work streams will bring together work that is already ongoing in addition to work identified through the analysis of data that is available corporately.

At a Service level Heads of Service have been provided with data for their own area and are analysing this data, including:-

- identifying the three areas of greatest improvement / decline compared to the previous survey
- developing action plans to address the above, which will be presented to the Programme Board at the end of September.

Progress on the work being undertaken at a Corporate and Service level will be reported to the Programme Board, who will provide updates to CMT and Members as appropriate.

**Appendix 9 Bromsgrove District Council / Redditch Borough Council  
Staff Survey 2016 - Template**

		Not at all  Completely						
<b>Statements</b>		1	2	3	4	5	6	
<b>Role and Skills</b>	I am clear about my role and responsibilities when I am at work.	1	2	3	4	5	6	
	I understand how my role contributes to the purpose of my team and I feel that what I do is important.	1	2	3	4	5	6	
	I have all the skills I need to be able to do my job well. (Please give details below if you have any training needs).	1	2	3	4	5	6	
	I have the opportunity to do what I do best on a daily basis.	1	2	3	4	5	6	
	I have opportunities to develop my skills and knowledge for the future.	1	2	3	4	5	6	
	I am able to meet the needs of my customers (internal or external) on a daily basis.	1	2	3	4	5	6	
	I have the materials and equipment that I need to do my job well.	1	2	3	4	5	6	
	Comments / details of any training needs:							
	Systems, processes, people, cross-site working / travel between sites etc get in the way of me being able to do a good job.	1	2	3	4	5	6	
Please give details of any issues you encounter in relation to your role or skills								

## Appendix 9 Bromsgrove District Council / Redditch Borough Council Staff Survey 2016 - Template


<b>Role and Skills</b>	I know that the Councils have 6 Strategic Purposes.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	I am able to state what the 6 Strategic Purposes are.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	I am aware that my service area has operational measures or that they are currently being developed.		
	Please add any further comments on these role and skills questions		

	Statements	Not at all  Completely					
<b>Health and Wellbeing</b>	I feel that I have a suitable balance between work and the rest of my life.	1	2	3	4	5	6
	I am able to take a lunch break every day.	1	2	3	4	5	6
	I am able to take other breaks if I need them.	1	2	3	4	5	6
	I am generally able to take advantage of flexible working arrangements.	1	2	3	4	5	6
	I would be interested in taking part in health and wellbeing programmes at work (in addition to the smoking cessation and health checks that are already on offer). in the comments section below.	Yes <input type="checkbox"/>			No <input type="checkbox"/>		

**Appendix 9 Bromsgrove District Council / Redditch Borough Council  
Staff Survey 2016 - Template**


<b>Health and Wellbeing continued</b>	If you answered "Yes" above, please give details	
	Does your working environment hinder your ability to work effectively? (If yes, please give details below)	Yes <input type="checkbox"/>
	If you answered "Yes" above, please give details	
	Have you suffered from any illness, disability or other physical or mental problem within the last 12 months that was caused or made worse by your job or by work you have done in the past	No <input type="checkbox"/>
	If there was one thing in your workplace that we could change that would improve your health and wellbeing, what would it be?	
	Please use this box if you wish to make any further comments on health and wellbeing	

**Appendix 9 Bromsgrove District Council / Redditch Borough Council  
Staff Survey 2016 - Template**

	Statements	Not at all  Completely					
		1	2	3	4	5	6
<b>Relationships</b>	My team works well together.	1	2	3	4	5	6
	I have a good working relationship with my colleagues.	1	2	3	4	5	6
	I understand what my colleagues do and how this contributes to the overall purpose of the team.	1	2	3	4	5	6
	I feel that I have the opportunity to contribute to decision making or changes within the team.	1	2	3	4	5	6
	Do you feel that you are affected by any conflict within the team?	Yes <input type="checkbox"/>			No <input type="checkbox"/>		
	Have you been subjected to any bullying or harassment while at work? <i>If yes, there are people available for you to talk to – your line manager, HR Advisers, Phone a Friend volunteer, union reps and the Employee Assistance Programme. Tel: 0800 243 458</i>	Yes <input type="checkbox"/>			No <input type="checkbox"/>		
	If you have answered “Yes” to the above question, what were the grounds for the bullying or harassment?						
	Age	Yes <input type="checkbox"/>	Pregnancy and Maternity			Yes <input type="checkbox"/>	
	Disability	Yes <input type="checkbox"/>	Race – this includes ethnic or national origins, colour or nationality and caste			Yes <input type="checkbox"/>	
	Gender re-assignment	Yes <input type="checkbox"/>	Religion or belief - this includes lack of belief			Yes <input type="checkbox"/>	
	Marriage and Civil Partnership	Yes <input type="checkbox"/>	Sex			Yes <input type="checkbox"/>	
	Sexual orientation	Yes <input type="checkbox"/>	Caring responsibilities			Yes <input type="checkbox"/>	
	Other (please give details below).	Yes <input type="checkbox"/>					
Comments / details:							



**Appendix 9 Bromsgrove District Council / Redditch Borough Council  
Staff Survey 2016 - Template**

	<b>Statements</b>	<b>Not at all</b>  <b>Completely</b>					
		1	2	3	4	5	6
<b>Communication</b>	I think that my team meetings are useful.						
	We have regular team meetings so I feel that I am well informed about what is happening.	Yes <input type="checkbox"/>			No <input type="checkbox"/>		
	I have regular one-to-one meetings / status updates with my line manager / supervisor.	Yes <input type="checkbox"/>			No <input type="checkbox"/>		
	I am encouraged to contribute my thoughts and ideas at team meetings and one-to-one sessions.	Yes <input type="checkbox"/>			No <input type="checkbox"/>		
	The way the organisation communicates with staff eg using the Oracle newsletter and Orb notifications etc meets my needs.	Yes <input type="checkbox"/>			No <input type="checkbox"/>		
	Please use this space if you would like to make any comments about communication						
<b>Support and Recognition</b>	I get the support I need from my line manager.	Yes <input type="checkbox"/>			No <input type="checkbox"/>		
	I get the support I need from my colleagues.	Yes <input type="checkbox"/>			No <input type="checkbox"/>		
	I feel that my contribution is recognised and I receive praise when I do a good job.	Yes <input type="checkbox"/>			No <input type="checkbox"/>		
	I get regular feedback from my line manager about how I am doing.	Yes <input type="checkbox"/>			No <input type="checkbox"/>		
	I am aware of the support on offer through the Employee Assistance Programme, Occupational Health and Union Representatives.	Yes <input type="checkbox"/>			No <input type="checkbox"/>		
	Please use this space if you would like to make any comments about support and recognition						

