



# Overview and Scrutiny Committee

Tuesday, 10th January,  
2017  
7.00 pm

Committee Room Two  
Town Hall  
Redditch



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

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

## Committee

Tuesday, 10th January, 2017

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

<p><b>1. Apologies and named substitutes</b></p>	<p>To receive apologies for absence and details of any Councillor (or co-optee substitute) nominated to attend this meeting in place of a member of this Committee.</p>
<p><b>2. Declarations of interest and of Party Whip</b></p>	<p>To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests, and any Party Whip.</p>
<p><b>3. Minutes</b> (Pages 1 - 30)</p>	<p>To confirm the minutes of the most recent meeting of the Overview and Scrutiny Committee as a correct record.</p> <p>(Minutes attached)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>4. Council Plan (including Leisure Intervention Work) - Pre-Scrutiny</b></p> <p>Rebecca Dunne, Policy Manager, Deb Poole, Head of Business Transformation and Organisational Development, Jayne Pickering, Executive Director, Finance and Resources</p>	<p>To consider the content of the Council Plan, including an update on the leisure intervention work, and to determine whether to make any recommendations on this subject.</p> <p>(Report and presentation to follow)</p> <p><b>(No Specific Ward Relevance)</b></p>

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<p><b>5. LGB&amp;T Task Group - Update Report</b> (Pages 31 - 54) Rebecca Dunne, Policy Manager</p>	<p>To receive an update on the progress that has been made implementing recommendations made by the Provision of Support Networks for the LGB&amp;T Community Task Group.</p> <p>(Report attached)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>6. Housing Revenue Account 2017/18 - Pre-Scrutiny</b> Sam Morgan, Financial Services Manager, Liz Tompkin, Head of Housing</p>	<p>To pre-scrutinise the Housing Revenue Account Rent and Capital 2017/17.</p> <p>(Report to follow)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>7. Medium Term Financial Plan Update Report - Pre-Scrutiny</b> Jayne Pickering, Executive Director, Finance and Resources</p>	<p>To receive an update on the Council's Medium Term Financial Plan and to determine whether to make any recommendations on this subject.</p> <p>(Report and presentation to follow)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>8. Executive Committee Minutes and Scrutiny of the Executive Committee's Work Programme</b> (Pages 55 - 70)</p>	<p>To consider the minutes of the latest meeting(s) of the Executive Committee and also to consider whether any items on the Executive Committee's Work Programme are suitable for scrutiny.</p> <p>(Executive Committee minutes and December edition of the Executive Work Programme attached, January edition of the Executive Work Programme to follow).</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>9. Overview and Scrutiny Work Programme</b> (Pages 71 - 74)</p>	<p>To consider the Committee's current Work Programme, and potential items for addition to the list arising from:</p> <ul style="list-style-type: none"><li>• The Forward Plan / Committee agendas</li><li>• External publications</li><li>• Other sources.</li></ul> <p>(Report attached)</p> <p><b>(No Specific Ward Relevance)</b></p>

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<p><b>10. Working Groups - Update Reports</b></p> <p>Councillor Tom Baker-Price, Councillor Jane Potter</p>	<p>To receive verbal updates on the latest activities of the following working groups:</p> <ol style="list-style-type: none"><li>1) Budget Scrutiny Working Group – Chair, Councillor Jane Potter; and</li><li>2) Performance Scrutiny Working Group – Chair, Councillor Tom Baker-Price.</li></ol> <p>(Verbal reports)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>11. 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> <ol style="list-style-type: none"><li>a) Mental Health Services for Young People – Chair, Councillor Wood-Ford; and</li><li>b) Staff Survey Joint Scrutiny – Lead Redditch Member, Councillor Jane Potter.</li></ol> <p>(Verbal report)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>12. 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>13. West Midlands Combined Authority Overview and Scrutiny Committee</b></p> <p>Councillor Jennifer Wheeler</p>	<p>To receive an update from the Council's representative on the West Midlands Combined Authority Overview and Scrutiny Committee about the latest work of the Committee.</p> <p>(Verbal report)</p> <p><b>(No Specific Ward Relevance)</b></p>

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## 14. 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’.



# Overview and Scrutiny

## Committee

6<sup>th</sup> December 2016

### MINUTES

**Present:**

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

**Also Present:**

Councillors John Fisher, Antonia Pulsford and Yvonne Smith.

Ms S Harris (Worcestershire Health and Care Trust) and Ms S Smith (Worcestershire Acute Hospitals NHS Trust)

**Officers:**

K Dicks, J Godwin, S Morgan, C Walker and J Willis,

**Democratic Services Officers:**

J Bayley and J Smyth

**42. APOLOGIES AND NAMED SUBSTITUTES**

There were no apologies for absence.

**43. DECLARATIONS OF INTEREST AND OF PARTY WHIP**

Councillor Andy Fry declared an Other Disclosable Interest in relation to Agenda Item 9 (Working Groups – Update Reports) as detailed at Minute 50 below.

There were no declarations of any party whip.

**44. MINUTES**

**RESOLVED that**

**the minutes of the meeting held on 25<sup>th</sup> October 2016 be confirmed as a correct record and signed by the Chair.**

.....  
Chair

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## 45. SUSTAINABILITY AND TRANSFORMATION PLAN - PRESENTATION

The Chair welcomed back Sue Harris from Worcestershire Health and Care Trust and Sarah Smith from Worcestershire Acute Hospitals NHS Trust who were in attendance at the meeting.

The Committee received a presentation (copy of presentation slides attached at Appendix 1) from Ms Harris and Ms Smith on the preparation progress of the Herefordshire and Worcestershire Sustainability and Transformation Plan (STP) further to their attendance at the Committee meeting of the 5<sup>th</sup> July 2016. Ms Smith advised that the STP had progressed significantly since the last presentation, the outcomes of which had led to a Draft Plan that Members had been issued with a summary of in their agenda papers. The Chair reminded Members that a copy of the full Draft STP was available in the Group Rooms and electronically.

Following the presentation, for which the Chair thanked Ms Smith and Ms Harris, further information was sought on a number of matters.

Clarification was provided on who would have overall responsibility for the Plan and when it would be delivered. Ms Harris reported that there would be a two year Plan cycle. Collectively all Plans were required to be submitted by the end of December 2016 to enable operations to start in April 2017. The Custodian Board for the STP would be the Health and Wellbeing Board. It was noted that a Programme Board was due to meet the following week to consider the Governance Structure that would need to be worked through.

Further information was given on the future of the Stroke Unit currently based at Worcester Royal with Members being informed that the Stroke Unit would remain at Worcester Royal for immediate acute care treatment. There were, however, proposals to move post-stroke rehabilitation care to Evesham.

Clarification was also provided in respect of Care in the Home, particularly in respect of the GP and carer's involvement. Ms Smith advised that GP's were under a lot of pressure and that discussions were being undertaken to look into the issue with consideration being given to the feasibility of pooling resources, including nurse practitioners, nursing staff and carers to redesign the provision of care in the home with the aim of enabling GP's to have time to provide more specific care. Members were advised that the STP was committed to providing care at home but that it would take time



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to develop and evidence what was needed to achieve the outcomes required.

Additional information was discussed in relation to the finance challenges facing both Herefordshire and Worcestershire Trusts, in terms of identifying how to improve care and quality outcomes and remain within the financial allocations available. It was suggested by Members that future housing developments and the potential implications for population growth should be taken into account as part of the plan process when considering demand for areas such as Maternity Services. Members were informed that the STP was still a draft and there were a number of discussions to undertake, including more in-depth conversations with other Districts. In response to a query on whether there would be any current services that would not be delivered at all, it was advised that whilst people would, of course, still be treated, procedures of limited value, such as fitting grommets, were being evaluated as part of the process.

Also highlighted was the role of Community Hospitals and the need to draw in Connecting Families Services into discussions with a view to developing closer working partnerships to address the current fragmented service provision. Ms Harris reported that it had become clear to all that the competition model rather than collaboration had not worked and that the evolution into the STP model had been recognised as the way forward.

Ms Smith reported that Connecting Families would be picked up with General Practice matters as there was a need to draw in everyone involved at a grass route level to have discussions on what was being done and what could be done better to move forward. Detailed conversations with residents were also considered to be worthwhile to establish how they interacted with Health Services.

The Chief Executive suggested that a Community Family model was needed. Ms Smith and Ms Harris were requested to make sure that Borough and District Councils were not ignored in the development of the STP and that no opportunity for engagement was missed.

On behalf of the Committee, the Chair thanked Ms Harris and Ms Smith for returning to update the Committee on the developing STP. Ms Harris and Ms Smith offered to return with an update in the spring if the Committee wished.

**RESOLVED that**

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the presentation be noted.

## 46. FEES AND CHARGES - PRE-SCRUTINY

The Committee received a report which set out the fees and charges to be levied on services provided by the Council which were to be used as the basis for income targets in the Medium Term Financial Plan for 2017/18 to 2019/20.

Members were advised that the Medium Term Financial Plan had been prepared on the basis that additional income would be generated from fees and charges and that the guideline increase provided to Heads of Service was 3%. Members were informed that a number of increases being proposed were in excess of 3%, as identified in Appendix 1 attached to the report. It was also reported that a number of fees and charges had not been increased and others increased at less than 3%. Heads of Service comments as to the reasons for the increases were also provided.

On behalf of the Head of Environmental Services, the Environmental Services Manager provided additional clarification in relation to the Crematorium / Cemetery fees and charges, specifically in regard to the proposed 20% increases to allow the removal of the triple fee option and non-residential Cremation fees. Members' attention was also drawn to proposals for different price time-slots to make the service more accessible to all changes to the scattering of cremation remains. In respect of interment arrangements for adults aged over 18 Members expressed some concerns about the increase of these fees by 20 per cent. However, Members were advised that, even with the proposed increases, the Council compared favourably with its neighbouring authorities and national figures, currently being 260th out of 278 in terms of low costs.

