



# Overview and Scrutiny

## Committee

Tuesday, 6th December,  
2016  
7.00 pm

Committee Room Two  
Town Hall  
Redditch

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# Overview and Scrutiny Committee

Tuesday, 6th December, 2016

7.00 pm

Committee Room 2 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

<b>1. Apologies and named substitutes</b>	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.
<b>2. Declarations of interest and of Party Whip</b>	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.
<b>3. Minutes</b> (Pages 1 - 10)	To confirm the minutes of the most recent meeting of the Overview and Scrutiny Committee as a correct record.  (Minutes attached)  <b>(No Specific Ward Relevance)</b>
<b>4. Sustainability and Transformation Plan - Presentation</b> (Pages 11 - 30)	To receive an update on progress with the preparation of the Sustainability and Transformation Plan.  (Sustainability and Transformation Plan Summary attached, presentation to follow)  <b>(No Specific Ward Relevance)</b>
<b>5. Fees and Charges - Pre-Scrutiny</b>  Jayne Pickering, Executive Director, Finance and Resources	To pre-scrutinise the proposed fees and charges for the Council's services in 2017/18.  (Report to follow)  <b>All Wards</b>

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<b>6. Medium Term Financial Plan - Update Report Pre-Scrutiny</b>  Jayne Pickering, Executive Director, Finance and Resources	To receive an update on the subject of the Medium Term Financial Plan 2017/18 to 2019/20.  (Report and presentation to follow)  <b>(No Specific Ward Relevance)</b>
<b>7. Executive Committee Minutes and Scrutiny of the Executive Committee's Work Programme</b>  (Pages 31 - 46)	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.  (Executive Committee Minutes and November edition of the Executive Committee Work Programme attached, December of the Executive Committee's Work Programme to follow).  <b>(No Specific Ward Relevance)</b>
<b>8. Overview and Scrutiny Work Programme</b>  (Pages 47 - 50)	To consider the Committee's current Work Programme, and potential items for addition to the list arising from: <ul style="list-style-type: none"><li>• The Forward Plan / Committee agendas</li><li>• External publications</li><li>• Other sources.</li></ul> (Report attached)  <b>(No Specific Ward Relevance)</b>
<b>9. Working Groups - Update Reports</b>  (Pages 51 - 64)  Councillor Tom Baker-Price, Councillor Jane Potter	To receive verbal updates on the latest activities of the following working groups: <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> (Reports attached)  <b>(No Specific Ward Relevance)</b>

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<p><b>10. Task Groups - Progress Reports</b></p> <p>Councillor Nina Wood-Ford, Councillor Jane Potter</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> <ul style="list-style-type: none"><li>a) Mental Health Services for Young People – Chair, Councillor Nina Wood-Ford; and</li><li>b) Staff Survey Joint Scrutiny – lead Redditch representative, Councillor Jane Potter</li></ul> <p>(Verbal reports)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>11. Health Overview and Scrutiny Committee</b></p> <p>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>(No Specific Ward Relevance)</b></p>
<p><b>12. West Midlands Combined Authority Overview and Scrutiny Committee Update</b></p> <p>Councillor Jennifer Wheeler</p>	<p>To receive an update on the latest work of the West Midlands Combined Authority Overview and Scrutiny 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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## MINUTES

### Present:

Councillor Jane Potter (Chair), Councillor Gay Hopkins (Vice-Chair) and Councillors Tom Baker-Price, Natalie Brookes, Matthew Dormer, Andrew Fry, Paul Swansborough and Jennifer Wheeler

### Also Present:

Councillors Yvonne Smith and Pat Witherspoon.

Mr A Bywater (Economic Development Unit) and Mr D Campbell (Department of Work and Pensions)

### Officers:

Jayne Pickering

### Democratic Services Officers:

Jess Bayley and Amanda Scarce

## 30. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were received from Councillors Joe Baker and Nina Wood-Ford with Councillor Natalie Brookes attending as a substitute for Councillor Wood-Ford.

## 31. DECLARATIONS OF INTEREST AND OF PARTY WHIP

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

## 32. MINUTES

### RESOLVED that

the minutes of the meeting held on 12<sup>th</sup> September be confirmed as a correct record and signed by the Chair.

.....  
Chair

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## 33. EMPLOYMENT AND SKILLS, SPECIFICALLY FOR PEOPLE WITH DISABILITIES - PRESENTATIONS

The Chair reminded Members that this matter had arisen following the work planning exercise which had taken place earlier in the year. She welcomed Andy Bywater, Employment and Skills Officer for North Worcestershire Economic Development and Regeneration, together with Duncan Campbell, the Employer and Partnership Manager, Worcestershire Department of Works and Pensions (DWP), who each gave a presentation in respect of employment opportunities for people with disabilities (see Appendices 1 and 2 attached).

Following the presentations Mr Bywater and Mr Campbell responded to a number of questions and observations made by Members in respect of the following:

- How the cutbacks affected the DWP and the delivery of its services. The DWP's services had been streamlined with staff receiving training in order to be able to deal with a number of different areas, rather than specialising in one area. They also worked more closely with partner organisations.
- The shortage of people working within the construction industry. Information had been provided by the Greater Birmingham and Solihull LEP and was not specific to Redditch.
- The shortage of appropriate premises both for those businesses wishing to start up and expand and across all areas of business. This was not problem specific to Redditch as there was a similar situation in the Bromsgrove district.
- European funding; this was guaranteed for two years by the Treasury, though there was uncertainty about the position after that period.
- Whether it was more difficult for a smaller business to employ someone with a disability. Members were advised that this was the perception, but that there were a number of funding streams available to support any specialist equipment for example that may be needed. It was acknowledged that the availability of such funding needed to be promoted to businesses.
- Whether the unemployment figures included those with a disability. The figures related to those who were in receipt of Job Seekers Allowance (JSA) and did not differentiate between those with a disability.
- Communicating all the services available to those that were eligible. There needed to be improvements made within Worcestershire. It was important that the households that



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could access all the services available were aware of them at the earliest stage.

- The introduction of Universal Credit. This new system gave people much more flexibility in being able to work without having a negative impact on benefits which they were in receipt of, as these could be adjusted dependent upon the number of hours being worked.
- Difficulties for some people with a disability being able to access suitable transport to get to work. Members were informed that with the new scheme there was an opportunity for both the employer and claimant to access funding which could be used for transport to and from work.
- The assessments which were carried out to see whether someone was able to work. The aim was to work with the claimant to ensure that the decision reached was right for all those concerned. This would include assessing what type of work and the number of hours would be most suitable. The DWP actively encouraged either support workers or family members to attend with claimants, as it was important that the right outcome was reached. A re-assessment would be carried out if it became apparent that the original decision was not working for either the employer or the claimant.

The Chair thanked Mr Bywater and Mr Campbell for their presentations and agreed that it was encouraging to see that there was a lot of support and opportunities available for those with a disability.

## **RESOLVED that**

**the presentations in respect of employment opportunities for people with disabilities be noted.**

### **34. JOINT SCRUTINY TASK GROUP PROPOSAL - STAFF SURVEY**

The Chair welcomed the representatives from the Bromsgrove District Council's Overview and Scrutiny Board and invited the Chairman, Councillor Luke Mallett, to introduce the item.

Councillor Mallett provided Members with a brief summary of the background to this topic proposal and explained that the Overview and Scrutiny Board had first considered the staff survey as far back as 2013. This had been the first time a survey had taken place across both Councils and the data analysis was not made available for nearly 12 months after the survey had taken place. The Board had a number of concerns around the results particularly in respect of bullying, mental health and basic HR functions such as team and

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one-to-one meetings, appraisals and around organisational change and the support given to staff. A working group had been set up to address the issues which had been raised and an update report was received by the Board at its meeting in February 2015. At that meeting it was also confirmed that a further survey would be sent out, with similar questions in order to maintain some consistency. Councillor Mallett went on to explain what had triggered the completion of a topic proposal was the results of that second survey, when Members had been disappointed to see that few people had completed the survey and many of the concerns raised in the first survey continued to be an issue. However, Councillor Mallett did pay tribute to the work which had been undertaken by officers, in conjunction with trades unions, in respect of the time for change initiative, around mental health in the work place.

A brief overview of the results from the second survey was provided in order to highlight the key areas which would be covered within the work of the Task Group. Councillor Mallett also explained that a strategy board had now been set up to address those issues. One of the key areas of investigation would be to ensure that those issues were addressed and to investigate the low response rates and implications of this. Councillor Steve Colella, the author of the topic proposal, added that he hoped to get behind the real issues, to find out the implications arising from the results and to ensure that the appropriate actions were taken to address them.