**Appendix 9 Bromsgrove District Council / Redditch Borough Council  
Staff Survey 2016 - Template**

	<b>Statements</b>		
<b>Change</b>	I am aware of the changes that are happening within the Council.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	I understand why these changes are happening.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	I understand what impact these changes will have on my role and the way that I carry it out.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	I have the support that I need to be able to deal with change effectively.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	I feel that I have the skills I need to be able to deal with the changes that are taking place.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	I feel that I am able to influence the changes taking place around me.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	I feel that I am coping well with the changes that are taking place.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	The changes in my service area have had an impact on how I do my job.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	These changes have been beneficial.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	Comments:		

**Appendix 9 Bromsgrove District Council / Redditch Borough Council  
Staff Survey 2016 - Template**

<b>Responsibility</b>	I understand that I have a responsibility to raise any concerns I may have over possible fraud, crime, danger or other serious risk that could threaten customers, colleagues, the public or the organisation's reputation.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	I know how to raise such a concern.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	I feel confident about raising any such concerns.	Yes <input type="checkbox"/>	No <input type="checkbox"/>

<b>General</b>	Please use this space if you would like to add any further comments
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<b>Work Area (Optional)</b>	<p>Which one of the following best describes the main focus of your role?</p> <p>4<sup>th</sup> Tier / Strategic Management <input type="checkbox"/></p> <p>Supervisory / Team Leader <input type="checkbox"/></p> <p>Office-based support role <input type="checkbox"/></p> <p>Office-based, customer facing role <input type="checkbox"/></p> <p>Operational / frontline role dealing with external customers and partners <input type="checkbox"/></p>
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## Appendix 9 Bromsgrove District Council / Redditch Borough Council Staff Survey 2016 - Template

	<b>Service Area:</b>	
	Legal, Equalities & Democratic Services	<input type="checkbox"/>
	Customer Access & Financial Services	<input type="checkbox"/>
	Leisure and Cultural Services	<input type="checkbox"/>
	Environmental Services	<input type="checkbox"/>
	Community Services	<input type="checkbox"/>
	Planning and Regeneration	<input type="checkbox"/>
	Housing Services	<input type="checkbox"/>
	Business Transformation and Organisational Development	<input type="checkbox"/>
	Chief Executive	<input type="checkbox"/>

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### Get involved!

We have set up a working group to look at the sort of culture that we need to develop within the two councils to support the effective delivery of services to our customers.

If you would be interested in becoming involved with this work, could you please complete this tear off slip and return it to Phillippa Smith, Training and OD Adviser, HR, Town Hall, Redditch or place it in the collection box.

Name: ..... (please print)      Team: .....

Location: .....      Tel No / Ext: .....

Agenda Item 5



## Executive

### Committee

Tuesday, 13 September 2016

## MINUTES

#### Present:

Councillor Bill Hartnett (Chair), Councillor Greg Chance (Vice-Chair) and Councillors Juliet Brunner, Brandon Clayton, John Fisher, Mark Shurmer, Yvonne Smith, Debbie Taylor and Pat Witherspoon

#### Officers:

Kevin Dicks, Clare Flanagan, Mark Hanwell, Sam Morgan and Judith Willis

#### Committee Services Officer:

Debbie Parker-Jones

#### 21. APOLOGIES

There were no apologies for absence.

#### 22. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 23. LEADER'S ANNOUNCEMENTS

##### Work Programme

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

- Housing Business Case; and
- Economic Priorities for Redditch – Annual Report.

The following items had been removed from the Work Programme until further notice:

- Applying Article 4 directions to the Council's schedule of locally listed buildings: and
- Health and Safety Policies.

.....  
Chair

Efficiency Plan 2016/17 – Agenda Item 9

The Leader advised that this report had been pre-scrutinised by the Overview and Scrutiny (O&S) Committee the previous evening, and that there were no recommendations or written comments forthcoming from O&S for the Executive Committee's consideration.

**24. MINUTES****RESOLVED that**

**the minutes of the meeting of the Executive Committee held on 12th July 2016 be agreed as a correct record and signed by the Chair.**

**25. OVERVIEW AND SCRUTINY COMMITTEE**

The Committee received the minutes of the meeting of the Overview and Scrutiny Committee held on 5th July 2016.

It was noted that there were no recommendations to consider.

**RESOLVED that**

**the minutes of the meeting of the Overview and Scrutiny Committee held on 5th July 2016 be received and noted.**

**26. VOLUNTARY AND COMMUNITY SECTOR GRANT FUNDING 2017-18**

The Committee considered a report on the funding split and themes for the Voluntary and Community Sector (VCS) grants process for 2017/18. The report also sought approval for the proposed £75,000 Investing Grant for financial/debt support and problem solving advice to be awarded via a 3 year contract, and for any underspend in grants at the end of any year be put back into balances. The overall budget of £241k for the grants process remained the same as for 2016/17, £4k of which would facilitate the delivery of training to the VCS and external funding workshops/events. The proposed funding split and themes also remained the same.

Officers explained the rationale behind the proposed 3 year Investing Grant contract. If approved, the contract would be procured in accordance with the Council's Financial Regulations, against a detailed contract specification, and in accordance with the Council's policy for funding VCS organisations using the Shopping, Investing and Giving Framework. A suggestion that the Overview and Scrutiny Committee might consider the proposal for a 3 year contract was not supported by the majority of Members. However,

whilst the Grants Panel would no longer be involved in the process for this particular grant, Members were happy to receive any comments from the Panel on this.

Officers responded to Members' questions and confirmed that the vacant Voluntary Sector Grants Officer post was currently under review, which Officers hoped to be in a position to update Members on within the next month. An apprenticeship position was also due to be recruited to.