In relation to the proposed increase in charges for Bulky Waste collections, a proposal was made to increase the proposed fee of £8.20 to £10 for single unit bulky waste collections. Members argued that this would still provide exceptional value for money and would not be prohibitively expensive for the customer. The Committee supported this recommendation being taken to the Executive Committee for consideration.

The Head of Leisure Services reported that, in the context of leisure, the proposed fees and charges had resulted following benchmarking exercises with other local authorities and leisure providers. Justifications had been provided in the Fees and

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Charges report in relation to the various proposed fees and charges that did not conform to the corporate 3% increase.

**RECOMMENDED that**

**the charge for a single unit bulky waste collection be increased from the proposed fee of £8.20 to £10.00; and**

**RESOLVED that**

**the report be noted.**

**47. MEDIUM TERM FINANCIAL PLAN - UPDATE REPORT PRE-SCRUTINY**

Officers delivered a short presentation update on the Medium Term Financial Plan 2017/2018 to 2019/2020 (copy of presentation slides attached at Appendix 2 to the minutes).

The Committee noted progress made as highlighted in the presentation.

Officers provided additional clarification on the tabled figures for the Council's current position, including the figures for incremental progression and inflation on utilities in respect of the rise from £261,000 in 2018/2019 to £515,000 in 2019/2020. Members had sought further explanation as to how the 2019/2020 figure had been arrived at and suggested that this could be presented more clearly in future.

Members also noted brief updates in relation to Non-Domestic Rates changes, New Homes Bonus and Business Rates and the expected settlement figures due prior to Christmas. Officers concluded this item by highlighting the next steps in terms of reporting timescales to the Overview and Scrutiny and Executive Committees in January and February.

**RESOLVED that**

**the presentation in respect of the Medium Term Financial Plan be noted.**

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## 48. EXECUTIVE COMMITTEE MINUTES AND SCRUTINY OF THE EXECUTIVE COMMITTEE'S WORK PROGRAMME

The Committee was informed that the proposal from the Budget Scrutiny Working Group in relation to the Capital Programme had been approved.

Members noted various updates within the Executive Committee Work Programme as follows:

Three additional matters for the 17<sup>th</sup> January 2017 meeting, namely:

- Council Procurement Rules;
- Independent Remuneration Panel Report and Recommendations;
- Shopmobility Service;

Two matters postponed from the 13<sup>th</sup> December meeting to the 17<sup>th</sup> January 2017 meeting, namely:

- Economic Priorities for Redditch – Annual Report
- Staff Survey – Preliminary actions

The the following matters had been postponed to the 7<sup>th</sup> February 2017 meeting,

- Financial Regulations
- Engagement Strategy

No matters for pre-scrutiny were agreed.

### **RESOLVED that**

**the Executive Committee Minutes of the 1<sup>st</sup> November 2016, together with the various updates provided on the latest edition of the Executive Committee's Work Programme, be noted.**

## 49. OVERVIEW AND SCRUTINY WORK PROGRAMME

The Overview and Scrutiny Work Programme was moved without comment.

## 50. WORKING GROUPS - UPDATE REPORTS

Budget Scrutiny Working Group – Chair, Councillor Jane Potter

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Councillor Potter reported that the Working Group had been looking at the Council's current arrangements and methodology for internal recharges between Council departments and services which, it was understood, was historical in nature. During the discussions with Officers, Members had expressed concerns that the recharging process had not been regularly reviewed to ensure the process was working effectively and that all internal recharges were being processed between departments. The Working Group had been advised by Officers that an Officer Working Group was currently reviewing the recharge framework. Councillor Potter reported that, whilst the Working Group had appreciated and welcomed the work being undertaken by the Officer Group, the Working Group Members had still expressed the view that they could have an input into the process.

Councillor Potter also reported that the Working Group had also been looking at other matters, such as housing, including the Right to Buy and Buy Back Schemes and their financial implications for the Council.

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

### Lifeline Service - Proposals

Councillor Baker-Price reported that the Working Group had been looking at the Council's Lifeline Service as part of the Group's consideration of a measure on the dashboard for the service, which appeared to indicate a decline in the number of customers using the service. Members noted that the withdrawal of funding from Worcestershire County Council's Supporting People funding had been a key contributory factor for the reduction in use. Councillor Baker-Price advised that the Working Group had been focusing on methods to effectively market and promote the Lifeline Service, by utilising the marketing skills of staff in the Council already.

The Head of Community Services confirmed the loss of County Council funding had been a key issue for the service. She advised however, that there was scope to increase service's customer base and that options were being looked at, including the potential to deliver the various Lifeline Services that can be provided to other local authorities such as Solihull Metropolitan Borough Council, which currently provided no Lifeline Service. It was noted that a contract to provide Lifeline Services for Kettering Borough Council was already in place.

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The Committee noted and supported Councillor Baker-Price's proposed amendment to the Working Group's recommendation that had been tabled at the meeting. Councillor Yvonne Smith, Portfolio for Community Safety and Regulatory Services advised that she was very supportive of the proposed amendment.

### Monitoring of Members' Training Attendances on Corporate Dashboard – Proposals

Councillor Baker-Price reported on discussions that had taken place with the Democratic Services Manager in relation to Members' attendance at training sessions and at Committee meetings, highlighting that the Working Group had observed varying levels of attendance at Member training sessions. Members were advised that, whilst recognising the need to put training into context – training being seen as good practice or mandatory in order to serve on a Committee or as a substitute, such as for the Council's Planning Committee - the Group were of the view that training was essential to develop the skills needed to participate in the Council's Committee processes.

Councillor Baker-Price advised that the Working Group were therefore recommending that consideration be given to having a measure dedicated to Councillors' attendance at Member Training Sessions on the Council's Corporate Dashboard that would enable data to be monitored, which was supported by the Committee.

### Recording of public Committee Meetings – Proposals

Councillor Baker-Price further reported that during discussions the subject of recording public Committee meetings for broadcasting to the public via the Council's Website had also been discussed. The Committee was advised about various neighbouring authorities that broadcast Committee meetings by web casting or audio equipment. The Working Group considered that broadcasting would provide better access to public meetings for residents and demonstrate the Council's willingness for transparency. They were therefore seeking the Committee's views on recommending that a trial broadcast of particular Council meetings be undertaken with a view to introducing permanent broadcasting arrangements in the future.

Members queried whether the costs for broadcasting had been looked at and whether there was currently a budget available to trial the proposal, particularly given the financial position the Council was in. Whilst Members commented that the proposal had merit, it was felt by some that the proposal needed to be financially viable

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and that all cost and administrative implications should be investigated before any trial was agreed.

On putting this matter to the vote for recommendation to the Executive Committee the proposal was not agreed.

## **RECOMMEND to the Executive Committee that**

- 1) a review of the recharge process be undertaken to ensure that these are accurately recorded in future;**
- 2) the Head of Community Services be mandated to explore how the Lifeline Service can incorporate a resource within the service and produce a marketing strategy, in co-operation with the Communications Team to:
  - a) better market Lifeline Services to residents; and**
  - b) develop new business opportunities to subsidise the Service.****

## **RECOMMENDED to the Member Support Steering Group that**

**a measure should be introduced on the Corporate Dashboard to monitor Members' attendance at training sessions.**

## **RESOLVED that**

- 3) the reports be noted.**

(Prior to consideration of this Agenda Item, Councillor Andy Fry declared an Other Disclosable interest in that he was distantly related to the Head of Community Services, who was in attendance at the meeting, through marriage. Councillor Fry remained in the room and participated and voted on the matters discussed.)

## **51. TASK GROUPS - PROGRESS REPORTS**

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

Councillor Wood-Ford provided a brief update on the work of the Task Group to date, as follows:

- There had, unfortunately, only been a small number of returns on a school survey that had been sent out to local schools on

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the level of demand for support on mental health issues from students at the schools.

- Councillor Wood-Ford, accompanied by a Democratic Services Officer, had visited Barnsley Hall, Bromsgrove on the 25<sup>th</sup> November 2016 and met with various health representatives. The meeting had been very productive.
- A meeting had been held on the 5<sup>th</sup> December with a Focus Group of front-line staff at the Town Hall on how they were delivering their services in regard to helping young people and adults with mental health issues.
- A meeting had been held with Sue Harris from the Worcestershire Health and Care Trust and other Health representatives earlier that evening. Discussions had highlighted that schools and General Practices were an integral part of addressing the issues. Members further noted that a Mental Health Schools Tool kit was being developed and also that, an online counselling service, Kooth, had been commissioned to support young people in Worcestershire.

### Staff Survey Joint Scrutiny – Vice-Chair: Councillor Jane Potter

Councillor Potter advised that at the first meeting of the Staff Survey Joint Scrutiny, the Terms of Reference were discussed. It was noted that the next meeting of the Task Group was due to be held the following evening (Wednesday 7<sup>th</sup> December).

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

Councillor Wood-Ford, the Council's representative on the Worcestershire Health Overview and Scrutiny Committee (HOSC), provided a brief update on various matters that had been discussed at the last meeting of HOSC on the 25<sup>th</sup> November in relation to:

- a presentation on the Sustainability and Transformation Plan (STP);
- an update on the quality of the Acute Hospital Services – including waiting times, pressures etc.;
- nursing roles, including the use of nursing assistants who could go on to train up as nurses;
- proposals for changes and reform to support the Public Health financial plan; and
- an update on “Futurefit” – a review of spending.



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## 53. WEST MIDLANDS COMBINED AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE UPDATE

Councillor Jenny Wheeler, the Council's representative on the West Midlands Combined Authority Overview and Scrutiny Committee, provided Members with an outline of the workshop session meeting she attended on the 25th November 2016.