Councillor Potter thanked the Bromsgrove Members for bringing forward the topic proposal and concurred that it was important for staff to be both happy and supported in the workplace. Members went on to discuss a number of issues including:

- Whether the working group initially set up had made any significant changes.
- The need for a clear action plan to ensure that the issues which had arisen were addressed in an appropriate and timely manner.
- What value Redditch Borough Council's participation could add to the task group's investigation. It was highlighted that as the majority of staff were shared between both Councils any recommendations would impact on each Council.
- Whether there would be a cost to Redditch Borough Council if Members were to take part in the joint Task Group. Officers confirmed that there would not be a cost.
- Possible reasons as to why staff were not completing the survey and ways in which they could be encouraged to do so.
- The importance of regular appraisals and one-to-one meetings for both staff and managers.

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- The role of Councillors in supporting staff and ensuring that the working environment met the needs of all concerned.

## **RESOLVED that**

- 1) **the proposed terms of reference from the Joint Staff Survey Scrutiny Task Group be agreed; and**
- 2) **Councillors Jane Potter, Tom Baker-Price and Jenny Wheeler be appointed Members of the Joint Staff Survey Scrutiny Task Group.**

### **35. MEDIUM TERM FINANCIAL PLAN - BUDGET ASSUMPTIONS - PRE-SCRUTINY**

Officers gave a short presentation which highlighted the salient points within the Medium Term Financial Plan 2017/18 to 2020/21 Budget Assumptions report, which would be considered by the Executive Committee at its meeting due to be held on 1<sup>st</sup> November 2016. This included the following:

- Four Year budget projections.
- An increase in Council Tax of 1.9% (any increase in excess of 1.95% would need to be the subject of a local referendum).
- A utilities increase of 6%.
- Fees and charges increases of 3% with any variance being put forward with supporting evidence.

Officers also provided Members with detailed information in respect of the superannuation rates. The three year valuation had been received in mid-October, which reflected the current revaluation of the pension liabilities. Detail was provided in respect both of back funding and forward funding rates which would provide a total net saving over a three year period of £327,000, due to the reduction in the back funding contribution. Officers were negotiating with the Actuary and Worcestershire County Council in respect of how this would be paid to the County to fund the pension fund liabilities.

Following the presentation Members debated a number of areas in more detail:

- The implementation and monitoring of the savings that needed to be made following submission of the Efficiency Plan.
- The need for Heads of Service to provide realistic budget savings for the next four years.

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- Alternative models of providing services which would need to be considered in order to achieve the necessary savings to produce a balanced budget.
- The assumption of 0% inflation across the majority of the Council's non-pay expenditure budgets.
- The percentage increase in Council Tax that would be needed to cover the authority's budget deficit and the cost of a referendum. Members also questioned whether this had been considered. Officers estimated that this would be in the region of 18-20% and further details could be provided in terms of the costs of a referendum outside of the meeting.

## **RECOMMENDED that**

**the Executive Committee recommends to Council that the revenue assumptions detailed in 3.4 of the report be incorporated into the budget setting process.**

### **36. 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 other than the Executive Committee had acknowledged that the Overview and Scrutiny Committee had pre-scrutinised the Efficiency Plan. It was also highlighted within the Executive Committee's Work Programme that the Council Plan had now been put back to the January 2017 meeting.

## **RESOLVED that**

**the Executive Committee Minutes of the 13<sup>th</sup> September 2016 together with the latest edition of the Executive Committee's Work Programme be noted.**

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

Members considered the Committee's Work Programme and noted that the pre-scrutiny of the Council Plan would now be considered at its January meeting, together with the LGBT update, which had also originally been scheduled in for the December meeting.

### **38. WORKING GROUPS - UPDATE REPORTS**

Budget Scrutiny Working Group – Chair, Councillor Jane Potter

Councillor Potter informed Members that the Working Group had received a number of reports and a presentation from the Head of

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Community Services in respect of the Shopmobility scheme and had looked at options for funding it together with how to make the management of the Town Hall and other properties more cost effective.

The Working Group were also suggesting that the Overview and Scrutiny Committee receive a presentation from the Place Partnership at a future meeting in order for them to understand its role and the work which it carried out.

Councillor Potter explained that at its most recent meeting the Working Group had considered a report in respect of Section 106 monies which had been most useful and had led to further information being requested.

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

Councillor Baker-Price explained that the Working Group had held several meetings and formulated a number of recommendations which would come before the Committee in due course. Those meetings had included interviews with the Head of Community Services and had concentrated on the Lifeline Service, and an interview with the Democratic Services Manager. Future meetings would include an interview with the Chief Executive and an update in respect of Gas Safety.

### **RECOMMENDED 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 considers ways to manage the Town Hall and other property assets in a more cost effective manner; and**

### **RESOLVED that**

- 1) representatives of the Place Partnership 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.**

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## 39. TASK GROUPS - PROGRESS REPORTS

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

In the absence of Councillor Wood-Ford, Officers provided a brief update of the work of the Task Group to date. This included the following:

- Councillor Thain had attended the Positive Activities meeting, a sub-group of the Redditch Local Strategic Partnership, to consult with Voluntary Sector groups.
- Councillors Thain and Wheeler had attended the CAMHS information session, where CAMHS had provided further information about their work, criteria and the support needs of young people who self-harmed or who had eating disorders.
- Members had interviewed a representative of the Community Safety Team about support in local schools and children and young people with low level mental health problems.
- An interview had also taken place with a representative of the Connecting Families team about the level of demand for mental health service support amongst young people in the Borough.
- Invitations to future meetings had also been sent to the Redditch and Bromsgrove Clinical commissioning Group (CCG), Redditch Mental Health Action Group and a representative from the Worcestershire Health and Care Trust.

Those Members of the Task Group present at the meeting concurred that it was a most interesting and informative Group and raised concerns that many of the services were also being affected by budget cuts at a time when there appeared to be an increase in demand, particularly at the early intervention stages, for the services.

## 40. HEALTH OVERVIEW AND SCRUTINY COMMITTEE

As Councillor Wood-Ford, the Council's representative on the Worcestershire Health Overview and Scrutiny Committee (HOSC) had sent her apologies it was agreed that the minutes of the last meeting of the HOSC would be circulated for Members information.

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## 41. WEST MIDLANDS COMBINED AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE

Councillor Jenny Wheeler, the Council's representative on the West Midlands Combined Authority Overview and Scrutiny Committee, provided Members with a brief outline of the first meeting of this Committee, which she had attended in July 2016. This had included the following:

- Appointment of Chair and Vice Chair.
- Quorum of four members.
- Terms of reference.
- The scrutiny process at other Combined Authorities and the aspiration to carry out successful scrutiny.
- The next meeting would include a workshop to look at different models of scrutiny.

Members discussed a number of issues including the lead officer, the need for a dedicated Scrutiny Officer to ensure scrutiny is effective and whether the constitution of the Combined Authority required the Committee to be politically balanced.

Following discussions it was agreed that officers would provide Members with a list of the representatives from each authority taking part in the Committee.

The Meeting commenced at 7.05 pm  
and closed at 8.55 pm





# Health and care services in Herefordshire & Worcestershire are changing

An update on a five year plan to provide safe,  
effective and sustainable care in our area

[www.yourconversationhw.nhs.uk](http://www.yourconversationhw.nhs.uk)



Your Health & Wellbeing  
#YourConversation

Worcestershire **NHS**  
Acute Hospitals NHS Trust

**NHS**  
Herefordshire  
Clinical Commissioning Group

**NHS**  
Redditch and Bromsgrove  
Clinical Commissioning Group

**NHS**  
South Worcestershire  
Clinical Commissioning Group

**NHS**  
Wyre Forest  
Clinical Commissioning Group

Wye Valley **NHS**  
NHS Trust

Worcestershire Health and Care **NHS**

**2gether**  
NHS Foundation Trust **NHS**

 Taurus Healthcare

 **worcestershire**  
county council

 **Herefordshire**  
Council

# Why our health and care services need to change

Across Herefordshire and Worcestershire, health and care organisations are committed to providing safe and effective services, but the way some services are run may need to change.

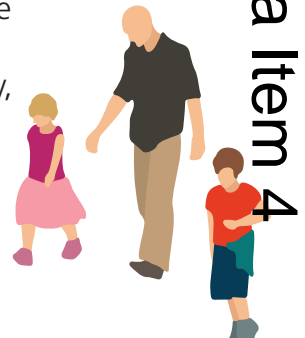
This is because we have a growing population with people living longer than ever, but as we age our health needs change. This leads to rising demands on services, and we want to make sure we can provide safe and effective services with the resources available.