Members agreed that, as far as possible, every effort would be made for all monies to be allocated each year, with any underspends to be put back into balances to be kept to a minimum. A Member queried the levels of grant underspends over the preceding 2 years, which Officers agreed to look into and circulate details of after the meeting.

**RECOMMENDED that**

- 1) the themes and percentages of funding be allocated for the 2017/18 voluntary and community sector grants process as set out in Appendix 1 to the report;**
- 2) the £75,000 Investing Grant be allocated for financial/debt support and problem solving advice and be awarded via a 3 year contract; and**
- 3) any underspend in the grants at the end of any year be put back into balances.**

**27. STREET NAMING REQUEST**

Members considered a report which sought approval, as an exception to the Council's adopted Street Naming and Numbering Policy, to allow the currently un-named approach road from Bromsgrove Road to the Valley Stadium to be named "Sallie Swan Street". Mrs Swan was Vice-Chairman of Redditch United Football Club until her death in April 2016 and was married Mr Chris Swan, Club Chairman.

It was noted that whilst naming the access road would change the street address of the Valley Stadium, no other addresses would be affected by the addition. Any postcode changes would be at the discretion of the Royal Mail. It was a requirement under public law that policies were not rigidly applied and that the authority must be prepared to consider whether a particular set of circumstances merited an exception to current policy. Whilst best practice was to wait 3-5 years after the death of an individual before memorialising them with a street name, Members agreed that this risk was

mitigated as Mrs Swan's family had expressed support for the proposal and had given their consent for the street to be named after her. A separate instance, agreed under a former administration, of naming a street after a living person was also noted.

Members fully endorsed the proposal in light of Mrs Swan's work for the town.

**RESOLVED that**

**an exception to the Council's adopted policy on Street Naming and Numbering be agreed, to allow the naming of a street "Sallie Swan Street", after a person not currently on the list of approved names.**

**28. ICT INFRASTRUCTURE RESOURCE**

The Committee considered a report which sought approval for the outsourcing of a small part of the ICT Team. The request was being made in light of significant ongoing staff recruitment and retention difficulties within the Infrastructure section of ICT; a small specialised technical area which performed a key role in maintaining day to day delivery of the Council's ICT service.

Officers explained the difficulties in this regard and reiterated that, notwithstanding this request, the overall organisational approach remained that of sharing internal resource wherever possible. The proposal affected two posts, one of which was currently vacant.

The current cost to Redditch of providing the service was £34,093 and it was estimated that the costs for delivering this part of the service externally would be approximately £30,000 in the first year, with larger savings estimated for any additional years. If Members approved the proposal a procurement process would be undertaken and if the return on this represented value for money the outsourcing would proceed. It was noted that approval was also required from Bromsgrove District Council in order for any outsourcing to proceed.

A Member queried what would normally happen when the remaining member of staff within the Infrastructure Team was either off work due to illness or on holiday leave. Officers confirmed that in such circumstances the work would be outsourced. A Member queried the outsourcing costs for this over the preceding 2 years, which Officers agreed to look into and report back to Members on.



**RECOMMENDED that**

- 1) the proposal for the functions provided by the ICT infrastructure roles to be outsourced to an external provider be approved;
- 2) authority be delegated to the Head of Transformation and Organisational Development to undertake a tendering process to identify a suitable supplier to take on the ICT infrastructure functions; and
- 3) authority be delegated to the Head of Legal, Equalities and Democratic Services to finalise and enter into a suitable legal agreement with the supplier identified under recommendation 2) above.

**29. EFFICIENCY PLAN 2016/17 - 2019/20**

Members were presented with the Council's Efficiency Plan 2016/17 – 2019/20 which, if approved, would be submitted to Central Government to enable a 4 year financial settlement to be secured for the authority. As Government's response following the New Homes Bonus (NHB) consultation was still awaited, NHB funding would not form part of the 4 year settlement. It was noted that there had been no specific guidance from Government on the format or detail required for the Plan, however it was anticipated that the Council's Medium Term Financial Plan and Council Plan would form the basis of this.

As confirmed under Leader Announcements earlier in the agenda, the Efficiency Plan had been pre-scrutinised by the Overview and Scrutiny (O&S) Committee the previous evening and there were no recommendations or comments forthcoming from O&S for the Executive Committee's consideration.

The Plan confirmed that the Council did not accept the methodology behind the £330k "negative grant" that would be paid back to Government in 2019/20, and that there was an expectation this would be offset by financial benefits associated with the localisation of Business Rates. Notwithstanding the uncertainties, Officers were recommending the request for a 4 year funding arrangement to enable some levels of stability in the financial projections, with it being anticipated that cuts to funding could be more severe should the Council not support the Government's offer.

Key themes detailed in the report had been identified to enable Officers to manage the shortfalls in funding. Heads of Service had given their best estimates on the levels of additional income and savings they felt could be made over the four years in order to

address the budget pressures. More detailed delivery plans were currently being drawn up as part of the review of the Medium Term Financial Plan, details of which would be brought to Members later in the year.

Officers responded to Members' questions on future savings and the Council's continuing programme of driving out waste through transformation and continuous improvement via its systems thinking approach. Significant challenges lay ahead in light of ongoing budgetary constraints and the Council needed to ensure that it was as efficient as possible before it looked at any front-line cuts. Assessing the value for money of services provided and demonstrating where resources could be aligned were key factors in addressing how to manage funding shortfalls, with all options for service delivery needing to be looked at.

**RECOMMENDED that**

**the Efficiency Plan 2016/17 – 2019/20, as detailed at Appendix 1 to the report, be approved for submission to Central Government to enable a 4 year financial settlement to be secured.**

**30. REVENUE MONITORING APRIL - JUNE 2016 (QUARTER 1)**

The Committee received a report which detailed the Council's final financial position for the General Fund Revenue, Capital and Housing Revenue Account (HRA) for the period April to June 2016 (Quarter 1 2016/17). Further to a previous Member request, Officers also circulated a list of current vacant posts across Redditch and Bromsgrove Councils, which included relevant recruitment updates.

The revenue and capital underspends of £61k and £234k respectively were noted. This was the first time the HRA figures had been included in the finance monitoring report and this information would continue to appear in future reports.