Members were informed that various matters had been discussed, including the work of the West Midlands Combined Authority Board and ways that scrutiny could add value to the Combined Authority. Consideration had also been given to the draft regulations for Combined Authority Overview and Scrutiny Committees, which were due to come into force in May 2017. These regulations stipulated that:

- The majority of Members of the Committee would need to be Members of a constituent authority.
- The quorum would need to be two-thirds of the Committee Members.
- Only Members from constituent authorities would have voting rights. Members from non-constituent authorities could be given voting rights if agreed by the Combined Authority's Board.
- Membership needed to "reflect so far as reasonably practicable" the overall political balance across Constituent Councils.
- Once the elected Mayor was in post (May 2017) for the area, the Committee would be responsible for holding him/her to account and pre-scrutinising their programme.
- The elected Mayor would be required to respond to reports / recommendations made by the Committee.
- The Combined Authority had to designate one of its officers as the Scrutiny Officer for the Overview and Scrutiny Committee. The Scrutiny Officer could not be an Officer of a Constituent Council.

The work programme for the Committee had also been discussed, with three potential areas having been identified:

- Mental Health Commission
- Land Commission
- Productivity and Skills Commission.

Councillor Wheeler advised that it had been generally agreed that the planned four meetings per year would be insufficient and that more frequent meetings would be required. She further advised

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that as she was not able to attend the 16th December meeting, a Democratic Services Officer would be attending on her behalf as an observer.

The Meeting commenced at 7.00 pm  
and closed at 9.05 pm

Your Health & Wellbeing  
#YourConversation

# Herefordshire & Worcestershire Draft Sustainability and Transformation Plan

22 November 2016

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

Worcestershire NHS Acute Hospitals NHS Trust  
 Herefordshire NHS Clinical Commissioning Group  
 Redditch and Bromsgrove NHS Clinical Commissioning Group  
 South Worcestershire NHS Clinical Commissioning Group  
 Wyre Forest NHS Clinical Commissioning Group  
 Wye Valley NHS NHS Trust  
 Worcestershire Health and Care NHS  
 2gether NHS Foundation Trust  
 Taurus Healthcare  
 worcestershire county council  
 Herefordshire Council

Five Year Forward View      [www.yourconversationhw.nhs.uk](http://www.yourconversationhw.nhs.uk)      #futureNHS

## Appendix 1

## Redditch HOSC Meeting

*7<sup>th</sup> December 2016*



# Recap on the national picture

## Strategic planning footprints covering the whole of England:

- 44 footprints nationally
- From 300,000 population (West, North and East Cumbria...to 2.8m population (Greater Manchester)
- From 1 CCG (5 footprints such as Gloucestershire)...to 12 CCGs (Greater Manchester & Cheshire and Mersey)
- Herefordshire and Worcestershire is one of the smaller in population..... but one of the larger in terms of geography.
- H&W is a relatively simple footprint with only two Health and Well Being Boards and (mostly) co-terminous services...
- ...but one of the biggest financial challenges, particularly with the two acute trusts – both in CQC special measures at the start of the process.



Your Health & Wellbeing  
#YourConversation



# Health and Well Being – some of our key challenges

Gap between life expectancy & healthy life expectancy		
	Men	Women
Herefordshire	7.8 yrs	9.4 yrs
Worcestershire	7.1 yrs	9.1 yrs

Mental health and well being	
% of the population reporting concerns with anxiety	
Herefordshire	21%
Worcestershire	18%

Mortality variation between different social groups	
Difference between less deprived and more deprived areas	
Herefordshire	4.9 yrs
Worcestershire	7.8 yrs

**Areas of concern regarding poor outcomes for children and young people across both counties**

Older ----- Younger

- Neonatal mortality and still births
- Low birth weight
- Breastfeeding rates
- School readiness
- School age obesity
- Under 18 alcohol admissions
- Teenage conception rate

**Pages 8-10**

Premature mortality rates compared to other areas (1 is best performing)		
	England	Family
Herefordshire	21st of 150	1 <sup>st</sup> of 15
Worcestershire	55th of 150	12 <sup>th</sup> of 15

Unhealthy lifestyles		
	% of the population who:	
	Here'd	Worc's
Are obese or overweight	65.2%	66.6%
Drink too much	27%	27%
Smoke	14%	17%
Are physically inactive	22%	25%

# Care and Quality – our biggest challenges

Sept 2016 Highest risk areas for key  
NHS Constitutional standards

## Urgent Care

- 4 hour A&E standards across all sites
- Poor patient flow resulting in 12 Hour Trolley breaches (WAHT)
- Stroke TIA (WVT)
- Ambulance Handovers

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## Planned Care

- Referral to treatment 18 week (WVT & WAHT)
- Cancer 62 day wait
- Cancer all 2 week wait referrals
- Cancer 2 week wait – Breast Symptomatic
- Cancelled operations (WAHT)

## Mental Health

- Dementia Diagnosis
- IAPT Access (psychological therapy)
- IAPT Recovery (psychological therapy)



Your Health & Wellbeing  
#YourConversation

# Finance – our biggest challenges

Area	Herefordshire	Worcestershire	Do nothing gap
NHS Commissioners	£33.2m	£53.4m	£252.6m*
NHS Providers	£53.3m	£112.7m	

Pages 12-18  
(12)

## The core purpose of the plan is to identify how:

- to close the health and well being gaps,
- whilst improving care and quality outcomes
- within the financial allocations available to us.....
- .....**but the financial allocation will be £250m less** than we will need to be unless we change the way we work and the way in which people use NHS services.



Your Health & Wellbeing  
#YourConversation



# How we intend to achieve this

£1.168bn

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By targeting our investments and transformation schemes in line with these priorities

Funding area	Indicative funding share	Real terms change*	Actual funding change
Running costs	Reduce	-26%	-15%
Back office and infrastructure		-7%	
Urgent care and emergency admissions	Reduce	-6%	+7%
Maternity care	Increase	+1%	+15%
Mental health and learning disability services	Increase	+8%	+23%
Elective treatment – life threatening conditions (cancer, cardiac etc)	Increase	+7%	+22%
Elective treatment – non life threatening conditions	Reduce	-20%	-8%
Diagnostics and clinical support services	Reduce	-11%	+2%
Medicines optimisation	Reduce	-8%	+5%
Core primary care (GMS)	Apply national formula and GPFV requirements		
Extended primary and community services to support proactive out of hospital care	Increase	+17%	+33%
<b>Total</b>		<b>0.0%</b>	<b>+13.0%</b>

£1.327bn



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# Key Pages – Page 6 – The Summary

## A single page summary of the big priorities for this STP

Sustainable General Practice	<ul style="list-style-type: none"> <li>• Prioritise investment to ensure delivery of the General Practice Forward View – developing primary care at scale “bottom-up” with practices, community pharmacy, third sector and health and care services.</li> <li>• Redesign the primary care workforce, sharing resources across primary and secondary care to provide resilience and sustainability as well as capacity.</li> <li>• Adopt an anticipatory model of provision – with proactive identification, case management and an MDT approach for those at risk of ill-health.</li> <li>• Share information across practices and other providers to enable seamless care.</li> <li>• Move to “big system management” – with real time data collection and analysis providing the intelligence to support continuous quality improvement and demand management.</li> </ul>	MH & LD	<ul style="list-style-type: none"> <li>• Deliver the requirements of the national taskforce.</li> <li>• Work with NHS specialised services to increase local child mental health services to reduce demand for complex out of county services and enable repatriation of complex cases back to the local footprint.</li> <li>• With local authorities, develop joint outcomes and shared care for people with learning disabilities.</li> </ul>
	Primary & Community Services	<ul style="list-style-type: none"> <li>• During 2018/19, organise and provide services from locality based Multi-Speciality Community Providers (Worcestershire) and similarly formed alliance model (Herefordshire).</li> <li>• Through the One Herefordshire Alliance and the Worcestershire Alliance Boards, develop population based integrated teams wrapped around general practice covering physical and mental health, wider primary and social care services and engage with the population to deliver services close to home.</li> <li>• Support patients and carers to self-manage their own conditions, harnessing voluntary sector partners and communities to support independence and reduce loneliness.</li> <li>• Develop plans which integrate specialist support, reducing the time taken to access specialist input and reducing the steps in the pathway. Initially focussed on supporting people living with frailty and end of life care, but adopting principles and learning quickly to a range of other priority pathways.</li> </ul>	Urgent Care
Prevention & self care		<ul style="list-style-type: none"> <li>• Embed at scale delivery of evidence based prevention interventions across all providers of health and social care, achieving population behaviour change.</li> <li>• Put long term life outcomes for children, young people and their families’ needs at the heart of the STP agenda in order to prevent the need for more intensive and high cost services now and in the future.</li> <li>• Support people to manage their own health, linking them with social support systems in their communities and identify when a non-clinical intervention will produce the best experience and outcomes for patients.</li> </ul>	Maternity
	Elective Care		<ul style="list-style-type: none"> <li>• Develop 4 key prevention programmes to reduce demand for surgery delivered at scale and improve the likelihood of positive clinical outcomes following surgery.</li> <li>• Undertake a greater proportion routine elective activity on “cold” sites to reduce the risk of cancellations and to improve clinical outcomes.</li> <li>• Develop strategic partnerships with external partners to secure organised access to elective surge capacity in a planned and managed way.</li> <li>• Expand pan STP working on cancer services and deliver the requirements of the national taskforce.</li> </ul>
		Infrastructure	<ul style="list-style-type: none"> <li>• Explore the benefits from integration in pathology, radiology and pharmacy services across the footprint.</li> <li>• Develop robotic pharmacy functions and maximise the use of technology.</li> <li>• Develop a single strategy and implementation plan for a joined up place based back office across all local government and NHS partners.</li> <li>• Develop a place based estates strategy and a place based transport strategy.</li> </ul>