We are also experiencing some practical issues in our area:

- Recruiting and retaining staff is a challenge
- Our health, local authority and other care services are not always joined up, designed to meet people's individual needs and do not always balance physical health with mental health and wellbeing

- We spend too much of our time and resources treating illnesses which can be prevented or supported in different ways
- On current projections, we won't have enough funding to meet expected levels of demand

All of this means we have to make some really tough decisions about how we provide and access care, treatment and support in our local area. By working together as organisations and with our patients and communities we think we can do lots of things better, but we also have to be clear that we can't carry on doing what we've always done, and some hard choices are required which may mean some things being delivered differently, or not at all, over the coming few years.



# #YourConversation

This update provides some thoughts on how health and care service could change to help us continue providing safe, effective and sustainable care and support. We won't make these tough choices without the views of patients and our wider communities and while there may be constraints on what is possible, there will be lots of opportunities to get involved in helping shape things moving forward. The information described in this update are some initial thoughts and concepts, they are not set in stone.

This is your health and wellbeing, and therefore #YourConversation so we want you to let us know what you think. Details of how you can do this are at the end of this document.

## What you've told us is important

Over the last few years health and care organisations across Herefordshire and

Worcestershire have been out and about listening to feedback on services and the way care has been organised. This has helped inform some of the thoughts described in this document.

We have heard that:

- You want to receive more care at home or as close to home as possible
- You want us to provide more care, including urgent care through GP practices
- You want better communication between teams/staff so you don't have to repeat your story over and over again
- You want to access the right service, first time but often it is not clear how to do this
- You and your family want to be part of developing your care plan, and you want easy access to help and support
- You want to be empowered to self-care aspects of your conditions where this is appropriate
- You want improvements in the range of mental health services and support so you can access help before things get too serious
- Transport needs to be key consideration in any proposals to change how services are provided.

# Safe, effective and sustainable

## Our vision:

*Local people will live well in a supportive community with joined up care underpinned by specialist expertise and delivered in the best place by the most appropriate people.*

In reality this will mean:

- Organisations working better in partnership to make services easier to navigate and access
- We all need to do more to support healthy living, or to self-care and manage aspects of our conditions ourselves
- Improving parity of esteem between mental and physical health, so both types of conditions are viewed equally
- Providing more care in the place where you live or closer to home, reducing avoidable hospital admissions

- Making our current out-of-hospital system more efficient and effective
- Improving access to urgent care
- Ensuring our specialist services are safe and sustainable





We know there are lots of serious and long-term health conditions such as diabetes, stroke and heart disease which in lots of cases can be prevented.

We also recognise that if we can encourage healthy living within children and young people then they are likely to take their healthy life choices into adult hood, which will help prevent the kinds of illness which are influenced by lifestyle. We also want to encourage children and young people to get active and healthier now so avoidable health issues, for example those triggered by obesity, can be prevented.

We want to view prevention and healthy living as everyone's responsibility, and not just an issue for health and social care organisations. We want

to work better with housing providers, schools, colleges and local businesses, and we also need to empower local communities, voluntary sector organisations and other community groups to help put physical and mental wellbeing at the heart of our communities.

When someone does get ill we want to be better equipped to support them and their families with tools to stay independent and in control which lots of people tell us is important. We want patients to become equal partners with those caring for them make more decisions about their own treatment plans; ensure timely advice and support; and to enable them to become increasingly confident to manage their own conditions supported by useful and usable technology. For example, the number of people living with dementia is increasing,

but early diagnosis and support can help people to live as well as possible. We want to support people who notice that their own or a loved one's health is deteriorating, so that they can make timely decisions about the support they might need to live independently and safely and so that carers are supported and able to keep themselves well.

### Carers

Carers are key to providing safe and effective out of hospital care however they don't always get the recognition and support they need to;

- a) help and support the person they care for to safely manage their condition at home,
- b) stay well themselves so they have the resilience to fulfil their caring role.

We need to work with carers to better understand the impact of any changes we make.

## Patient story – Kate

Kate was a real sports fan but an injury stopped her playing for a few months and she struggled to get back in to it. By the age of 40 Kate did little exercise herself. She was stressed at work, and because she was putting in long hours she had become over reliant on fast food. On a regular check-up at her GP, Kate was told she was quite overweight and that there was a risk of developing diabetes as well as other health conditions if things didn't change. She was encouraged to change her lifestyle habits and was put in touch with a fitness coach who could recommend an exercise programme. She downloaded an app so she could access healthy food options, and was put in touch with primary care mental health teams which provided help to alleviate stress and anxiety. The fitness programme helped her get back into shape and when things do start getting too much at work, she has some self-help tools to keep things manageable. She's now thinking about re-joining her tennis club as well joining a local amateur running club to maintain her new found fitness.



# Getting an appointment at my local GP

It can be really frustrating ringing for a routine GP appointment and being told you may have to wait two or three weeks. We also know that once you get one, the consultation with your GP is often restricted to just 10 minutes. This is because demand on GPs is increasing too, making it almost impossible to get same day appointments in some of our surgeries.

We think there are opportunities for local surgeries to pool their resources to more effectively share some of the demand. We also need to think, 'if I need an appointment, does it really need to be with my preferred GP'?

There may be times and circumstances when that is appropriate, but in lots of cases people have illnesses or conditions which can be just as effectively dealt with by a nurse who works in the local surgery.

This could help people get appointments much sooner, get the help and treatment needed, reduce demand on GPs, and ensure when someone really needs to see the GP they have a better chance of getting an appointment quicker. If this works we also want to increase the consultation time for those who need it.

We also want to develop our local community teams with input from local GPs to help maintain someone's health at home and reduce the risk of them being admitted to hospital unnecessarily.



Most admissions in people over 75 have bypassed GPs or out-of-hours services. Older people are more likely to call an ambulance, more likely to be conveyed to hospital, and once there, more likely to be admitted.

# Providing more care at home or out of hospital

Wherever possible we should ensure that people do not get admitted to hospital unless they absolutely need to be there. Currently too many people are admitted to hospital for issues which could reasonably be treated at home or in the place where they live.

We also know that once admitted to a hospital bed, sometimes people stay there longer than necessary. This can actually have a bad effect on someone's health so we want to make sure they can leave hospital as soon as they are well enough. We have services which are equipped at providing

care at home and reducing the risk of hospital admission; for example we have teams which support children with complex conditions at home; we have community nursing and therapy teams who help manage long-term issues at home or in care homes, including dressing wounds and support with medication; and we also have social care teams which provide domiciliary care at home, such as supporting someone preparing meals, dressing and washing.

However these services don't always work well together and the communication between the teams could be better. By working better in partnership we think there are real improvements to be made to the care we are able to give people at home.





## GP Practice



## Therapists



## Nurses

(Physical & Mental health)



## Social Workers

# How could we do this?

**More than 70% of hospital bed days are occupied by emergency admissions, so we want to reduce the risk of emergency. We will do this by developing multi-skilled teams who will work around a person at home, helping reduce unnecessary admission to hospital.**

The physical and mental health nurses, therapists and social care professionals will all be part of one team who will get to know the person and their medical history. There will be one contact point which can be used whenever additional help is required. There will still be health issues, but wherever possible these can be dealt with at home by the local team who will work on the principle that 'your own bed is best'.

If someone does need to be taken to hospital, the team will know about it and will ensure they are able to leave and return home without delay. Delays in getting discharged from a hospital bed can be a real problem, often caused by challenges arranging social care or community support back home. But the local team will be able to sort this out much more quickly and easily, reducing the chance of any delay.

We could also support this by developing something called an 'integrated frailty pathway', which in simple terms is about ensuring those identified as being at greatest risk of being admitted to hospital have access to staff who can provide 24 hour care in their home. It is also about having real alternatives to hospital admission when someone needs more care than we can deliver at home.

## Patient story – Margaret and Len

After she turned 80, Margaret found her health deteriorating. She was diagnosed with diabetes and emphysema (COPD), as well as early stage dementia. She lives with her husband, Len, who is also in his 80s, and who has his own health issues.

Margaret's GP said she needed to be supported by the local community nursing team. Angela, a member of the community team, is her care coordinator and following an initial visit, quickly arranged what support Margaret needs from the rest of the team. Margaret is visited a few times a week, once by a nurse, then a therapist and finally from a mental health professional to support her with her dementia. A social worker will also visit to help with any domiciliary care needs. As each of them are part of the

same team they each have up to date notes on Margaret's condition and she gets familiar with all of them, building up a rapport and an understanding. There is a contact number which she or Len can use if there is a problem. They have only used it a couple of times but on each occasion someone from the team have been out to check on them, and have been able to provide additional support without them needing to go to hospital.

There are volunteers from a local carers charity who are also part of the team and they contact Len regularly to check he's coping well too. They also give him support to maintain his own health.