Officers responded to Members' questions and agreed to provide further details to Members outside of the meeting on:

- the Economic Development overspend;
- salaries and on-costs for current vacant posts;
- timescales for reviews of and/or recruitment to vacant posts; and
- clarification on the £45k Repairs and Maintenance underspend in light of the additional costs involved to the Council with the gas safety inspections.

**Executive  
Committee**Tuesday, 13 September 2016

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**RESOLVED that****the current financial positions for the quarter April to June 2016, as detailed in the report, be noted.****31. MINUTES / REFERRALS - OVERVIEW AND SCRUTINY COMMITTEE, EXECUTIVE PANELS ETC.**

There were no outstanding referrals to consider.

**32. ADVISORY PANELS - UPDATE REPORT**

It was noted that the meeting of the Planning Advisory Panel (PAP) scheduled for that evening had been cancelled as the Local Plan Modifications were currently out for consultation, with the next PAP meeting due to take place on 1st November 2016.

**RESOLVED that****the report be noted.**

The Meeting commenced at 7.00 pm  
and closed at 8.20 pm

.....  
Chair



# EXECUTIVE COMMITTEE LEADER'S WORK PROGRAMME

1 November 2016 to 28 February 2017

(published as at 3<sup>rd</sup> October 2016)



This Work Programme gives details of items on which key decisions are likely to be taken by the Borough Council's Executive Committee, or full Council, in the coming four months. "Key Decisions" are ones which are likely to:

- (i) result in the Council incurring expenditure, foregoing income or the making of savings in excess of £50,000 or which are otherwise significant having regard to the Council's budget for the service or function to which the decision relates; or
- (ii) be significant in terms of its effect on communities living or working in the area comprising two or more wards in the Borough;
- (iii) involve any proposal to cease to provide a Council service (other than a temporary cessation of service of not more than 6 months).

If you wish to make representations on the proposed decision you are encouraged to get in touch with the relevant report author as soon as possible before the proposed date of the decision. Contact details are provided. Alternatively you may write to the Head of Legal, Equalities and Democratic Services, The Town Hall, Walter Stranz Square, Redditch, B98 8AH or e-mail: [democratic@bromsgroveandredditch.gov.uk](mailto:democratic@bromsgroveandredditch.gov.uk)

The Executive Committee's meetings are normally held at 7pm on Tuesday evenings at the Town Hall. They are open to the public, except when confidential information is being discussed. If you wish to attend for a particular matter, it is advisable to check with the Democratic Services Team on (01527) 64252, ext: 3257 to make sure it is going ahead as planned. If you have any other queries, Democratic Services Officers will be happy to advise you. The full Council meets in accordance the Council's Calendar of Meetings. Meetings commence at 7.00pm.

## EXECUTIVE COMMITTEE MEMBERSHIP

Councillor Bill Hartnett, Portfolio Holder for Community Leadership and Partnership  
Councillor Greg Chance, Portfolio Holder for Planning, regeneration, Economic Development and Transport  
Councillor John Fisher, Portfolio Holder for Corporate Management  
Councillor Yvonne Smith, Portfolio holder for Community Safety and Regulatory Services  
Councillor Mark Shurmer, Portfolio Holder for Housing  
Councillor Debbie Taylor, Portfolio Holder for the Local Environment  
Councillor Pat Witherspoon, Portfolio Holder for Leisure and Tourism  
Councillor Juliet Brunner  
Councillor Brandon Clayton

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Medium Term Financial Plan - budget assumptions <b>Key:</b> No	Executive 1 Nov 2016 Council 21 Nov 2016		Report of the Executive Director Finance and Resources	Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881207
Council Tax Support Scheme - Final Scheme <b>Key:</b> No	Executive 1 Nov 2016 Council 21 Nov 2016		Report of the Head of Customer Access and Financial Support	Amanda Singleton, Head of Customer Access and Financial Support Tel: 01527 64252
Planning Business case <b>Key:</b> No	Executive 1 Nov 2016 Council 21 Nov 2016		Report of the Head of Planning and Regeneration	Ruth Bamford, Head of Planning and Regeneration Tel: 01527 64252 ext 3219
Release of Section 106 monies for Leisure projects <b>Key:</b> Yes	Executive 1 Nov 2016		Report of the Head of Leisure and Cultural Services	John Godwin, Head of Leisure and Cultural Services Tel: 01527 881762
Council Plan (including leisure intervention update) <b>Key:</b> No	Executive 13 Dec 2016 Council 30 Jan 2017		Report of the Head of Transformation and Organisational Development	Deb Poole, Head of Business Transformation and Organisational Development Tel: 01527 881256

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Corporate Performance Strategy <b>Key:</b> No	Executive 13 Dec 2016		Report of the Head of Transformation and Organisational Development	Deb Poole, Head of Business Transformation and Organisational Development Tel: 01527 881256
Fees and Charges 2017-18 <b>Key:</b> No	Executive 13 Dec 2016 Council 30 Jan 2017		Report of the Executive Director Finance and Resources	Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881207
Economic Priorities for Redditch - Annual Report <b>Key:</b> No	Executive 13 Dec 2016		Report of the Head of Economic Development and Regeneration, North Worcestershire	Dean Piper Tel: 01562 732192
Staff Survey - preliminary actions <b>Key:</b> No	Executive 13 Dec 2016		Report of the Head of Transformation and Organisational Development	Deb Poole, Head of Business Transformation and Organisational Development Tel: 01527 881256
Housing Business Case <b>Key:</b> No	Executive 13 Dec 2016 Council 30 Jan 2017		Report of the Head of Housing Services	Liz Tompkin, Head of Housing Tel: 01527 64252 ext 3304