6 Five Year Forward View

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

#futureNHS



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# Key Pages – Page 19 – What we will focus on

**Our priorities for transformation**

Transformation Priorities	Delivery Programmes	Enablers
<p>1 Maximise efficiency of clinical, service and experience and unnecessary variation and im</p> <p><b>Back office and infrastructure</b> Commissioning footprint review Joint working and shared service</p>	<p>Infrastructure and back office clinical support Radical waste</p>	<p>Develop <b>the right workforce and Organisational Development</b> within a sustainable service model that is deliverable on the ground within the available resources</p>
<p>2 Reshape our environment which supports care is the norm and staff include</p> <p><b>Prevention and self care</b> Embed in everything we do and every contact we have</p>	<p>Everything we do and prevention Activities and promoting (annex 2b)</p>	<p><b>Enabling change and transformation</b> Workforce Digital VCS Patient engagement</p>
<p>3 Develop an integrated model, by investing in primary and mental health care to reduce reliance on hospital beds through em</p> <p><b>Extended primary and community services</b> General practice sustainability Redesigned community and MH services built around practices.</p>	<p>Develop the capacity and capability (annex 3a) Community based services to support (annex 3b) Community hospitals</p>	
<p>4 Establish development of collaborations footprint to improve elective care, mental health and learn</p> <p><b>Specialist hospital care</b> Reshape specialist care, particularly MH/LD, urgent care, maternity and elective</p>	<p>and learning disability (annex 4b) Specialist care (annex 4c) Reducing variation (annex 4d)</p>	

19 **Five Year Forward View** [www.yourconversationhw.nhs.uk](http://www.yourconversationhw.nhs.uk) **#futureNHS**



# Next Steps

**Tuesday 22<sup>nd</sup>  
November**

Full draft STP published

**Tuesday 6<sup>th</sup>  
November**

WFCCG Public Governing Body Meeting

**Friday 23<sup>rd</sup>  
December**

STP operational plan for 2017/18 and 2018/19

**January /  
February /  
March 2017**

Public engagement and discussion on the STP and the STP Operational Plan

**April 2017**

Implementation of Operational Plan begins



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# Communication and Engagement

- We have been engaging on principles and themes throughout 2016
- Our STP priorities are not new, they build on our previous engagement activity
- **From now until the end of February we will scale up #YourConversation:**
  - Events and drop in sessions via mobile bus
  - STP survey
  - Different channels
    - Interactive webinars (1<sup>st</sup> one in December)
    - Telephone slots
    - Social media campaigns
    - “suggestions portal” (both for staff and the public)
    - There will be regular updates and discussion points/debates
- At the end of February we will collate feedback and key themes
- We will formally consult on changes as required

Page 79  
onwards



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**#YourConversation**

# #YourConversation

We are now in a period of public engagement to start talking about some of the concepts in our STP through our new website [www.yourconversationhw.nhs.uk](http://www.yourconversationhw.nhs.uk)

The formal launch of the website coincides with the publication of our recent version and we have also produced a public friendly summary.



# APPENDIX 2: BUDGET UPDATE OVERVIEW & SCRUTINY

## Process So Far:

- Efficiency Plan agreed by DCLG
- 4 Year Budget Projections developed
- 4 Year Capital Programme
- Fees and Charges reviewed
  - to include areas where the Council can be more commercial in its approach – whilst ensuring facilities accessible to all of the community
- Budget Assumptions approved
- Autumn Statement – no detail given re New Homes Bonus or Business Rates
- Expected settlement figures 17-20<sup>th</sup> December

# Budget Savings

- Heads of Service reviewed all costs / income
- Reduced any budget that has not been spent in previous years to deliver service
- Identified areas of service review where savings could be made with no impact on delivery
- Identified areas of additional income achievable
- Ensured capital programme meets strategic purpose delivery
- Preparing plans for alternative service provision to be reported to January Executive



# Budget Pressures

- Heads of Service considered cost recovery of services delivered eg:
  - Pest Control free rat treatment to all residents of the Borough. Review underway as to the reduction in cost if only free to those on benefit
- Propose increases to budget based on current demand on service
  - Potential costs arising from the roll out of Universal Credit and the impact on families

# Current Position 2017/18-2019/20

	2017-18	2018-19	2019-20
	£000	£000	£000
Departmental Expenditure (Starting Position)	10,838	11,174	11,174
Incremental Progression/Inflation on Utilities	262	261	515
Unavoidables	203	184	268
Revenue Bids/Revenue impact of capital bids	85	9	5
Savings and Additional income	-848	-1,351	-1,367
<b>Net Service Expenditure</b>	<b>10,540</b>	<b>10,277</b>	<b>10,594</b>
Investment Income	-494	-495	-495
Cost of Borrowing	1,014	994	994
Recharge to Capital Programme	-505	-505	-505
<b>Net Operating Expenditure</b>	<b>10,555</b>	<b>10,271</b>	<b>10,588</b>

# Current Position 2017/18-2019/20

	2017-18	2018-19	2019-20
	£000	£000	£000
Revenue Support Grant	-363	-35	0
Transitional Grant	-44		
Business Rates Retention (Baseline Funding)	-2,059	-2,120	-2,187
Business Rates Growth	-50	-50	-50
New Homes Bonus	-1,313	-1,403	-1,403
Council Tax	-5,745	-5,953	-5,953
Admin Subsidy Grant Reduction	127	167	167
Parish Precept	8	8	8
<b>Funding Total</b>	<b>-9,439</b>	<b>-9,385</b>	<b>-9,086</b>
<b>Shortfall</b>	<b>1,116</b>	<b>885</b>	<b>1,502</b>

# Next Steps

- Settlement implications assessed
- Full report to Exec & O&S in Jan
- HRA and Capital report to Jan
- Budget setting in Feb
  
- Review of Balances
- Staff suggestions being considered
- All alternative delivery models / additional income being identified to balance the financial position

## Policy Team Overview & Scrutiny Update- 10<sup>th</sup> January 2017

### LGB&T Task Group recommendations

Several of the recommendations that arose from the LGB&T Task Group fell to the Policy Team to deliver.

LGB&T History Month 2016 was really positive and delivered an event at the Palace Theatre as per the recommendations, which culminated in a wonderful performance by the Rainbow Voices Choir. Emily Payne, Redditch Borough Council's Engagement & Equalities Advisor, coordinated much of the event, despite only having been with the Council for a couple of months. To follow on last year, Emily has been working with the Palace Theatre again and there is a comedy night scheduled for LGB&T History Month 2017 in February, at which we will also put up displays of relevant information.

The recommendation we have not been able to conclude yet is participation in the Stonewall Index. After some initial confusion, we discovered that Stonewall representatives only provide support for submissions if you take part in their Diversity Champions initiative, which costs £2500 per year. After some research, we found that it is a demanding submission which will require a significant investment of officer time. Despite the team being committed to delivering on the recommendation, the Policy Team has not been at full strength this year due to ongoing surgeries I have required and as such we could not develop the submission during 2016. We have, however, started the plan for our submission in 2017. We have:

- Gone through the most recent submission document (appendix 1) and rated what we have already achieved, what can be achieved before the deadline of September 2017 and which actions are not currently possible (most of these are within the 'Best Practice' level and would challenge most Councils, regardless of size).
- Had several meeting with HR colleagues to ensure that we can meet the requirements of the submission in regards of HR policies (The HR policies are due to be reviewed during 2017, so the timing worked out well).
- Contacted the West Midlands Local Authority Equalities Network of which we are a member to understand if any of our West Midlands colleagues are planned on submitting. We found that none of the Councils were planning on doing so, but they did provide useful insight into how we could deliver some of the required elements within a local authority setting (the submission form is for *all* businesses and organisations).
- Met with a contact at Worcester University, who do submit and pay to be part of the Diversity Champions group. This meeting was incredibly helpful, providing us with possible links to a staff network (something which no longer exists with the Worcestershire Councils) and guidance on how we could approach preparing for submission.

- Started preparation for delivering equalities training to all employees in early 2017, of which the training requirements of the submission will be covered.

#### Next steps

- As part of our review of the submission requirements, we realised that for many of the elements it would make sense to apply questions relating to all the protected characteristic under the Equality Act, and as such utilising this opportunity to embed equalities across our organisation. This additional review will not form part of our submission to Stonewall but will provide the Policy Team and the wider organisation with useful insight and essential further evidence under the Public Sector Equality Duty.
- We will ensure that every HR Policy which is reviewed covers the required elements around LGB&T, including specific reference to non-binary.
- The first session of training will be delivered during the first quarter of 2017; we will then review these to ensure they are meeting the requirements of the submission.
- We will be an active partner in the delivery of LGB&T History Month 2017, which we also produce the promotional material for.
- We will produce a calendar of messages to send out across the organisation from senior figures, reinforcing our commitment to inclusion, providing links to support and further information and how discriminatory behaviour will not be tolerated.
- We will proceed with our initial discussions with Worcester University, specifically around their staff network.

Rebecca Dunne

Policy Manager

# 2017 WORKPLACE EQUALITY INDEX

## SUBMISSION FORM

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This form sets out the questions which will be used to inform Stonewall's Workplace Equality Index 2017 and should be used to complete your submission to the Index.

**Before completing this form you should read the associated guidance, which is available online.**

Once complete, this form should be uploaded to our secure submissions website SmartSimple, accessible via [www.stonewall.org.uk/wei2017](http://www.stonewall.org.uk/wei2017).

Many questions require you to submit supporting evidence, which can also be submitted via SmartSimple. Please ensure that all evidence is correctly labelled using the appropriate question number. Marks will only be awarded if requested evidence is supplied. More information can be found in the guidance document.