# Mental health and well-being

We believe 'there is no health without mental health' and so through partnership with other public services, local business and communities we will support people to understand how to keep themselves well, and how to access support and guidance if they need it.

Sometimes people will need expert care and at the moment, particularly for children and young people, this might mean travelling to another part of the country. We want to be able to provide specialist care in our two counties so that people can stay connected to their families and friends whilst they recover.

Having a baby is often a joyful event but sometimes it can affect people's mental as well as physical wellbeing. We are committed to ensuring that staff supporting women and their families through pregnancy childbirth have the skills to support women's mental and physical health needs.

Living with complex mental health problems can also affect some people's physical health. We will prioritise how we use our resources so to reduce the impact this has on people's quality and length of life.

We want to support more people with mental health issues early to prevent issues escalating, and then at home or in the community when more care is needed. This is what people tell us is important.

When admission to a mental health ward is required this should be more recovery focused and designed to help people get back home quicker so they can regain control and independence over their lives.



## Patient story – Adam

Following a family bereavement Adam had become increasingly isolated and had withdrawn from his social circle. He had even told a colleague at work that he couldn't continue with things the way they were. He was persuaded to seek help and after the GP referred him to the local mental health team he was diagnosed with severe depression. He was in the care of the community mental health team who visited him regularly at home to check he was doing ok; Adam had a contact number he could use if he felt really unwell. Adam's depression meant he had to give up work, but through the support of his mental health nurse he was put on a work placement programme which provides opportunities for those recovering from a mental health problem to get back into employment. He really benefitted from this and is now starting to apply for part-time work. Because he's made

so much progress he's been discharged from the community mental health team, but he has lots of self-help resources which he can refer too, and he also has contact details for primary care services which can help those with more common mental health illnesses.





## Community Hospitals

These alleviate pressure on the acute hospital sites and traditionally provide short-term in-patient support for someone who can't stay at home, but neither are they too poorly that they require the specialist expertise of an acute bed.

Community hospitals will play a key role in our local system, and we believe there is potential for some of them to do even more than they currently do.

This would mean even more services provided in the local community, closer to home.

As we provide more responsive local support in people's homes, we do think the use of community hospitals might change.

**We will be working with stakeholders to understand how many beds we may need and how community hospitals could offer a broader range of services such as more outpatient or day case activities.**

## Urgent Care

Sometimes we all need urgent care for an emergency or life threatening condition and we want to make sure that the right care is available across our two counties, 24 hours a day. This is about getting someone in this position the right care they need when they need it and in the most appropriate place without unnecessary delays.

But we also know that many people go to A&E when they could have been treated elsewhere. This overloads the services and leads to long waiting times and too many people waiting on trolleys in corridors.

To help understand the pressures in A&E we have been looking at A&E attendance, performance and staffing levels to ensure that people who really need it are getting the best service possible in the right place, from the right professionals who have the skills to meet people's physical and mental health needs.

We also need to strengthen the range of 7-day services and support for both physical and mental health issues, to prevent people getting in crisis and requiring urgent care services. This links back to the improvements we want to make to our out of hospital services.

In Herefordshire we have already worked with the public and local clinicians to identify what outcomes are important to people, and how we can best meet their urgent care needs through local services. We have used this to look at what changes we might need to make and we will be consulting on this in the coming months.



## Acute Hospitals

By preventing the risk of avoidable hospital admissions and by moving some activity into the community, this will help ensure that only those with an acute medical condition need to access an acute hospital, and when that is required they don't have to stay any longer than required.

Given some of the challenges we have recruiting to certain specialist roles, we want to ensure they are sustainable so we aren't spreading our resources too thinly which is a risk. We need to make sure we have the right staff equipped and skilled to provide the specialise care needed. This might mean having to travel further in some cases in order to get the safest and most effective care possible.

Some services are already delivered in a specialist 'centre' which is safer and more clinically appropriate, for example:

- **Major trauma** – if you are in a car accident and suffer a head injury you are taken straight to a major trauma centre out of county

- **Stroke** – anyone who has a stroke in Worcestershire is treated at the Worcestershire Royal where a specialist stroke team is available to provide the highest level of care
- **Heart attacks** – if you have a heart attack because your arteries are clogged up you are likely to need a stent (a small tube) to re-open them. This is done in a specialist centre in Worcester where there are highly trained staff capable of carrying out this life saving procedure.



Ten days in a hospital bed for someone over 75 leads to a 10% loss of aerobic capacity and 14% loss of muscle strength – **equivalent to 10 years of life**



A sustainable system

## Using our land and buildings better:

We want to bring all our NHS and local government sites up to modern standards. We want to make better use of our out of hospital sites, which may mean selling some buildings to invest in other modern, local facilities.

We want to explore how we can work together to get more value from our land and buildings.

## Using technology to modernise health:

Good information and advice helps people take control of their health. Shared information will help hospital clinicians, GP practices, local community teams, which include health and social care, to work together more effectively. Technology will help us to provide more rapid and reliable information for patients, and our clinicians will make sure technology is built into new services, with support provided for those who might need it.





But with demand increasing it's expected that we'll need an additional  
**£230m unless we act now**

## Finances

We will receive more money over the next five years but on current projections it won't be enough to meet the continual rise in demand. Even with the increase in funding, if we do nothing the gap between what we receive and what we would need to meet that demand will be around £230million.

We have thoroughly reviewed our finances, including making comparisons with national

figures, looking for opportunities to secure savings and ways to organise services more efficiently. We continue to look at the demands on services and our costs.

We think the types of changes described in this update will help us save money and ensure we have sustainable services long-term. We cannot continue overspending as it puts services at greater risk so while the quality of care will always be our priority, we will also have to make sure we are using our resources the best we can.

## In summary, we will...

- Maximise efficiency and effectiveness across clinical, service and support functions
- Put prevention at the heart of what we do, and create an environment where people stay healthy supported by resilient communities
- Improve our services which care for people at home or closer to home, supported by GPs working alongside community teams
- Ensure acute sites have the capacity to provide the care the staff are trained to provide
- Ensure our specialist services are safe and sustainable
- Involve and engage our communities before any significant changes to services.



## Prevention and self care

We will ensure that prevention and self-care are at the heart of the health and care services we provide. We need to encourage healthier lifestyles, and empower people to take greater responsibility for their own health, so together we can help prevent issues and illnesses which are influenced by lifestyle.

We also want to support more people to self-care more of the day to day aspects of their conditions, and to only access the support of healthcare professionals for the complex bits.

## Providing more care at home

### Caring for you at home

More health and care services will be provided at home with one local team who know you and your medical history

- More people cared for at home
- Fewer admissions to a hospital bed
- Getting you out of hospital as soon as you are medically fit to leave



Your local GP surgery

Therapists  
Nurses  
(Physical & Mental health)  
Social Workers

## Safe and effective hospital care when you need it

### Urgent Care

Improving access to urgent or emergency care when you need it, in the right place first time.

This will ensure there is capacity for emergency/ life threatening care when it is required.

### Hospital beds

#### Community Hospitals

The role of these might change and could provide more outpatient clinics which support the plan to deliver more services closer to home.

#### Acute hospitals

Ensuring that only those with acute conditions which require specialist care access acute hospitals.



When you are medically fit to return home you will, without delay.

## A sustainable system

Reducing duplication

Better use of our buildings

The right workforce

Partnership working

#YOURCONVERSATION



Your Health & Wellbeing  
#YourConversation

YOUR HEALTH AND  
WELLBEING IN  
HEREFORDSHIRE AND  
WORCESTERSHIRE

**We want your views on the information in this update which provides some thoughts for how health and care services may change over the next five years.**

There will be more details to follow and we won't make any significant changes until we have carried out full engagement and consultation work with our patients, staff and

the wider community.  
You can join in the conversation online at: **[www.yourconversationhw.nhs.uk](http://www.yourconversationhw.nhs.uk)** or by following the organisations on social media. We will be getting out and engaging our patients and local communities on this update over the next few months and we will be publicising events and engagement activity at **[www.yourconversationhw.nhs.uk](http://www.yourconversationhw.nhs.uk)**



## Executive Committee

Tuesday, 1 November 2016

### MINUTES

#### Present:

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

#### Also Present:

Councillor Joe Baker – observing  
Councillor Jane Potter – for Minute No.37

#### Officers:

Ruth Bamford, Jess Bayley, Clare Flanagan, John Godwin, Sue Hanley, Sam Morgan and David Riley

#### Committee Services Officer:

Debbie Parker-Jones

### 33. APOLOGIES

Apologies for absence were received on behalf of Councillors Juliet Brunner and Brandon Clayton.