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Finance Monitoring April - September 2016 (Quarter 2) <b>Key:</b> No	Executive 13 Dec 2016		Report of the Executive Director Finance and Resources	Sam Morgan, Financial Services Manager Tel: 01527 64252 ext 3790
Health Commission - report of findings <b>Key:</b> No	Executive Not before 13th Dec 2016		Report of the Leader of the Council	Kevin Dicks, Chief Executive Tel: 01527 64252 ext 3250
Revised Debt Recovery Policy <b>Key:</b> Yes	Executive 13 Dec 2016		Report of the Head of Customer Access and Financial Support	Amanda Singleton, Head of Customer Access and Financial Support Tel: 01527 64252
Engagement Strategy <b>Key:</b> No	Executive 17 Jan 2017		Report of the Head of Transformation and Organisational Development	Deb Poole, Head of Business Transformation and Organisational Development Tel: 01527 881256
Council Tax Base 2017-18 <b>Key:</b> No	Executive 17 Jan 2017		Report of the Executive Director Finance and Resources	Sam Morgan, Financial Services Manager Tel: 01527 64252 ext 3790



Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Voluntary and Community Sector Grant Programme - Funding Recommendations 2017-18 <b>Key:</b> No	Executive 17 Jan 2017 Council 30 Jan 2017		Report of the Head of Community Services following consultation with the Grants Panel	Judith Willis, Head of Community Services Tel: 01527 64252 ext 3284
Borough of Redditch Local Plan no. 4 <b>Key:</b> No	Executive 17 Jan 2017 Council 30 Jan 2017		Report of the Head of Planning and Regeneration	Mike Dunphy



# Overview & Scrutiny

Committee

25th October 2016

## WORK PROGRAMME

(Report of the Chief Executive)

Date of Meeting	Subject Matter	Officer(s) Responsible for report
<b>ALL MEETINGS</b>	<b>REGULAR ITEMS</b>	<b>(CHIEF EXECUTIVE)</b>
	Minutes of previous meeting Consideration of the Executive Committee Work Programme Call-ins (if any) Pre-scrutiny (if any) Task Groups / Short, Sharp Review Groups – feedback Working Groups - feedback Committee Work Programme	Chief Executive Chief Executive Chief Executive Chief Executive Chair of Task Group / Short, Sharp Review Chair of Working Group Chief Executive
	<b>REGULAR ITEMS</b> Update on the work of the Crime and Disorder Scrutiny Panel. Quarterly Tracker Report Updates on the work of the Worcestershire Health Overview and Scrutiny Committee Annual Monitoring Report – Redditch Sustainable Community Strategy Biannual Update on S106 funding	Chair of the Crime and Disorder Scrutiny Panel Relevant Lead Head(s) of Service Redditch Borough Council representative on the Health Overview and Scrutiny Committee Relevant Lead Head(s) of Service Relevant Lead Director

# Overview & Scrutiny

Committee

25th October 2016

<b>OTHER ITEMS - DATE FIXED</b>		
<b>25th October 2016</b>	Employment Opportunities for People with Disabilities - Presentation	Employment and Partnership Manager, Department of Work and Pensions
<b>25th October 2016</b>	Joint Scrutiny Task Group of the Staff Survey – Proposal from Bromsgrove District Council	Bromsgrove Councillors Steve Colella, Luke Mallett and Shirley Webb
<b>25th October 2016</b>	Medium Term Financial Plan – Budget Assumptions	Relevant Lead Director
<b>6th December 2016</b>	Council Corporate Plan – Pre-Scrutiny (including the Leisure Intervention update)	Relevant Lead Head(s) of Service
<b>6th December 2016</b>	Fees and Charges – Pre-Scrutiny	Relevant Lead Director
<b>6th December 2016</b>	LGBT Task Group – Update Report	Relevant Lead Head(s) of Service
<b>6th December 2016</b>	Medium Term Financial Plan – Update	Relevant Lead Director
<b>6th December 2016</b>	Sustainability and Transformation Plan - Update	Representatives of the Worcestershire Health and Care Trust and Worcestershire Acute Hospitals NHS Trust
<b>10<sup>th</sup> January 2017</b>	Medium Term Financial Plan – Update	Relevant Lead Director

# Overview & Scrutiny

Committee

25th October 2016

<b>14<sup>th</sup> February 2017</b>	Medium Term Financial Plan – Update	Relevant Lead Director
<b>28th March 2017</b>	Redditch Partnership – Monitoring Update Report	Relevant Lead Director
<b>28th March 2017</b>	Draft Overview and Scrutiny Annual Report – to finalise	Councillor Potter
<b>28th March 2017</b>	Mental Health Services Task Group – Final Report	Councillor Wood-Ford
<b>April 2017</b>	Protecting Redditch’s Heritage Assets Short, Sharp Review – launch of review	Councillor Baker-Price
<b>June 2017</b>	Protecting Redditch’s Heritage Assets Short, Sharp Review – Final Report	Councillor Baker-Price
<b>OTHER ITEMS – DATE NOT FIXED</b>		
	Housing Benefits Presentation	Relevant Lead Head(s) of Service
	Joint Strategic Needs Assessment - Presentation	To be confirmed
	Leisure Services Options Short, Sharp Review – reconsideration of the group’s final report	Councillor Potter

# Overview & Scrutiny

Committee

25th October 2016

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	Tackling Obesity Task Group - Feedback	Councillor Potter
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**OVERVIEW AND SCRUTINY  
COMMITTEE**

25th October 2016

**BUDGET SCRUTINY WORKING GROUP - PROPOSALS**

Chair of Scrutiny Group	Councillor Jane Potter
Relevant Head of Service	Jayne Pickering, Executive Director of Finance and Corporate Resources and Judith Willis, Head of Community Services
Ward(s) Affected	No specific ward relevance.
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

- 1.1 Budget scrutiny has formed a key part of the work of the Committee in recent years but Members felt that this process could be improved. The Budget Scrutiny Working Group was therefore established by the Overview and Scrutiny Committee at the start of the 2016/17 municipal year to scrutinise the Council's budget in more detail.
- 1.2 The Budget Scrutiny Working Group will review a range of matters which may vary between meetings. Where recommendations are made at a meeting about a particular subject these will be recorded in a report and presented for Members' consideration at the earliest opportunity.
- 1.3 This report details distinct proposals made at the latest meeting of the Budget Scrutiny Working Group concerning Shopmobility services and management of the Council's property assets respectively.