Further information on the Index, along with the guidance documents, can be found at [www.stonewall.org.uk/wei2017](http://www.stonewall.org.uk/wei2017).

The deadline for submitting to the Workplace Equality Index is **5pm on Friday 2 September 2016**.

If you require further help, please contact your Account Manager in Stonewall's Membership Programmes team. If you don't have one, please contact the Membership Programmes team on 020 7593 3473 or email us at [memberships@stonewall.org.uk](mailto:memberships@stonewall.org.uk).



## ORGANISATION

---

Name of organisation (this will be used when compiling Stonewall's Top 100 Employers guide):

Where do you have offices? Tick all that apply.

- England
- Scotland
- Wales
- Northern Ireland

Address in the United Kingdom:

Sector:

Industry:

Number of employees in the United Kingdom:

Contact name:

Contact email:

Contact telephone:

## SECTION 1: EMPLOYEE POLICY

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This section determines whether the organisation has policies in place that guarantee the equal treatment of lesbian, gay, bisexual and trans employees. This section is worth a total of 6 per cent.

### Foundations



1.1 Does the organisation have a policy that explicitly bans discrimination on the grounds of sexual orientation and gender identity? Tick all that apply.

- Yes, on sexual orientation
- Yes, on gender identity
- No

*Copy and paste the section relating to sexual orientation and gender identity (max 300 words).*

1.2 Does the organisation have a policy against bullying and harassment on the grounds of sexual orientation and gender identity that communicates a zero-tolerance approach? This policy should explicitly include examples of bullying and harassment on the grounds of sexual orientation and gender identity. Tick all that apply.

- Yes, on sexual orientation
- Yes, on gender identity
- No

*Copy and paste the section relating to sexual orientation and gender identity (max 300 words).*

1.3 Does the organisation have a policy in place which includes transitioning at work?

- Yes
- No

**!! Submit copies of any relevant policies or guidelines.**

1.4 Does the organisation have a policy in place which covers the use of facilities and dress code for non-binary people?

- Yes
- No

**!! Submit copies of any relevant policies or guidelines.**

1.5 Does the organisation have a team or position in place whose remit covers issues relating to sexual orientation and gender identity diversity and inclusion? Tick all that apply.

- Yes, covering sexual orientation
- Yes, covering gender identity
- No

*Name the individual or team and describe their role and remit (max 200 words).*

## Next Steps

1.6 Are there any sexual orientation and gender identity specific targets, objectives or milestones in the organisation's board-level agreed diversity and inclusion strategy? Tick all that apply.

- Yes, covering sexual orientation  
 Yes, covering gender identity  
 No

*List the sexual orientation and gender identity specific milestones (max 300 words).*

1.7 Does the organisation use terminology that is explicitly inclusive of lesbian, gay, bisexual and trans employees in its benefits policies?

- Yes  
 No

**!! Submit copies of any two of the following policies: paternity policy, adoption policy or compassionate/emergency leave policy.**

### Best Practice

1.8 In the past year which of the following routes for employees to report homophobic, biphobic and transphobic bullying and harassment incidents have been communicated to all staff? The communications should explicitly indicate that they are applicable to incidents of bullying and harassment on the grounds of sexual orientation and gender identity. Tick all that apply.

- A. Human resources   
 B. Employee network group   
 C. Dedicated point(s) of contact in every division, department and/or region   
 D. Confidential hotline or messaging service   
 E. LGBT Union representatives   
 F. Other   
 G. None of the above

**!! Submit copies of communication(s) which explicitly indicate that they are applicable to incidents of bullying and harassment on the grounds of sexual orientation and gender identity.**

*Describe how you promote each channel to all staff. If you chose the 'Other' option, please describe this (max 300 words).*

1.9 Does the organisation provide private health care to staff that is inclusive of interventions some transitioning individuals may wish to undergo??

- Yes  
 No

**!! Submit evidence which demonstrates that the healthcare is inclusive of transition related interventions. Please note: this question is for information gathering purposes only.**

*Describe how you scrutinise the healthcare coverage to ensure it covers interventions relating to transitioning (max 200 words).*

## SECTION 2: TRAINING

This section assesses the content and reach of the organisation's sexual orientation and gender identity diversity training. This section is worth a total of 11 per cent.

### Foundations

2.1 Which of the following training topics do you offer to all staff? Tick all that apply.

Training that specifically covers sexual orientation and gender identity in the context of:

	Offered and over 90% staff completed	Offered and under 90% staff completed	Not offered
A. Organisational policy and legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Language, stereotypes and assumptions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Challenging inappropriate behaviour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Faith, sexual orientation and gender identity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Multiple identities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Distinct issues faced by lesbians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Distinct issues faced by bisexual people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Distinct issues faced by trans people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**!! For each option selected, submit any relevant supporting evidence (e.g. training slides or a screenshot of the training web page highlighting sexual orientation and gender identity content).**

*Describe how you estimate completion rates (max 200 words).*

### Next Steps

2.2 Have 90 per cent or more of staff who deal with bullying and harassment complaints undergone training that specifically covers how to manage incidents of homophobic, biphobic and transphobic bullying and harassment?

- Yes  
 No

**!! Submit any relevant supporting evidence (e.g. training slides or a screenshot of the training web page highlighting sexual orientation and gender identity content).**

*Describe who manages homophobic, biphobic and transphobic bullying and harassment complaints and how you estimate completion rates of training (max 50 words).*

2.3 Which of the following have been completed by 90 per cent or more of staff with recruitment responsibilities? Tick all that apply.

Training that specifically covers sexual orientation and gender identity in the context of:

- A. Business benefits and organisational strategy on diversity and inclusion
- B. Discrimination during the recruitment process
- C. Unconscious bias
- D. Maintaining confidentiality of diversity data
- E. None of the above

**!! Submit any relevant supporting evidence (e.g. training slides or a screenshot of the training web page highlighting sexual orientation and gender identity content).**

*Describe which staff members have recruitment responsibilities and how you estimate completion rates of training (max 50 words).*

### Best Practice

2.4 Which of the following have been completed by 90 per cent or more of staff with management responsibilities? Tick all that apply.

Training that specifically covers sexual orientation and gender identity in the context of:

- A. Business benefits and organisational strategy on diversity and inclusion
- B. Challenging discrimination within teams
- C. Sensitively handling complaints of homophobic, biphobic and transphobic bullying and harassment
- D. Unconscious bias
- E. Supporting trans staff and trans inclusion in the workplace
- F. None of the above

**!! Submit any relevant supporting evidence (e.g. training slides or a screenshot of the training web page highlighting sexual orientation and gender identity content).**

*Describe how you estimate completion rates (max 50 words).*

## SECTION 3: STAFF NETWORK GROUP

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This section looks at the facilities made available for lesbian, gay, bisexual and trans staff to network, consult and feedback to the organisation. This section is worth a total of 11 per cent.

### Foundations

3.1 Does the organisation have a network group for lesbian, gay, bisexual and trans employees? Tick one.

- A. Yes, and the network has formal recognition and a defined role
- B. No, but we have a formal agreement with an external support network in our region or sector
- C. No, and we do not have an external agreement
- [PLEASE PROCEED TO SECTION 4]**

**!! Submit evidence demonstrating staff network group activity**

*If you have selected option B, please provide the name of the external support network, the name of the network and the sector or region in which it operates (max 50 words).*

3.2 Does the employee network provide all staff with confidential support and advice on lesbian, gay, bisexual and trans issues at work?

- Yes
- No

**!! Submit evidence demonstrating that this service is available to all staff, not just members of the network group.**

3.3 Does the organisation proactively recognise contributions to the employee network group during staff performance appraisals (e.g. embedded in the performance review process)?

- Yes
- No

*Describe how contributions are rewarded (max 200 words).*

### Next Steps

3.4 In the past year, which of the following activities has the network engaged in or facilitated? Tick all that apply.

- A. Social networking event(s) for members
- B. Sexual orientation awareness raising event(s) for all staff
- C. Gender identity awareness raising event(s) for all staff
- D. Collaborated with other lesbian, gay, bisexual and trans employee network group(s)
- E. Collaborated with other internal employee network group(s)

- F. Mentoring or coaching programme
- G. Reverse mentoring programme
- H. None of the above

*Describe each activity, event, or programme in no more than a few lines each (max 200 words).*

### Best Practice

3.5 In the past year, which of the following strategic interventions has the lesbian, gay, bisexual and trans employee network group engaged in? Tick all that apply.

- A. The network was consulted on improving internal policies and practices
- B. The network advised the organisation on business development or service delivery
- C. None of the above

*Describe the actions taken and the resulting impact (max 200 words).*

3.6 In the past year, has the network held initiatives, seminars or events on topics specific to (tick all that apply):

- A. Lesbians
- B. Bisexual people
- C. Trans people
- D. Black and minority ethnic lesbian, gay, bisexual and trans people
- E. Disabled lesbian, gay, bisexual and trans people
- F. Older lesbian, gay, bisexual and trans people
- G. Lesbian, gay, bisexual and trans people of faith
- H. None of the above

*Describe the initiative(s) in no more than a few lines each (max 200 words).*

3.7 At present, what is the gender representation in the network group's membership?

*Provide a gender breakdown of your network's membership including those that identify as male, female, non-binary etc. (max 100 words).*

## SECTION 4: ALL-STAFF ENGAGEMENT

This section establishes how the organisation engages with all staff to raise awareness on lesbian, gay, bisexual and trans issues. This section is worth a total of 13 per cent.

### Foundations

4.1 In the past year, which of the following messages have appeared in internal communications to all staff? Tick all that apply (each message qualifies for one option only).