### 34. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 35. 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:

- Fees and Charges 2017-18;
- Economic Priorities for Redditch – Annual Report;
- Council Plan (including Leisure Intervention Update);
- Engagement Strategy; and
- Corporate Performance Strategy.

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Chair

# Executive Committee

Tuesday, 1 November 2016

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It was noted that the Public Realm Scheme report at Agenda Item 7 was an additional report which had not previously been included in the Work Programme. As this was not a Key Decision however there was no requirement for this to have appeared in the Work Programme.

## Agenda item 5 – Budget Scrutiny Working Group – Proposals

Councillor Jane Potter, Chair of the Budget Scrutiny Working Group, was in attendance to present the Working Group's report and recommendation, and was accompanied by Jess Bayley, the report author.

## Agenda item 9 – Medium Term Financial Plan 2017/18 to 2020/21 Budget Assumptions

Members' attention was drawn to Additional Papers 1 which had been circulated the previous week. These comprised a minute extract and recommendation relating to the Overview and Scrutiny Committee's pre-scrutiny of the Budget Assumptions report on 25th October 2016, and would therefore be considered along with Agenda Item 9.

## Agenda item 15 – Development Management Shared Service Business Case

It was noted that this report was confidential as it contained exempt information in accordance with Paragraph 4 – labour relations matters – of Part 1 of Schedule 12 (A) of the Local Government Act 1972, as amended.

Members' attention was also drawn to the confidential Additional Papers 2, which had been circulated earlier that day. These comprised the minutes and recommendations of the Shared Services Board's consideration of the Business Case on 27th October 2016, and would therefore be considered along with Agenda Item 15.

## **36. MINUTES**

### **RESOLVED that**

**the minutes of the meeting of the Executive Committee held on 13th September 2016 be agreed as a correct record and signed by the Chair.**

# Executive Committee

Tuesday, 1 November 2016

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## **37. RECOMMENDATIONS FROM THE BUDGET SCRUTINY WORKING GROUP**

Councillor Jane Potter, Chair of the Budget Scrutiny Working Group, presented the Working Group's report. Councillor Potter explained the background to the report and the Working Group's recommendation, which detailed proposals concerning future versions of the Council's Capital Programme.

Members agreed that, in principle, the Working Group's proposals were a good idea. However they were mindful that in light of the current economic climate and the financial challenges which the Council would continue to face over the years ahead, there needed to be a flexible approach to capital projects and the ability to propose changes to the approved Capital Programme on an annual basis. As such, an additional recommendation was agreed to address these issues.

### **RECOMMENDED that**

- 1) 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**
- 2) Officers estimate the Capital Programme requirements over a four year period to include the associated funding implications. In addition, an annual review should be undertaken to propose any changes to the approved Programme to ensure the Council has a flexible approach to capital projects.**

### **RESOLVED that**

- 3) the report be noted.**

## **38. PARKS INFRASTRUCTURE - USE OF SECTION 106 MONIES**

Members received a report which detailed potential improvements to the infrastructure within a number of parks and green spaces in the Borough, which were designed to increase usage and participation. Member approval was also sought for the use of Section 106 funding to support the proposed improvement schemes.

It was noted that the Section 106 Agreements that were in place meant that there were restrictions as to what schemes could be funded and where within the Borough monies could be spent. It was further noted that Officers had consulted the relevant Ward Councillors on the proposals.

# **Executive Committee**

Tuesday, 1 November 2016

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**RECOMMENDED that**

- 1) the Capital Programme be increased by £69,448, to be funded by Section 106 receipts, and revised to reflect the approved schemes detailed in resolution 2) a) to d) below.

**RESOLVED that**

- 2) the following schemes, as identified in section 4 of the report, be approved:
  - a) Astwood Bank Outdoor Gym – £4,005;
  - b) Astwood Bank Teenage Play (Skate Ramps) – £30,426;
  - c) Astwood Bank Improvements at Overdale Park – £5,645; and
  - d) Matchborough Play facilities – £29,372.

**39. PUBLIC REALM SCHEME**

Further to Minute No.116 of the meeting of the Executive Committee held on 19th April 2016, when Members approved details of the proposed enhancements of Alcester Street and Market Street, together with capital expenditure of £275k towards the estimated total cost for this phase of the Town Centre Public Realm Scheme, Members received a report which sought formal approval to the Section 106 funding element of the project.

Members stated that they wished for the improvement works to commence as soon as possible. Officers confirmed that the County Council had advised that the works would start at the end of January 2017 and would take 6 months to complete. Members wanted the work to be of a high quality, with there being a county supply of building products available to ensure that any necessary works undertaken by the statutory undertakers following enhancements works could be put right on a like-for-like basis.

**RECOMMENDED that**

**in addition to the £275k capital expenditure previously approved, £75k of Section 106 monies be released towards the estimated total cost of the first phase of the Town Centre Public Realm Scheme.**



# Executive Committee

Tuesday, 1 November 2016

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## 40. COUNCIL TAX SUPPORT SCHEME 2017/18

Further to Minute No.15 of the meeting of the Executive Committee held on 19th April 2016, when Members approved the draft Council Tax Support Scheme (CTSS) 2017/18 for consultation, Members were asked to recommend approval of the final CTSS and other related issues including future scheme consultations and continuation of the Council's Hardship Fund.

It was noted that the Council was required to review its CTSS annually and that it had to implement a scheme which protected people of a pensionable age, incentivised work and contained provisions to support vulnerable persons in financial hardship as a result of the Scheme.

Members noted the importance of the Hardship Scheme. Whilst not all of the annual Hardship Scheme budget had been spent 203 hardship awards had been agreed since April 2015, with staff also signposting those most in need to other agencies who could further assist them based on their individual circumstances. Members asked that Officers be congratulated in their work in this area.

In response to Members' concerns that council tax support did not form part of Universal Credit and how those most in need would be made aware of the CTSS and Hardship Fund, Officers advised that on receiving notification from the Department for Work and Pensions of those who were subject to Universal Credit, the Council would automatically contact those concerned to assess them for any other relevant support/awards. Members also raised concerns in relation to the increased future costs of administering the CTSS, as detailed at paragraph 3.19 of the report. Officers responded that they were unable to say at this stage what the financial impact of this would be to the Council.

### **RECOMMENDED that**

- 1) **the Council Tax Support Scheme 2017/18, amended as follows, be implemented:**
  - 1.1) **reduce backdating of Council Tax Support to bring this in line with the changes in Housing Benefit announced by Central Government;**
  - 1.2) **enable claims to be processed based on information provided by the Department for Work and Pensions without the need for further information; and**

# Executive Committee

Tuesday, 1 November 2016

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- 1.3) removal of the Family Premium on claims made from 1st April 2017 to bring Redditch Borough Council's Council Tax Support Scheme in line with the changes in Housing Benefit announced by Central Government, and already implemented.
- 2) there be future 'uprating' of some of the figures to take account of other national changes in benefits and allowances;
- 3) authority be delegated to the Head of Customer Access and Financial Support to carry out statutory consultation on future draft Council Tax Support Schemes in accordance with the legislative guidelines and in consultation with the relevant Portfolio Holder; and
- 4) the Council's Hardship Scheme continue.

## 41. MEDIUM TERM FINANCIAL PLAN 2017/18 - 2020/21 BUDGET ASSUMPTIONS

The Committee considered a report which set out budget assumptions to be used in the preparation of the detailed 2017/18 budget and provisional budgets for 2018/19 to 2020/21. Members also considered the minute extract and recommendation following the Overview and Scrutiny Committee's pre-scrutiny of this report on 25th October 2016, as detailed in Additional Papers 1.

Officers gave a short presentation on the key points within the Medium Term Financial Plan, which included:

- 4 year budget projections;
- 1.9% Council Tax increase;
- 1% pay inflation;
- 6% utilities increase; and
- 3% fees and charges increase – subject to variation with supporting evidence.

Information in respect of the superannuation rates was also provided based on a 3 year revaluation of the fund which had been received in mid-October and which reflected current pension liabilities. Details of both back funding and forward funding rates were provided, which would result in a total net saving of £327k over a 3 year period owing to a reduction in the back funding contribution.

Members noted that these were budget assumptions only which would enable Officers to work on the base budgets, with final decisions to be taken as part of the actual budget-setting process.

# **Executive Committee**

Tuesday, 1 November 2016

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**RECOMMENDED that**

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

**42. WORCESTERSHIRE REGULATORY SERVICES BOARD - ENFORCEMENT POLICY**

Members were asked to consider amendments to the Worcestershire Regulatory Services Enforcement Policy, as set out in the minutes of the meeting of the Worcestershire Regulatory Services (WRS) Board meeting of 6th October 2016.