**2. RECOMMENDATIONS**

**The Committee is asked to RECOMMEND that**

- 1) the Head of Community Services considers and works through the various options for the future delivery of the Shopmobility service and reports back to Members in due course;**
- 2) the Council should consider ways to manage the Town Hall and other property assets in a more cost effective manner;**

**and to RESOLVE that**

- 1) representatives of the Place Partnership should be invited to attend a future meeting of the Overview and Scrutiny Committee to discuss the repair and maintenance costs for the Council's property assets; and**
- 2) the report be noted.**

**OVERVIEW AND SCRUTINY  
COMMITTEE**25th October 2016

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

- 3.1 The Redditch Shopmobility service was one of the first such schemes to be launched in the country. The service has over 15,000 customer visits each year and is the fourth largest scheme in the country, out of approximately 250 Shopmobility services across the UK.
- 3.2 The Shopmobility service is available from 9.00am to 5.00pm Monday to Saturday. An average of 1,271 visits are undertaken each month using the service and there is greater demand for the service mid-week. Previously the service was made available for use on a Sunday but there was limited demand.
- 3.3 The majority of customers use the Shopmobility service to access shopping facilities and appointments in the town centre, particularly within the Kingfisher Shopping Centre. However, the service is also used by customers to access services elsewhere in the Town Centre, such as for GP appointments.
- 3.4 The Shopmobility scheme is a discretionary service that currently operates at a cost to the Council. The Budget Scrutiny Working Group has considered information about the current operation of the service and believes that efficiencies could be achieved which would reduce these costs whilst ensuring the continuation of the service. Members feel that further investigation of different options available to achieve efficiencies would be useful and should be undertaken by the relevant lead Head of Service. The group has been advised that the following options are available:

Option 1: To grow the service by exploring options to generate further income. This could involve introducing charges for the service, sponsorship, sales of equipment related to using mobility scooters and enhancing marketing opportunities.

Option 2: Sustaining the service through investigating supervision arrangements, working more closely with the Dial a Ride Service, sharing services, reviewing opening times and streamlining booking systems.

Option 3: Transferring the service to an external third sector organisation to operate. The group has been informed that under 50 per cent of Shopmobility schemes in the UK are managed by a local authority with the remainder run primarily by a Voluntary and Community Sector (VCS) organisation. Only a small proportion of schemes are operated within the private sector.

Option 4: The Council could cease to provide or fund the service.



REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY  
COMMITTEE**25th October 2016

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- 3.5 The Budget Scrutiny Working Group is keen for Options 1, 2 and 3 to be investigated further by Officers. However, Members of the group are in agreement that they do not want officers to investigate Option 4 as they believe that the service is invaluable and should continue to operate in Redditch in some form. In line with standard procedures the group would expect Officers to report the outcomes of these investigations to the Executive Committee at a later date.

Asset and Property Management

- 3.6 Redditch Borough Council has a range of property assets including the Town Hall, Crossgates Depot and offices in Batchley, Woodrow and Winyates. These buildings are maintained on behalf of the Council by the Place Partnership under a contractual arrangement.
- 3.7 The Place Partnership is a private company owned by the public sector. Under the terms of the agreement between the Council and partnership the authority pays for various facilities and asset management services including repair and maintenance and administrative costs. These are regarded as enabling costs by the Council.
- 3.8 The Budget Scrutiny Working Group recently considered budgetary information for the period 2014/15 to 2016/17, outlining expenditure to date alongside income. Members concurred that the actual expenditure for Asset and Property Management costs for the Town Hall were relatively high and required further investigation. The group therefore requested a breakdown of these costs (attached at Appendix 1).
- 3.9 This breakdown, provided for 2016/17 only, revealed that costs for maintaining the Town Hall in particular are relatively high. The group was surprised about these figures, particularly as the Town Hall is a relatively modern building built in the 1980s. Members therefore suggested that additional action could be taken to reduce these costs and potentially generate income. A number of ideas were identified by Members which they suggested might help the Council to manage these assets in a more cost effective manner:
- The potential for Redditch Borough Council to share depot facilities with Bromsgrove District Council, building on existing shared services arrangements.
  - The option to hire more space in the Town Hall out for the use of other organisations.
  - The possibility of making greater use of hot desking arrangements at the Town Hall.
- 3.10 Members of the Working Group recognise that there may be further options available which they have not identified in their discussions. For this reason, and due to the potentially positive impact on the Council's financial position, the group is proposing that Officers should investigate further all options that would enable the authority to manage these assets in a more cost effective manner. Members would expect the outcomes of this investigation to be reported for the consideration of the Executive Committee in line with standard practice.

**OVERVIEW AND SCRUTINY  
COMMITTEE**25th October 2016

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- 3.11 This investigation may take some time to complete. In the meantime the group agrees that existing maintenance and administrative costs should be subject to further scrutiny. For this reason the group is proposing that a representative of the Place Partnership should be invited to attend a future meeting of the Overview and Scrutiny Committee to discuss these costs with Members.

**Financial Implications****Shopmobility**

- 3.12 The Budget Scrutiny Working Group has been advised that 80 per cent of Shopmobility schemes in the country receive some form of financial support from their local authority. The level of funding required ranges from £4,000 to £100,000.
- 3.13 In Redditch in 2014/15 the Shopmobility service operated at a cost of £119,700 per annum to the Council. This included £40,000 in enabling costs, which are support costs for areas such as ICT. Officers have estimated, based on available data, that the cost of each visit using the Shopmobility service is £7.41 (including enabling costs) or £5.24 (excluding enabling costs).
- 3.14 The Council currently receives £30,000 from the Kingfisher Shopping Centre towards the costs of operating the Shopmobility service. This contribution is covered in a contractual arrangement which is renegotiated every three years. The shopping centre also provides accommodation for the service in the centre which benefits from a peppercorn rent and coverage of utility costs.
- 3.15 Further income for the Shopmobility service is currently received through fund raising and donations. The amount raised in this manner varies though is approximately £11,000 per annum.
- 3.16 Currently the Redditch Shopmobility service is provided to customers free of charge. This arrangement applies to both Redditch residents and customers visiting from outside the Borough.
- 3.17 The Budget Scrutiny Working Group has been advised that 60 per cent of all Shopmobility schemes in the UK charge their customers for use of their service. Charging arrangements vary and can include charging annual membership fees and daily fees for each visit. Some schemes charge non-residents a higher fee to use their schemes than local residents.
- 3.18 Customers of the Redditch Shopmobility Service have previously been consulted about the possibility of introducing a fee for the service. This had found that many customers were not averse to paying a small fee, though the charging arrangements were not specified as part of this process. Officers are currently undertaking a customer survey with users and this includes a question on the level they would be

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willing to be charged for the service. The results of the survey will be known at the end of October.