- A. Explicit statement of the organisation's commitment to sexual orientation and gender identity equality
- B. Statement that benefits are inclusive of lesbian, gay, bisexual and trans staff
- C. Promoting IDAHOBiT, LGBT History Month, Pride, Transgender Day of Remembrance, Bi Visibility Day or other similar events
- D. Promoting the lesbian, gay, bisexual staff and trans network group
- E. Promoting a gender identity awareness raising event(s)
- F. Promoting a sexual orientation awareness raising event(s)
- G. None of the above

**!! Submit a copy of each of the messages you are claiming marks for.**

*Detail when the message(s) were sent and describe how the organisation targets all staff in no more than a few lines each (max 200 words).*

4.2 What information on sexual orientation and gender identity is included during staff induction? Tick all that apply.

- A. Message from senior leader on the organisation's commitment to sexual orientation and gender identity equality
- B. Information on the lesbian, gay bisexual and trans staff network group
- C. None of the above

**!! Submit relevant sections of induction material(s) illustrating the selected options.**

4.3 Is there a staff counselling service that is advertised as being explicitly inclusive of sexual orientation and gender identity issues?

- Yes
- No

**!! Submit a copy of any material(s) used to advertise the service as lesbian, gay, bisexual and trans friendly, highlighting relevant sections.**

### Next Steps

4.4 In the past year, which of the following activities have member(s) of the board or CEO equivalent engaged in? Tick all that apply.

- A. Communicated a strong message to all staff on sexual orientation and gender identity equality
- B. Engaged with board and management to promote sexual orientation and gender identity equality
- C. Met periodically with the lesbian, gay, bisexual and trans employee network group

- D. Spoken at an internal sexual orientation awareness raising event
- E. Spoken at an internal gender identity awareness raising event
- F. None of the above

**!! Submit evidence for any activity selected.**

*Name the senior champion(s), provide their job title(s) and describe the options selected in no more than a few lines each (max 200 words).*

4.5 In the past year, which of the following activities have member(s) of the senior management team engaged in? **Please note that this cannot be the same individual(s) mentioned in question 4.4.** Tick all that apply.

- A. Communicated a strong message to all staff on sexual orientation and gender identity equality
- B. Engaged with board and management to promote sexual orientation and gender identity equality
- C. Met periodically with the lesbian, gay, bisexual and trans employee network group
- D. Spoken at an internal sexual orientation awareness raising event
- E. Spoken at an internal gender identity awareness raising event
- F. None of the above

**!! Submit evidence for any activity selected.**

*Name the senior champion(s), provide their job title(s) and describe the options selected in no more than a few lines each (max 200 words).*

### Best Practice

4.6 Do you have a formal allies programme or initiative to engage all colleagues (including those who do not identify as lesbian, gay, bisexual or trans) in sexual orientation and gender identity equality?

- Yes
- No

*Name the programme, the number of allies at present and the date the programme was launched (max 50 words).*

4.7 In the past year, have allies engaged in the following activities as part of the allies programme or initiative? Tick all that apply.

- A. Visibly signal their commitment to sexual orientation and gender identity equality
- B. Participated in lesbian, gay, bisexual and trans employee network group events
- C. Helped organise an all-staff event on sexual orientation equality



- D. Helped organise an all-staff event on gender identity equality
- E. Helped organise a recruitment drive for more allies or their equivalent
- F. None of the above

*Describe the options selected in no more than a few lines each (max 200 words).*

4.8 In the past year, has the organisation actively and formally profiled visible role models from the following communities (e.g. hosting profile(s) on the organisation's intranet page)? Tick all that apply.

- A. Lesbians
- B. Gay men
- C. Bisexual people
- D. Trans people
- E. Older lesbian, gay, bisexual and trans people
- F. Disabled lesbian, gay, bisexual and trans people
- G. Black or minority ethnic lesbian, gay, bisexual and trans people
- H. Lesbian, gay, bisexual and trans people of faith
- I. None of the above

**!! Submit evidence demonstrating their visibility (e.g. screenshots of the web pages hosting their profiles).**

## **SECTION 5: CAREER DEVELOPMENT**

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This section examines the career development opportunities the organisation makes available to lesbian, gay, bisexual and trans staff. This section is worth a total of 7 per cent.

### **Foundations**

5.1 Does the organisation monitor the participation of lesbian, gay, bisexual and trans staff in existing talent or career development opportunities? Tick all that apply.

- Yes, for sexual orientation
- Yes, for gender identity
- No

*Name the programme(s), how participation of lesbian, gay, bisexual and trans staff is reviewed and how this information is kept confidential (max 50 words).*

5.2 In the past year, which of the following career development opportunities has the organisation specifically communicated to lesbian, gay, bisexual and trans staff to participate in? Tick all that apply.

- A. General leadership and professional development programmes

- B. Sexual orientation and gender identity specific leadership/professional development programmes
- C. Sexual orientation and gender identity specific seminars and conferences
- D. None of the above

*Describe how these programmes are promoted to lesbian, gay, bisexual and trans staff and outline the support offered (max 200 words).*

### Next Steps

5.3 In the past year, has the organisation undertaken a targeted initiative or programme to specifically advance sexual orientation and gender identity diversity within senior management tiers?

- Yes
- No

*Describe the initiative(s) (max 200 words).*

### Best Practice

5.4 At present, is there at least one visible and out lesbian, gay, bisexual or trans person at board level in the organisation?

- Yes
- No

*Provide names and job titles of the individuals. Please ensure you have their permission to provide this information (max 50 words).*

5.5 At present, which of the following groups are represented at senior management level in the organisation? Tick all that apply.

- A. At least one visible and out lesbian
- B. At least one visible and out gay man
- C. At least one visible and out bisexual person
- D. At least one visible and out trans person
- E. None of the above

*Provide names and job titles of the individuals. Please ensure you have their permission to provide this information (max 50 words).*

5.6 At present, are there any openly trans members of staff represented at different levels in the organisation?

- Yes  
 No

**!! This information will remain confidential and is for reference only.**

*Provide names job titles of the individuals. Please ensure you have their permission to provide this information (max 50 words).*

## SECTION 6: LINE MANAGERS

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This section examines how line managers promote diversity within their teams. This section is worth a total of 8 per cent.

### Foundations

6.1 When recruiting line managers, does the organisation actively scrutinise candidates' diversity and inclusion knowledge and achievements? This scrutiny can be on broad diversity criteria that are inclusive of sexual orientation and gender identity. Tick all that apply.

- A. Yes, during all internal appointments for management roles   
 B. Yes, during all external appointments for management roles   
 C. None of the above

*Describe how you scrutinise the candidate's diversity and inclusion knowledge and achievements during internal and/or external appointments (max 200 words).*

### Next Steps

6.2 How are line managers held accountable for their team's broad diversity and inclusion outcomes? Tick all that apply.

- A. Managers' diversity achievements are assessed during their performance appraisals   
 B. Managers are accountable for their team completing diversity monitoring data   
 C. Managers are formally accountable for their team completing diversity training   
 D. None of the above

*Describe the option(s) selected in no more than a few lines each (max 200 words).*

### Best Practice

6.3 In the past year, how has the organisation engaged with line managers to promote sexual orientation and gender identity diversity and inclusion? Tick all that apply.

- A. Provide managers with resources other than training on managing diverse staff groups
- B. Provide managers with specific resources on supporting trans staff
- C. Encourage line managers to participate in network group activities as allies
- D. Encourage lesbian, gay, bisexual and trans managers to act as role models within the organisation
- E. Ask line managers to encourage their teams to participate in network group activities
- F. None of the above

*Describe the option(s) selected in no more than a few lines each (max 200 words).*

## **SECTION 7: MONITORING**

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This section examines how the organisation monitors sexual orientation and gender identity and what is done with the data collected. This section is worth a total of 11 per cent.

### **Foundations**

7.1 In the past year, have there been all-staff communication(s) outlining why the organisation monitors sexual orientation and gender identity, what will be done with the data and the confidentiality of monitoring exercises? Tick one.

- A. Yes
- B. No
- C. We do not monitor sexual orientation and gender identity

**!! Submit a copy of the communication.**

7.2 In the last three years, which of the following have been scrutinised by monitoring sexual orientation and gender identity? Scrutiny involves collecting and analysing sexual orientation and gender identity data as part of equalities monitoring. Tick all that apply.

- A. Fairness in recruitment and selection from application to appointment
- B. Career progression of lesbian, gay, bisexual and trans staff by pay or grade
- C. Job satisfaction rates of lesbian, gay, bisexual and trans staff
- D. Exit rates by sexual orientation and gender identity
- E. None of the above

**!! Submit analysis reports for the options selected. If the reports are confidential, briefly highlight what the reports contain below.**

*Describe the selected options in no more than a few lines each and include information on when the monitoring exercise took place (max 200 words).*

### **Next Steps**

7.3 In the last three years, to whom have the results of monitoring exercises and subsequent actions been reported? Tick all that apply.

- A. Board level or CEO equivalent
- B. Regional/divisional managers
- C. All staff
- D. General public and/or external stakeholders
- E. None of the above

**!! Submit a copy of each report or communication for each of the options selected.**

**[OR]**

*If the reports submitted to the board or regional/divisional managers are confidential, briefly highlight what the report contains in relation to sexual orientation and gender identity (max 200 words).*

### Best Practice

7.4 What proportion of your overall workforce have declared their sexual orientation through a human resources system which allows for detailed analysis of data, as set out in question 7.2?

*Provide the percentage of staff that have declared and describe how this is estimated (max 200 words).*

7.5 Does your organisation monitor those that identify as trans and how do you ensure this information is kept confidential?

- Yes
- No

**!! This question is for reference and best practice collection only.**

*Describe how this collected, kept confidential and give completion rates (max 400 words).*

7.6 What question(s) do you use to monitor those who identify as trans?

*Please copy and paste the question(s) from your monitoring form and describe where they are used (max 400 words).*

## SECTION 8: PROCUREMENT

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This section examines how the organisation engages with existing and potential suppliers. This section is worth a total of 9 per cent.