Officers confirmed that only minor amendments had been made to the existing Policy to reflect changes to the partnership, the replacement of the supporting Regulator's Compliance Code and the time that had elapsed since the original Policy was adopted in 2011. Members supported the proposed amendments, together with an additional minor amendment raised at the WRS Board meeting, all as detailed in the minutes.

**RECOMMENDED that**

**subject to the additional minor amendment raised at the Worcestershire Regulatory Services Board meeting on 6th October 2016, and as detailed in the minutes for that meeting, the amended Worcestershire Regulatory Services Enforcement Policy be adopted.**

**43. OVERVIEW AND SCRUTINY COMMITTEE**

The Committee received the Minutes of the meeting of the Overview and Scrutiny Committee held on 12th September 2016.

It was noted that there were no recommendations to consider as the recommendation at Minute No. 28 had been included in the report from the Budget Scrutiny Working Group at agenda item 5 – Minute No.37 refers.

**RESOLVED that**

**the minutes of the meeting of the Overview and Scrutiny Committee held on 12th September 2016 be received and noted.**

# Executive Committee

Tuesday, 1 November 2016

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

### Minute extract of 25th October 2016 Overview and Scrutiny Committee

A minute extract and recommendation arising from the meeting of the Overview and Scrutiny Committee held on 25th October 2016 (circulated as Additional Papers 1) were considered along with agenda item 9 – Medium Term Financial Plan 2017/18 to 2020/21 – Budget Assumptions – Minute No. 41 refers.

### Minutes of 27th October 2016 Shared Services Board

The confidential minutes and recommendations of the meeting of the Shared Services Board held on 27th October 2016 (circulated as Additional Papers 2) were considered along with confidential agenda item 15 – Development Management Shared Service Business Case – Minute No.47 refers.

## 45. ADVISORY PANELS - UPDATE REPORT

It was noted that, following the meeting of the Planning Advisory Panel (PAP) which had taken place on 20th October, the PAP meeting which was due to be held that evening had been cancelled owing to lack of business.

### **RESOLVED that**

**the report be noted.**

## 46. EXCLUSION OF THE PUBLIC

### **RESOLVED that**

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

**Item 15 – Development Management Shared Service Business Case.**

# Executive Committee

Tuesday, 1 November 2016

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## 47. DEVELOPMENT MANAGEMENT SHARED SERVICE BUSINESS CASE

The Committee received a confidential report which presented the Business Case for a Shared Development Management Service between Bromsgrove District Council and Redditch Borough Council. Members also considered the minutes and recommendations of the meeting of the Shared Services Board (SSB) held on 27th October 2016, which had considered the Business Case, as detailed in confidential Additional Papers 2.

Officers detailed the background to the Business Case and responded to Members' questions in this regard. Officers agreed to provide all Executive Members, outside of the meeting, with certain additional information, including information which had been requested by a Member at SSB.

On noting the recommendations of the SSB, which endorsed the proposed Business Case, it was

### **RECOMMENDED that**

**the Business Case for the Development Management Shared Service be approved.**

[During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to exclude the press and public prior to any debate on the grounds that exempt information would be revealed relating to labour relations matter.]

## 48. CONFIDENTIAL MINUTES / REFERRALS

The Committee received the confidential minutes and recommendations of the meeting of the Shared Services Board held on 27th October 2016, in relation to the Development Management Shared Service Business Case. These were considered with agenda Item 15 – Minute No. 47 refers.

The Meeting commenced at 7.00 pm  
and closed at 8.05 pm

.....  
Chair



# EXECUTIVE COMMITTEE LEADER'S WORK PROGRAMME

**1 December 2016 to 31 March 2017**

(published as at 1<sup>st</sup> November 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
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
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
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



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
Report and Recommendations of the Budget Scrutiny Working Group <b>Key:</b> No	Executive 13 Dec 2016		Report from the Budget Scrutiny Working Group	Jess Bayley, Democratic Services Officer Tel: 01527 64252 ext 3268
Report and Recommendations of the Performance Scrutiny Working Group <b>Key:</b> No	Executive 13 Dec 2016		Report of the Performance Scrutiny Working Group	Jess Bayley, Democratic Services Officer Tel: 01527 64252 ext 3268
Appointment Process for External Auditors <b>Key:</b> No	Executive 13 Dec 2016 Council 30 Jan 2017		Report of the Executive Director Finance and Resources	Sam Morgan, Financial Services Manager Tel: 01527 64252 ext 3790
Medium Term Financial Plan Update <b>Key:</b> No	Executive 13 Dec 2016 Executive 17 Jan 2017 Executive 7 Feb 2017 Council 20 Feb 2017		Report of the Executive Director Finance and Resources	Jayne Pickering, Executive Director, Finance and Resources Tel: 01527 881207
Financial Regulations <b>Key:</b> No	Executive 17 Jan 2017 Council 30 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
Council Plan (including leisure intervention update) <b>Key:</b> No	Executive 17 Jan 2017 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
Corporate Performance 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
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
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

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
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, Acting Development Plans Manager Tel: (01527) 881325
Housing Revenue Account Initial Budget 2017-18 <b>Key:</b> No	Executive 17 Jan 2017 Council 30 Jan 2017		Report of the Head of Housing and the Executive Director Finance and Resources	Sam Morgan, Financial Services Manager  Liz Tompkin, Head of Housing Tel: 01527 64252 ext 3790  Tel: 01527 64252 ext 3304
Health Commission - report of findings <b>Key:</b> No	Executive 7 Feb 2017		Report of the Leader of the Council	Kevin Dicks, Chief Executive Tel: 01527 64252 ext 3250
Housing Business Case <b>Key:</b> No	Executive 7 Feb 2017 Council 20 Feb 2017		Report of the Head of Housing Services	Liz Tompkin, Head of Housing Tel: 01527 64252 ext 3304
Redditch Sports and Physical Activity Strategy 2017-2022 <b>Key:</b> Yes	Executive 7 Feb 2017		Report of the Head of Leisure and Cultural Services	Dave Wheeler, Leisure Services Manager Tel: 01527 64252 ext 3313



# Overview & Scrutiny

Committee

6th December 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	Chief Executive
	Consideration of the Executive Committee Work Programme	Chief Executive
	Call-ins (if any)	Chief Executive
	Pre-scrutiny (if any)	Chief Executive
	Task Groups / Short, Sharp Review Groups – feedback	Chair of Task Group / Short, Sharp Review
	Working Groups - feedback	Chair of Working Group
	Committee Work Programme	Chief Executive
	<b>REGULAR ITEMS</b>	
	Update on the work of the Crime and Disorder Scrutiny Panel.	Chair of the Crime and Disorder Scrutiny Panel
	Quarterly Tracker Report	Relevant Lead Head(s) of Service
	Updates on the work of the Worcestershire Health Overview and Scrutiny Committee	Redditch Borough Council representative on the Health Overview and Scrutiny Committee
	Annual Monitoring Report – Redditch Sustainable Community Strategy	Relevant Lead Head(s) of Service
	Biannual Update on S106 funding	Relevant Lead Director

# Overview & Scrutiny

Committee

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<b>OTHER ITEMS - DATE FIXED</b>		
<b>6th December 2016</b>	Fees and Charges – Pre-Scrutiny	Relevant Lead Director
<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>	Council Corporate Plan – Pre-Scrutiny (including the Leisure Intervention update)	Relevant Lead Head(s) of Service
<b>10<sup>th</sup> January 2017</b>	LGBT Task Group – Update Report	Relevant Lead Head(s) of Service
<b>10<sup>th</sup> January 2017</b>	Housing Revenue Account Initial budget 2017-18	Relevant Lead Head(s) of Service
<b>10<sup>th</sup> January 2017</b>	Medium Term Financial Plan – Update	Relevant Lead Director
<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

# Overview & Scrutiny

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<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
	Place Partnership Presentation	Relevant Lead Head(s) of Service
	Tackling Obesity Task Group - Feedback	Councillor Potter





REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY  
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**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 the background to a recommendation proposed at the latest meeting of the Budget Scrutiny Working Group concerning arrangements for internal recharges between Council departments.

**2. RECOMMENDATIONS**

**The Committee is asked to RECOMMEND that a review of the recharge process be undertaken to ensure that these are accurately recorded in future;**

**and to RESOLVE that the report be noted.**

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

- 3.1 During meetings of the Budget Scrutiny Working Group Members have discussed arrangements for landscaping Council open spaces, such as the parks and golf course. This is currently undertaken by the Council's Environmental Services Team which recharges the Leisure Services team for the works.
- 3.2 The group recognises there are benefits to Council departments working together. However, Members were concerned to learn that over time the methodology for recharging of works had not been regularly reviewed and therefore may not capture all work undertaken. The group had concerns about the financial costs involved as well as the administrative implications.