- 3.19 There is also the possibility that customers would be willing to purchase associated equipment when visiting the Shopmobility service. This could help to enhance service income.

**Asset and Property Management**

- 3.20 In 2014/15 the Council spent £1.202 million on Asset and Property Management and in 2015/16 £1.155 million. In both of these years underspends were achieved when compared to allocated budgets; comprising a £52,000 saving in 2014/15 and a £154,000 saving in 2015/16. It is worth noting that a significant refund on business rates in 2015/16 resulted in this additional saving.
- 3.21 Despite achieving these savings in both years the budget allocated to Asset and Property Maintenance has increased; from £1.254 million in 2014/15 to £1.310 million in 2015/16. The current budget for 2016/17 is £1.354 million.
- 3.22 During the same period income generated from Asset and Property Management has increased from £282,000 in 2014/15 to £348,000 in 2015/16. The Council is anticipating that income of £334,000 will be generated from Asset and Property Management in 2016/17.

**Legal Implications****Shopmobility**

- 3.23 Further investigation would be required into the legal implications of selling additional equipment through the Shopmobility service if this option is of interest to the Council.

**Asset and Property Management**

- 3.24 The Council has a contract with the Place Partnership for maintenance of its property assets. The terms of this contract will need to be taken into account as part of any investigation work where relevant.

**Service / Operational Implications****Shopmobility**

- 3.25 There is currently a vacant post within the Shopmobility service for the role of a Supervisor. Supervision arrangements could therefore be taken into account as part of a review of the service.

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- 3.26 The Shopmobility service already benefits from the support of a number of volunteers. They provide help with a range of matters, including by acting as assistant shoppers, and their role would need to be taken into account as part of any review.

Asset and Property Management

- 3.27 There are no specific service or operational implications in respect of asset and property management.

Customer / Equalities and Diversity ImplicationsShopmobility

- 3.28 The Shopmobility service helps to address three of the Council's strategic purposes; help me live my life independently, help me run a successful business and provide me with good things to do, see and visit. These strategic purposes were all identified following consultation with residents about what mattered to the local community.
- 3.29 The service is primarily used by customers with restricted mobility to access shops and appointments in the town. Many of the service's customers are elderly and / or have physical disabilities and may rely on the service in order to continue to maintain personal independence. The group has been advised that 8 per cent of the population in Redditch have a long-term health problem that could limit their day to day activities and they may benefit from having access to the service.
- 3.30 Data collected by the service found that in 2012 approximately 40 per cent of Shopmobility customers were non-residents. In 2014 further data was collected which suggested that the proportion of customers who were non-residents had increased to approximately 49 per cent of users.
- 3.31 However, all customers using the Shopmobility service make a valuable contribution to the local economy. The Budget Scrutiny Working Group has been advised that it is estimated that if every customer spent £10 per visit using one of the service's mobility scooters this would contribute £160,000 to the local economy.

Asset and Property Management

- 3.32 There are no specific customer or equality and diversity implications in respect of asset and property management.

**4. RISK MANAGEMENT**

No specific risks have been identified.

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**5. APPENDICES**

Appendix 1 – Asset and Property Management – Breakdown of Costs

**AUTHOR OF REPORT**

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Appendix 1

Cost Centre Desc	Account Name	Job Description	Budget 2016/17 £
ADMINISTRATIVE BUILDINGS	OVERTIME- NON CONTRACTED	CROSSGATE DEPOT	1,000.00
ADMINISTRATIVE BUILDINGS	RESPONSE R&M	TOWN HALL	278,960.00
ADMINISTRATIVE BUILDINGS	RESPONSE R&M	WINYATES NO	7,800.00
ADMINISTRATIVE BUILDINGS	RESPONSE R&M	BATCHLEY NO	6,700.00
ADMINISTRATIVE BUILDINGS	RESPONSE R&M	WOODROW NO	16,800.00
ADMINISTRATIVE BUILDINGS	RESPONSE R&M	CROSSGATE DEPOT	32,700.00
ADMINISTRATIVE BUILDINGS	RESPONSE R&M	CROSSGATE HOUSE	400.00
ADMINISTRATIVE BUILDINGS	ELECTRICITY	TOWN HALL	118,349.00
ADMINISTRATIVE BUILDINGS	ELECTRICITY	WINYATES NO	3,498.00
ADMINISTRATIVE BUILDINGS	ELECTRICITY	BATCHLEY NO	3,641.00
ADMINISTRATIVE BUILDINGS	ELECTRICITY	WOODROW NO	6,061.00
ADMINISTRATIVE BUILDINGS	ELECTRICITY	CROSSGATE DEPOT	29,722.00
ADMINISTRATIVE BUILDINGS	GAS	TOWN HALL	35,684.00
ADMINISTRATIVE BUILDINGS	GAS	WINYATES NO	2,453.00
ADMINISTRATIVE BUILDINGS	GAS	BATCHLEY NO	3,300.00
ADMINISTRATIVE BUILDINGS	GAS	WOODROW NO	4,224.00
ADMINISTRATIVE BUILDINGS	GAS	CROSSGATE DEPOT	25,630.00
ADMINISTRATIVE BUILDINGS	HIRE OF PREMISES	CROSSGATE HOUSE	14,750.00
ADMINISTRATIVE BUILDINGS	NON DOMESTIC RATES	TOWN HALL	254,573.55
ADMINISTRATIVE BUILDINGS	NON DOMESTIC RATES	WINYATES NO	7,692.96
ADMINISTRATIVE BUILDINGS	NON DOMESTIC RATES	BATCHLEY NO	5,483.28
ADMINISTRATIVE BUILDINGS	NON DOMESTIC RATES	WOODROW NO	9,268.38
ADMINISTRATIVE BUILDINGS	NON DOMESTIC RATES	CROSSGATE DEPOT	55,088.55
ADMINISTRATIVE BUILDINGS	WATER CHARGES	TOWN HALL	12,107.40
ADMINISTRATIVE BUILDINGS	WATER CHARGES	WINYATES NO	540.60
ADMINISTRATIVE BUILDINGS	WATER CHARGES	BATCHLEY NO	642.60
ADMINISTRATIVE BUILDINGS	WATER CHARGES	WOODROW NO	969.00
ADMINISTRATIVE BUILDINGS	WATER CHARGES	CROSSGATE DEPOT	16,065.00
ADMINISTRATIVE BUILDINGS	SECURITY COSTS	CROSSGATE DEPOT	0.00
ADMINISTRATIVE BUILDINGS	ALARM RENTAL	TOWN HALL	600.00
ADMINISTRATIVE BUILDINGS	ALARM RENTAL	BATCHLEY NO	200.00
ADMINISTRATIVE BUILDINGS	ALARM RENTAL	WOODROW NO	1,030.00
ADMINISTRATIVE BUILDINGS	ALARM RENTAL	CROSSGATE DEPOT	380.00
ADMINISTRATIVE BUILDINGS	CONTRACT CLEANING	TOWN HALL	75,490.00
ADMINISTRATIVE BUILDINGS	CONTRACT CLEANING	WINYATES NO	14,820.00
ADMINISTRATIVE BUILDINGS	CONTRACT CLEANING	BATCHLEY NO	8,260.00
ADMINISTRATIVE BUILDINGS	CONTRACT CLEANING	WOODROW NO	7,080.00
ADMINISTRATIVE BUILDINGS	REFUSE COLLECTION	TOWN HALL	5,000.00
ADMINISTRATIVE BUILDINGS	FIRE INSURANCE	TOWN HALL	19,570.00
ADMINISTRATIVE BUILDINGS	FIRE INSURANCE	WINYATES NO	100.00