### Foundations

8.1 When awarding contracts, does the organisation consider whether potential suppliers have a policy that explicitly bars discrimination on the grounds of sexual orientation and gender identity? Tick one.

- A. Yes, for all contracts
- B. Only for contracts relating to client, customer, employee or service relations
- C. None of the above

*Copy and paste the section of your procurement policy relating to sexual orientation and gender identity (max 200 words).*

8.2 When awarding contracts, does the organisation consider whether potential suppliers' diversity training is inclusive of sexual orientation and gender identity? Tick one.

- A. Yes, for all contracts
- B. Only for contracts relating to client, customer, employee or service relations
- C. None of the above

*Describe how this is assessed during the tendering process (max 200 words).*

### Next Steps

8.3 Are diversity and inclusion issues a standing item in contract monitoring meetings with existing suppliers? Tick one.

- A. Yes, for all contracts
- B. Only for contracts relating to client, customer, employee or service relations
- C. None of the above

*Describe how diversity and inclusion issues are monitored with existing suppliers (max 200 words).*

8.4 For contracts pertaining to client, customer, employee or service relations, does the organisation monitor existing suppliers' sexual orientation and gender identity related complaints and customer feedback?

- Yes
- No

*Describe how this is monitored (max 200 words).*

### Best Practice

8.5 In the past year, what initiatives has the organisation undertaken in collaboration with existing suppliers to encourage best practice in sexual orientation and gender identity diversity and inclusion? Tick all that apply.

- A. Joint sexual orientation and gender identity diversity and inclusion training sessions for staff
- B. Invite suppliers' staff to take part in lesbian, gay, bisexual and trans network group
- C. Joint community outreach initiative targeting lesbian, gay, bisexual and trans people
- D. Share best practice policy and guidance on sexual orientation and gender identity diversity and inclusion
- E. Ask suppliers about participation in sexual orientation and gender identity diversity programmes or assessments
- F. None of the above

*Describe selected options in no more than a few lines each (max 200 words).*

## SECTION 9: COMMUNITY ENGAGEMENT

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This section examines how the organisation engages with the wider lesbian, gay, bisexual and trans community. This section is worth a total of 15 per cent.

### Foundations

9.1 How does the organisation promote its commitment to sexual orientation and gender identity equality externally? Tick all that apply.

- A. Explicit statement on the website stating commitment to sexual orientation and gender identity equality
- B. Active and regular use of the organisation's main social media platforms to promote sexual orientation and gender identity equality
- C. None of the above

**!! Submit evidence to support your claim.**

### Next Steps

9.2 In the past year, which of the following community outreach activities has the organisation engaged in? Tick all that apply.

- A. Advertised or placed article(s) in lesbian, gay, bisexual and trans media
- B. Advertised or placed article(s) in mainstream media emphasising commitment to sexual orientation and gender identity equality
- C. Sponsored or supported staff participation in a lesbian, gay, bisexual or trans community event(s)
- D. Sponsored or materially supported lesbian, gay, bisexual or trans community

- group(s)
- E. Supported campaign(s) or training to tackle hate crime or homophobic, biphobic and transphobic bullying
- F. Held or attended a recruitment event targeting lesbian, gay, bisexual and trans people
- G. Senior staff spoke at an external sexual orientation or gender identity seminar, conference or event
- H. Other
- I. None of the above

**!! Submit any advertisements or articles you are claiming points for.**

*Describe the option(s) selected in no more than a few lines each (max 200 words).*

9.3 Has the organisation engaged in targeted initiatives in collaboration with other organisations in your sector or region that have had an impact specifically on lesbian, gay, bisexual and trans people in the wider community?

- Yes
- No

*Describe these initiatives (max 200 words).*

### Best Practice

9.4 Please choose the one category that best describes the organisation and answer the relevant question between 9.4a to 9.4d.

- |                          |  |                  |
|--------------------------|--|------------------|
| <input type="checkbox"/> | Private sector (with customers)                        | ONLY ANSWER 9.4a |
| <input type="checkbox"/> | Private sector (with clients)                          | ONLY ANSWER 9.4b |
| <input type="checkbox"/> | Public sector and third sector (service provision)     | ONLY ANSWER 9.4c |
| <input type="checkbox"/> | Public sector and third sector (non-service provision) | ONLY ANSWER 9.4d |

9.4a **Private sector (with customers):** In the past year, which of these have taken place? Tick all that apply.

- A. Consulted lesbian, gay, bisexual and trans customers and tailored our products to their needs
- B. Engaged in targeted advertising to lesbian, gay, bisexual and trans customers
- C. Monitored the feedback of lesbian, gay, bisexual and trans customers
- D. Trained our customer facing staff on the needs of lesbian, gay, bisexual and trans customers
- E. None of the above

*Describe the selected options in no more than a few lines each (max 200 words).*



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9.4b **Private sector (with clients):** In the past year, which of these have taken place? Tick all that apply.

- A. Promoted the organisation as being sexual orientation and gender identity inclusive when pitching for business
- B. Invited clients to take part in our in-house sexual orientation and gender identity initiatives
- C. Promoted sexual orientation and gender identity diversity within our sector
- D. Promoted the benefits of taking part in diversity programmes or assessments to our clients
- E. None of the above

*Describe the selected options in no more than a few lines each (max 200 words).*

--

9.4c **Public sector and third sector (service provision):** In the past year, which of these have taken place? Tick all that apply.

- A. Consulted with lesbian, gay, bisexual and trans service users and tailored our services to their needs
- B. Promoted our service as being specifically inclusive of lesbian, gay, bisexual and trans service users
- C. Monitored the feedback of lesbian, gay, bisexual and trans service users
- D. Trained staff who deal with service users on the needs of lesbian, gay, bisexual and trans people
- E. None of the above

*Describe the selected options in no more than a few lines each (max 200 words).*

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9.4d **Public sector and third sector (non-service provision):** In the past year, which of these have taken place? Tick all that apply.

- A. Promoted sexual orientation and gender identity diversity within our sector
- B. Encouraged our partners to take part in diversity programmes or assessments
- C. None of the above

*Describe the selected options in no more than a few lines each (max 200 words).*

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## **SECTION 10: ADDITIONAL WORK AND OPTIONAL AWARDS**

### **Additional Work**

This section examines additional work your organisation has done that **has not been captured** elsewhere in this form. Questions in this section are worth a total of 4 per cent.

10.1 Please identify any further work you have done in the past year to improve the working environment for your lesbian, gay, bisexual and trans staff.

*Use this space to illustrate your answer (max 500 words).*

10.2 Please identify any further work you have done in the past year to promote sexual orientation and gender identity equality in the wider community.

*Use this space to illustrate your answer (max 500 words).*

10.3 Please identify any further work you have done in the past year to support trans staff or the wider trans community.

*Use this space to illustrate your answer (max 500 words).*

### **Top Employers in Scotland and Wales**

This optional section should be filled if the organisation wishes to be considered for Top Employers in Scotland or the Top Employers in Wales.

10.4 If the organisation would like to be considered for the Top Employers in Scotland awards, please detail the additional work you have done in Scotland.

*Use this space to illustrate your answer (max 500 words).*

10.5 If the organisation would like to be considered for the Top Employers in Wales awards, please detail the additional work you have done in Wales.

*Use this space to illustrate your answer (max 500 words).*

### **Optional Awards**

This optional section should be completed if the organisation wishes to nominate a member of staff for the Senior Champion of the Year award, their network group for the Network Group of the Year award, a member of staff for the LGBT Role Model of the Year award or a member of staff for Ally of the Year.

10.6 If the organisation would like to nominate its senior champion for the Senior Champion of the Year award, please provide details of the champion and their work on sexual orientation and gender identity equality that sets them apart.

*Use this space to illustrate your answer (max 500 words).*

10.7 If the organisation would like to nominate its network group for the Network Group of the Year award, please provide details of the network and its work to promote sexual orientation and gender identity equality within the organisation and beyond.

*Use this space to illustrate your answer (max 500 words).*

10.8 If the organisation would like to nominate an individual for Stonewall's LGBT Role Model of the Year award, please provide details of the person and how they have contributed to the visibility of lesbian, gay, bisexual and trans employees within your organisation.

*Use this space to illustrate your answer (max 500 words).*

10.9 If the organisation would like to nominate an individual for Stonewall's Ally of the Year award, please provide details of the ally and their work on sexual orientation and gender identity equality that sets them apart.

*Use this space to illustrate your answer (max 500 words).*





## Executive

### Committee

Tuesday, 13 December 2016

## MINUTES

#### Present:

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

#### Also Present:

Councillors Tom Baker-Price and Jane Potter – for Minute No's 53 and 54

#### Officers:

Jess Bayley, Michael Birkinshaw, Clare Flanagan, John Godwin, Sue Hanley, Jayne Pickering, David Riley and Judith Willis

#### Committee Services Officer:

Debbie Parker-Jones

#### 49. APOLOGIES

An apology for absence was received from Councillor Brandon Clayton.

#### 50. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 51. 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:

- Council Plan (including leisure intervention update);
- Corporate Performance Strategy;
- Economic Priorities for Redditch – Annual Report;
- Staff Survey – preliminary actions;
- Housing Business Case; and
- Health Commission – report of findings.

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Chair

# Executive Committee

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## Additional Papers

One set of Additional Papers had been circulated prior to the meeting which comprised an extract of the minutes of the Overview and Scrutiny Committee meeting held on 6th December 2016.

The Minutes extract included:

- a re-worded Lifeline recommendation for Agenda Item 6;
- withdrawal of the broadcasting of Council meetings recommendation and report at Agenda Item 7; and
- an additional fees and charges recommendation for Agenda Item 10.