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- 3.3 Officers have advised the group that there is an Officer working group which had been tasked with reviewing the recharge framework including landscaping recharges from Environmental Services to other Council services. The group welcomes this work as a positive first step.
- 3.4 However, the group has been advised by Officers that there are other recharging arrangements which remain complex. In particular, the Council's external auditors have raised concerns about the complexity of the recharging process between Redditch Borough Council and Bromsgrove District Council for shared service arrangements.
- 3.5 In this context the group is proposing that a review of the Council's recharging process should be undertaken with a view to ensuring that all recharges in future are accurately recorded in a simplified manner. The group discussed the use of timesheets to provide a robust method of capturing time spent on a task or project and would propose that this option is explored as part of the review.

**Financial Implications**

- 3.6 The group believes that a simplified recharging process which has been thoroughly reviewed will operate more efficiently for the Council. There is also the possibility that if the process is simplified savings may be made in terms of administration of the recharging process.

**Legal Implications**

- 3.7 No specific legal implications have been identified.

**Service / Operational Implications**

- 3.8 The group is not anticipating that a review of the recharging process would impact on service delivery at an operational level.

**Customer / Equalities and Diversity Implications**

- 3.9 No specific customer, equalities or diversity implications have been identified.

**4. RISK MANAGEMENT**

No specific risks have been identified.

**AUTHOR OF REPORT**

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REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY  
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**PERFORMANCE SCRUTINY WORKING GROUP - PROPOSALS**

Chair of Scrutiny Group	Councillor Tom Baker-Price
Relevant Head of Service	Judith Willis, Head of Community Services
Ward(s) Affected	No specific ward relevance.
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

- 1.1 Performance scrutiny is a key responsibility of the Overview and Scrutiny process and represents national best practice. The introduction of the Council's dashboard, which provides data in respect of the local authority's strategic and operational service measures, has provided Members with an opportunity to revisit performance scrutiny in more detail. In this context the Performance Scrutiny Working Group was established by the Overview and Scrutiny Committee at the start of the 2016/17 municipal year to scrutinise the content of the dashboard and the implications for service performance.
- 1.2 The Performance 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 a recommendation made at the latest meeting of the Performance Scrutiny Working Group concerning the Council's Lifeline Service.

**2. RECOMMENDATIONS**

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

**the Communications Team, working with the Lifeline Team, should develop a plan to better market the Lifeline Service to new customers and in order to develop new business opportunities. This plan should be developed and reported back to the Executive committee in the next six months;**

**and to RESOLVE that**

**the report be noted.**

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

- 3.1 The Performance Scrutiny Working Group became interested in the Lifeline Service during consideration of a measure on the dashboard; '#Lifeline Users'. This appeared to indicate that there had been a decline in the number of customers

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using the service since 2013, when the data for this measure started to be monitored. Based on this information the group invited Officers to attend a meeting on 23rd September 2016 to discuss the matter further.

- 3.2 Members learned during this meeting that a key contributory factor for the decline in the number of customers had been the withdrawal of Worcestershire County Council's Supporting People funding. This funding had been provided to the Lifeline Service to support Council tenants including residents living in sheltered accommodation free of charge. When the funding had been removed all affected customers had been contacted directly about whether they wished to continue to receive the service and in some cases residents had decided that they no longer needed support from Lifeline.
- 3.3 During meetings with customers affected by these funding changes it became apparent to staff that some of the equipment that was being used was relatively old. A decision was therefore taken to upgrade the equipment provided to existing customers. In some cases when these existing customers were approached they decided to cease to receive the service.
- 3.4 By the date of the Performance Scrutiny Working Group meeting when Members interviewed Officers about the service the number of customers for the service in Redditch was 1,781. A similar number of customers used the service in Bromsgrove and there were additional customers in surrounding areas such as Studley.
- 3.5 Despite this decline in the number of customers there had been some increases in demand within particular groups. For example, private sector housing customers had increased by 300 customers between April 2015 and August 2016. In a national context where renting in the private sector is increasingly the primary housing choice available to many residents there may be further opportunities in the future to increase the number of customers in this sector. In addition Officers advised that there were many new telehealth pieces of equipment on the market that the Lifeline service could potentially offer to residents to support their independent living. Examples included monitoring of vital signs, such as blood pressure, to the monitoring centre or equipment to monitor the movement of dementia sufferers.
- 3.6 The service continues to receive referrals from the Council's Housing team. The service is considered to be mandatory for tenants classified as 'Category A' residents. Category A residents are those living in Older Persons' Housing in communal accommodation suitable for a person aged 65 or older with an assessed support need.
- 3.7 The Council also has contracts with some external organisations to provide a Lifeline Service on their behalf. This includes some social housing providers and another local authority. Members believe that there is the possibility that there may be further interest amongst other organisations.

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- 3.8 Officers have advised the group that they are aware that there may be further business opportunities available to the Lifeline Service. However, at present a key barrier preventing the team from promoting the service to potential customers is resource and expertise to proactively market the service. For this reason the group is proposing that the Head of Community Services should produce a plan to better market the service to new customers and in order to develop new business opportunities. Members agree that the Council's Communications Team should be in a position to assist with this by utilising their communications expertise.

**Financial Implications**

- 3.9 The basic Lifeline Service is currently provided to customers at a charge of £3.70 per week. Customers can pay up to an extra £1.20 per week for additional equipment such as fall detectors and heat sensors. The group has been advised that this compares to an average fee across the country of £4.50 per week for Lifeline Services, though Members are asked to note that in some parts of the country the service is provided free of charge.
- 3.10 Customers also pay a one off charge of £35 for the installation of equipment when newly signed to the service. This fee was increased from £22.15 in 2015/16, representing a 58 per cent increase. The fee is still 20 per cent lower than the installation charge levied by many other Lifeline Service providers. The charge is also less than the £50 which officers estimate it costs the Council to install the equipment based on a detailed investigation of available data completed in recent years.
- 3.11 The group has been advised that the cost to Redditch Borough Council involved in running the Lifeline Service is £327,000. This includes £255,000 in staffing costs, £50,000 in equipment costs and a further £15,000 in miscellaneous costs. When considering these costs Members have been advised to note that it is difficult to assess these without also taking into account the costs of the CCTV service; both services use the 24 hour monitoring centre. CCTV and Lifeline Services are performed by the same staff at the same time and requires a multi-tasking approach to work throughout the day.
- 3.12 The decision by Worcestershire County Council to end Supporting People Funding led to the removal of £201,000 from the Lifeline service from April 2013. To some extent this loss in funding has been offset by additional income from former Supporting People customers now paying for the service and new customers..
- 3.13 The income for the Lifeline Service in Redditch in 2015/16 was £371,544. Taking all of these factors into account the working group has been advised that the Lifeline Service currently operates on a cost neutral basis.
- 3.14 Further contracts with external organisations and more effective promotion of the service to potential new customers could lead to an increase in income from the Lifeline Service. Officers have advised that there is potentially capacity within the

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service to support an extra 2,000 customers. The group has been informed that this would offset further costs within the same team to ensure that the Council does not make a profit.

**Legal Implications**

- 3.15 No specific legal implications have been identified.

**Service / Operational Implications**

- 3.16 Lifeline is part of the Council's 24 hour service covering Telecare, Lifeline, CCTV and the Out of Hours' Service. The service is available for the use of residents living in Redditch Borough, Bromsgrove District and a number of surrounding areas. Customers with the service are provided with a pendant which can be pressed in the event of a fall, triggering an immediate response from the Lifeline team.
- 3.17 Lifeline is a Shared Service with Bromsgrove District Council. There would be a need to consult with Bromsgrove District Council if the Executive Committee is inclined to endorse this proposal from the working group.
- 3.18 Despite the decline in the number of customers for the service since 2013 there has not been a corresponding decrease in the number of staff for the service. The group has therefore been advised that there would be capacity within the Monitoring Team to meet the demand of at least 2,000 new customers, whether local residents or external organisations.
- 3.19 The group is proposing that the proposed plan should be completed within six months and reported for the consideration of the Executive Committee. This will ensure transparency in the process and that the work is completed in a timely manner.

**Customer / Equalities and Diversity Implications**

- 3.20 Many of the Lifeline Service's customers are vulnerable and require consistent support. Officers would need to ensure that any business opportunities identified through the proposed review does not compromise the service received by these existing customers.
- 3.21 The Lifeline Service regularly receives customer satisfaction ratings of between 95 and 100 per cent. The group would be keen for this level of customer satisfaction to be maintained.
- 3.22 At present the majority of Lifeline customers are referred to the service for support, sometimes by other Council services or by relevant partner agencies such as Worcestershire County Council. Customers can also self-refer. There tends to be a relatively high turnover of customers due to the nature of the service. Some

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customers will cease to use the service when they move into a care home whilst others unfortunately pass away.