ADMINISTRATIVE BUILDINGS	FIRE INSURANCE	BATCHLEY NO	80.00
ADMINISTRATIVE BUILDINGS	FIRE INSURANCE	WOODROW NO	290.00
ADMINISTRATIVE BUILDINGS	FIRE INSURANCE	CROSSGATE DEPOT	8,220.00
ADMINISTRATIVE BUILDINGS	FIRE INSURANCE	CROSSGATE HOUSE	370.00
ADMINISTRATIVE BUILDINGS	PURCHASE OF SCIENTIFIC EQUIP	TOWN HALL	400.00
ADMINISTRATIVE BUILDINGS	TELEPHONE RENTAL	WINYATES NO	210.00
ADMINISTRATIVE BUILDINGS	LICENCES	TOWN HALL	150.00
ADMINISTRATIVE BUILDINGS	MISC. INSURANCE	CROSSGATE DEPOT	8,070.00
ADMINISTRATIVE BUILDINGS	CAPITAL CHARGES	TOWN HALL	52,360.00
ADMINISTRATIVE BUILDINGS	CAPITAL CHARGES	WINYATES NO	3,710.00
ADMINISTRATIVE BUILDINGS	CAPITAL CHARGES	BATCHLEY NO	1,660.00
ADMINISTRATIVE BUILDINGS	CAPITAL CHARGES	WOODROW NO	5,190.00
ADMINISTRATIVE BUILDINGS	CAPITAL CHARGES	CROSSGATE DEPOT	43,470.00
ADMINISTRATIVE BUILDINGS	CAPITAL CHARGES	CROSSGATE HOUSE	1,740.00
ADMINISTRATIVE BUILDINGS	CAPITAL CHARGES	DEPOT BARRIER	0.00
ADMINISTRATIVE BUILDINGS	CAPITAL CHARGES	SOLAR PANELS 12/13	780.00
ADMINISTRATIVE BUILDINGS	B'GROVE SHARED SERVICE R/C	TOWN HALL	-130,000.00
ADMINISTRATIVE BUILDINGS	B'GROVE SHARED SERVICE R/C	CROSSGATE DEPOT	0.00
ADMINISTRATIVE BUILDINGS	SERVICE CHARGES	TOWN HALL	-7,600.00
ADMINISTRATIVE BUILDINGS	SERVICE CHARGES	WINYATES NO	-2,500.00
ADMINISTRATIVE BUILDINGS	SERVICE CHARGES	CROSSGATE HOUSE	-5,000.00
ADMINISTRATIVE BUILDINGS	RENTS RECEIVED - NON-VAT	TOWN HALL	-28,250.00
ADMINISTRATIVE BUILDINGS	RENTS RECEIVED - NON-VAT	WINYATES NO	-4,700.00
ADMINISTRATIVE BUILDINGS	RENTS RECEIVED - NON-VAT	CROSSGATE HOUSE	-35,000.00
			<b>1,000,283.32</b>
CLEANERS ONCOST	SALARIES		117,714.17
CLEANERS ONCOST	OVERTIME- NON CONTRACTED		5,010.00
CLEANERS ONCOST	OVERTIME - CONTRACTED		680.00
CLEANERS ONCOST	NATIONAL INSURANCE		0.00
CLEANERS ONCOST	SUPERANNUATION		0.00
CLEANERS ONCOST	SALARY RELATED INSURANCE		3,058.18
CLEANERS ONCOST	CONSUMABLE CLEANING MATERIALS		5,600.00
CLEANERS ONCOST	CAR MILEAGE		100.00
CLEANERS ONCOST	OPERATIONAL EQUIP- PURCHASE		20.00
CLEANERS ONCOST	MATERIALS		2,000.00
CLEANERS ONCOST	PROTECTIVE CLOTHING		50.00
CLEANERS ONCOST	MOBILE PHONE		50.00
CLEANERS ONCOST	MISC. EXPENSES		0.00
CLEANERS ONCOST	STORES ONCOST RECHARGE		1,750.00
CLEANERS ONCOST	ONCOST RECOVERY		-121,060.00
			<b>14,972.35</b>
IN CURTILAGE CAR PARKING	GRANTS		4,800.00
			<b>4,800.00</b>
			<b>1,020,055.67</b>