**4. RISK MANAGEMENT**

No specific risks have been identified.

**5. BACKGROUND DOCUMENTS**

Fees and Charges Report 2016/17 (considered by the Executive Committee on 15th December 2015).

**AUTHOR OF REPORT**

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**PERFORMANCE SCRUTINY WORKING GROUP - PROPOSALS**

Chair of Scrutiny Group	Councillor Tom Baker-Price
Relevant Head of Service	Claire Felton, Head of Legal, Equalities and Democratic Services
Ward(s) Affected	No specific ward relevance.
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

- 1.1 Performance scrutiny is a key responsibility of the Overview and Scrutiny process and represents national best practice. The introduction of the Council's dashboard, which provides data in respect of the local authority's strategic and operational service measures, has provided Members with an opportunity to revisit performance scrutiny in more detail. In this context the Performance Scrutiny Working Group was established by the Overview and Scrutiny Committee at the start of the 2016/17 municipal year to scrutinise the content of the dashboard and the implications for service performance.
- 1.2 The Performance 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 two recommendations made in respect of Members' attendance at training sessions and the recording of public Committee meetings.

**2. RECOMMENDATIONS**

**The Committee is asked to RECOMMEND to the Member Support Steering Group that a measure should be introduced on the corporate dashboard monitoring Members' attendance at training sessions;**

**to RECOMMEND to the Executive Committee that the Council should trial the broadcasting of Council meetings with a view to permanent arrangements being made to broadcast appropriate meetings in future;**

**and to RESOLVE that the report be noted.**

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

- 3.1 The Performance Scrutiny Working Group at its meeting on 10th October 2016 invited the Democratic Services Manager to attend to discuss Members' attendance at training sessions and at Committee meetings.

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- 3.2 Members of the group had observed fluctuations in attendance at training sessions in recent months. Attendance remained relatively high for some areas; for example 12 Members attended Overview and Scrutiny training in June 2016. However, attendance at other training sessions has declined as demonstrated by the following examples:
- Data Protection training in June 2016 was attended by one Councillor.
  - Safeguarding and prevent training in June 2016 was attended by five Members.
  - The Statement of Accounts Briefing in September was attended by five Councillors.
- 3.3 Attendance at training does need to be placed in context. Some training is mandatory, such as specific training for Members of the Planning Committee as well as Members who may act as substitutes on this Committee. However, training is not required for every Committee; non-executive Members do not have to be trained in order to serve on the Overview and Scrutiny Committee.
- 3.4 The content and length of the training may also determine whether Members participate in scheduled training activities. Training providers are encouraged to deliver interesting and succinct training which focuses on salient points. However, in some cases Members may not feel that previous training sessions have been particularly engaging and this may deter attendance at future sessions.
- 3.5 As with any activity training may be scheduled on a date which conflicts with other commitments that a Councillor may have, such as work or annual leave and this can impact on attendance levels. In addition, Redditch Borough Council has an electoral system whereby one third of Members' seats are up for election in three years out of every four. The group recognises that Members towards the end of their municipal term of office may have attended training at an earlier date and therefore may not need to attend sessions delivered on a routine basis in later years.
- 3.6 However, the Performance Scrutiny Working Group is contending that even in this context the number of Members attending training sessions should ideally be higher than current levels. The group agrees that participation in training is important as it helps Members to develop the skills needed to support local residents and to participate constructively in Committee processes.
- 3.7 The Council's corporate dashboard measures service performance in particular areas. Members of the working group believe that a measure dedicated to attendance at Councillors' training sessions would be a suitable subject for a measure on the dashboard. Comments can be added to the visual chart that would be created for this measure to help clarify whether the training was mandatory or targeted at a particular group of Councillors. Such comments could also be used to

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help explain other reasons why attendance levels might have been low for a particular session. Individual Members would not need to be identified.

- 3.8 The data provided in this measure could be used by the Member Support Steering Group (MSSG) to monitor attendance at training events over time. The MSSG is the working group responsible for member development issues. If the Overview and Scrutiny Committee agrees to endorse the group's proposal in respect of Member training this will need to be referred to the MSSG for determination.
- 3.9 During the meeting of the group on 10th October Members also enquired about the potential for Committee meetings to be broadcast and made accessible to the public via the Council's website. Neighbouring authorities at Birmingham City Council, Worcestershire County Council, Wychavon District Council and Wyre Forest District Council all broadcast Committee meetings, either using web casting or audio equipment. Some of these authorities broadcast all public Committee meetings whilst other Councils broadcast meetings identified as being of interest to the public.
- 3.10 At present Redditch Borough Council does not broadcast Committee meetings. However the group recognises that there is often significant public interest in the work of particular Committees, especially the Planning Committee and Council. There are some residents who may not be able to attend Committee meetings due to other commitments or to having mobility problems who might be interested in items on the agenda.
- 3.11 Minutes are taken at Committee meetings but, in line with best practice, these provide a record of the proceedings rather than a verbatim account. A recording, either audio or visual, available to access from the Council's website, would help to provide residents with access to more information about proceedings at these meetings.
- 3.12 In this context the group is proposing that consideration should be given to undertaking a trial to broadcast particular Council meetings with a view to introducing permanent broadcasting arrangements in future. As part of the trial an opportunity would be provided to explore broadcasting arrangements that best meet the needs of Redditch residents. The group envisage that any Committee meeting open to the public, not just full Council, could be recorded as part of this trial.
- 3.13 At the end of the process the group propose that the outcomes of the trial would be evaluated and reported for consideration of the Executive Committee. Subject to these outcomes the Executive Committee may subsequently choose to broadcast all or some Committee meetings or may conclude that broadcasting is not required in future at the Council's Committee meetings.

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**Financial Implications**

- 3.14 Democratic Services Officers already record Members' attendance at training sessions. The additional requirement to upload data in respect of attendance for a measure on the dashboard would simply entail the costs of Officer time.
- 3.15 The Council does sometimes arrange for external organisations to deliver training to Members. Generally the Council pays those organisations to deliver the training. A higher turnout at such sessions helps to secure value for money, though the financial implications can also be minimised through working in partnership with neighbouring local authorities to share the costs, an approach which is already in place.
- 3.16 The group has been advised that the costs involved in recording Committee meetings would vary depending on the option selected by the Council for this purpose. There are some web casting and audio recording companies that charge the Council for hosting broadcasts. There is also the option for a local authority to negotiate to pay some organisations on a meeting by meeting basis, with broadcasts arranged in cases where significant public interest is anticipated.
- 3.17 Members of the group have highlighted that social media might be used which has no direct cost. In order to minimise the financial costs to the Council involved in broadcasting Committee meetings Members are suggesting that this option should be investigated further during the suggested trial. However, Members have been advised that the audibility of some recordings provided using this can be limited in some cases and therefore might not meet the needs of the public.

**Legal Implications**

- 3.18 From time to time Members are required to consider confidential information which is considered exempt in line with legislation detailed in Part 1 of Schedule 12 (A) of the Local Government Act 1972. The Committee is asked to note that it would not be appropriate to record Members' debates during consideration of such items and this would need to be clarified with interested stakeholders if the Council decides to record meetings in the future.
- 3.19 If the Council agrees at the end of the trial to introduce permanent broadcasting arrangements consideration will need to be given to the procurement implications. Officers will need to ensure that procurement rules are followed where applicable.

**Service / Operational Implications**

- 3.20 Democratic Services already maintain a record of Members' attendance at training sessions. The provision of this data in a bespoke measure would not require significant additional work and therefore there would be capacity within the team to update this information on the dashboard.

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- 3.21 The introduction of broadcasting arrangements at Committee meetings could potentially have implications for the Democratic Services team. Depending on the form of broadcasting selected by the Council time might be required from Officers to set up and maintain equipment during meetings. Sufficient time would also be needed to upload broadcast material onto the Council's website.

**Customer / Equalities and Diversity Implications**

- 3.22 The Democratic Services team, in liaison with the MSSG, aims to ensure that the training that is delivered to Councillors is informative, engaging and useful. Any suggestions from Members about action that could be taken to improve the training provided would be welcomed.

**4. RISK MANAGEMENT**

- 4.1 There is a risk that if Members are not properly trained they will be unable to fulfil their responsibilities either as community leaders or in their roles on particular Committees.
- 4.2 There is also a risk that if Members are not appropriately trained they will not have the skills needed to make necessary decisions and this could contribute to reputational damage for the Council.
- 4.3 If a trial of broadcasting meetings is undertaken successfully there is a risk of raising expectations about it becoming a permanent arrangement which may not be affordable depending on the approach taken.

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