## Overview and Scrutiny – referrals, pre-scrutiny and Working Group reports

As there were a number of Overview and Scrutiny matters / referrals for noting / consideration the Leader stated that reference would be made to these at the appropriate points in the agenda.

Councillors Potter and Baker-Price, Chairs of the Budget Scrutiny and Performance Scrutiny Working Groups respectively, were in attendance to present the Working Groups' reports and recommendations, and were accompanied by Jess Bayley, author of the reports.

### **52. MINUTES**

**RESOLVED that**

**the minutes of the meeting of the Executive Committee held on 1st November 2016 be agreed as a correct record and signed by the Chair.**

### **53. REPORT AND RECOMMENDATIONS OF 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 recommendations, which detailed proposals in relation to future delivery of the Shopmobility Service and management of the Town Hall and other property assets. It was noted that page 139 of the agenda (25th October 2016 Overview and Scrutiny Committee minutes) also detailed these recommendations.

Members supported the recommendations and in doing so noted that Officers had, for some time, been working on a number of

# Executive Committee

Tuesday, 13 December 2016

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service developments. Meetings were also taking place with the Place Partnership regarding further efficiencies with the Council's property assets. A Member requested that when considering the Town Hall the kitchen located in the basement area, which had been out of use for a number of years, also be looked at.

## **RESOLVED that**

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

## **54. REPORTS AND RECOMMENDATIONS OF THE PERFORMANCE SCRUTINY WORKING GROUP**

Members received two reports of the Performance Scrutiny Working Group. The first report related to the Lifeline Service and the second to the proposed broadcasting of Council meetings. Members' attention was drawn to the Additional Papers pack circulated prior to the meeting, which comprised an extract of the minutes of the Overview and Scrutiny (O&S) Committee meeting held on 6th December 2016.

The minutes extract included a reworded Lifeline recommendation which Members were asked to consider instead of the recommendation set out in the main agenda papers. Members' attention was also drawn to the O&S Committee's decision in relation to the Working Group's recording of public committee meetings recommendation, which whilst noting the merit of this, was not agreed by O&S. As such, the recommendation and report in relation to the recording of meetings was withdrawn from the Executive Committee agenda.

Councillor Baker-Price, Chair of the Performance Scrutiny Working Group, presented the Lifeline report. Councillor Baker-Price explained the background to the report and the Working Group's reworded recommendation, which related to a marketing strategy for the Lifeline Service and potential increased revenue to subsidise the Service.

# Executive Committee

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Members supported the recommendation and, in doing so, noted work which was currently being undertaken by Officers to enhance the Service.

**RESOLVED that**

- 1) **the Head of Community Services be mandated to explore how the Lifeline Service can incorporate a resource within the Service and produce a marketing strategy, in co-operation with the Communications Team to:**
  - a) **better market Lifeline Services to residents;**
  - b) **develop new business opportunities to subsidise the Service; and**
  - c) **the report be noted; and**
- 2) **it be noted that the second recommendation and report of the Performance Scrutiny Working Group, in relation to the proposed trial broadcasting of Council meetings, had been withdrawn from the Executive Committee agenda in light of the recommendation having been defeated at Overview and Scrutiny Committee on 6th December 2016.**

**55. DEBT RECOVERY POLICY**

Members received a report which sought approval of a revised Debt Recovery Policy (the Policy) for the Council.

The Policy, which consolidated existing Council policies, aimed to balance the needs of the Council in recovering payments and of those who were struggling to pay, particularly vulnerable people and those with mental health problems. The Policy enabled the Council to take a holistic approach to debt collection, ensuring that priority debts of greatest value to the Council were recovered first. It was noted that the Policy did not take account of rent arrears which were dealt with under the Housing Services rent arrears guidance manual.

**RESOLVED that**

**the revised Debt Recovery Policy, as appended to the report, be adopted with immediate effect.**



**56. APPOINTMENT PROCESS FOR EXTERNAL AUDITORS**

Members considered a report which detailed proposals for the appointment of the external auditor to the Council for the 2018/19 accounts and beyond.

It was noted that the current auditors were working under a contract originally let by the Audit Commission and that the contract was novated to Public Sector Audit Appointments (PSAA) following closure of the Audit Commission. If the Council was to take advantage of the national scheme for appointing auditors to be operated by PSAA, a decision was required at this stage in order for the Council to accept PSAA's invitation by early March 2017.

Officers explained the benefits of the PSAA option and the alternative more resource-intensive option of establishing an independent audit panel. It was noted that only nine providers would be eligible to audit local authorities, all of which were national firms. Officers added that neighbouring authorities within the County were also intending to go along the PSAA route.

**RECOMMENDED that**

**the Council accepts the invitation from Public Sector Audit Appointments to 'opt in' to the sector-led option for the appointment of external auditors for five financial years commencing 1st April 2018.**

**57. MEDIUM TERM FINANCIAL PLAN 2017/18 - 2020/21 - UPDATE**

Members received an Officer presentation on current progress against the Medium Term Financial Plan. It was noted that a similar presentation had been given at the Overview and Scrutiny (O&S) Committee meeting on 6th December 2016, which O&S had resolved to note.

Officers explained the Medium Term Financial Plan process so far, which had included production of an Efficiency Plan for the Department for Communities and Local Government, development of 4-year budget projections and a 4-year Capital Programme. There had been a full review of all fees and charges, including areas where the Council could be more commercial in its approach whilst ensuring that facilities were accessible to all residents. The budget assumptions had also been approved. It was noted that the Government's Autumn Statement for 2016 had given no detail in relation to the New Homes Bonus or Business Rates, with settlement figures expected to be announced on 15th December. Officers confirmed that they would issue a briefing note to Members on the settlement figures on 16th December.

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In relation to budget savings, Heads of Service had reviewed all service costs and income, and had reduced any budgets which had not been spent in service delivery in previous years. Savings which could be made without impacting on service delivery had been identified in order to release capacity moving forward. Areas of achievable additional income had also been identified. The Capital Programme had been reviewed to ensure that this delivered on the Council's Strategic Purposes, and Officers were currently preparing plans for alternative service provision for reporting to the Executive Committee in January. Heads of Service had considered cost recovery of services delivered and there would be proposed increases to the budget based on current service demands, including potential costs arising from the rollout of Universal Credit and the impact of this on families.

The current financial position for 2017/18 – 2019/20 was outlined, which detailed year-on-year savings and budget pressures. The 2017/18 shortfall stood at just over £1m, with the Council's reserves currently standing at £1.9m. 2018/19 saw same level of shortfall, with 2019/20 and 2020/21 shortfalls being £1.56m and just under £1.7m respectively. Whilst the shortfalls were significantly less than had previously been reported there were still gaps in information, with the New Homes Bonus being the main area of concern at this stage.

Heads of Service would be assessing the implications of the final settlement figures and a report on this would be referred to the Executive in January/February. There would be a Housing Revenue Account and Capital report in January and the budget setting would take place in February. The Council's balances would be reviewed and 156 money-saving suggestions had been received from members of staff. Officers would consider these and include any relevant suggestions in future budget reports.

It was noted that both Members and Officers had undertaken a lot of hard work on the budget and Members expressed their thanks to staff for the suggestions put forward.

## **RESOLVED that**

**the Medium Term Financial Plan update position be noted.**

### **58. FEES AND CHARGES 2017/18**

The Committee considered the fees and charges to be levied on services provided by the Council, which were also to be used as the basis for income targets in the Medium Term Financial Plan 2017/18 – 2019/20. Members considered with the report the minute

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extract of the Overview and Scrutiny (O&S) Committee's meeting of 6th December 2015, which had been circulated as Additional Papers. In addition to resolving to note the report, O&S had put forward an additional recommendation that the charge for a single unit bulky waste collection be increased from the proposed fee of £8.20 to £10.00.

Members considered the recommendation but did not support this. In reaching their decision Members noted that whilst the proposed increase would generate approximately £2,000 in additional income, there had been recent press reports of increased fly-tipping within the Borough which Members felt might be made worse if the proposed single unit bulky waste collection fee were to further increase. Members also noted the proposed change to bulky waste charges dependent on the size of an item, as detailed at page 94 of the agenda. This allowed for flexibility based on 'unit' size, with further reduced rates also applying to additional items.

Officers responded to a number of questions from Members on the proposed fees and charges, including legal recovery costs, crematorium/cemetery fees and repairs and maintenance fees associated with the hiring of equipment from the Palace Theatre.

## **RECOMMENDED that**

- 1) the fees and charges included in Appendix 1 to the report which have a proposed increase for 2017/18 over the currently agreed budget assumption of 3% be approved; and**

## **RESOLVED that**

- 2) the fees and charges as presented in Appendix 1 to the report that have no increase for 2017/18 be approved;**
- 3) the fees and charges as presented in Appendix 1 to the report that have reduced for 2017/18 be approved; and**
- 4) the fees and charges as presented in Appendix 1 to the report that have an increase of 3% for 2017/18 be approved.**

## **59. FINANCE MONITORING QUARTER 2 2016/17**

The Committee received a report which detailed the Council's final financial position for the General Fund Revenue, Capital and Housing Revenue Account (HRA) for the period April to September 2016 (Quarter 2 2016/17).

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Officers advised that with the introduction of the new finance system they were in future hoping to bring forward quarterly monitoring by a month.

The revenue and capital underspends of £284k and £770k respectively were noted. The revenue savings included additional income received for services provided and managed vacant posts, and were offset by shortfalls in income on the leisure centres and golf course, together with efficiency targets that were due to be delivered later in the financial year. It was noted that should the £284k be realised a share of this would be refunded back to the HRA, which would reduce the underspend to £171k. In relation to the HRA Revenue Outturn at Appendix 2 to the report, Officers advised that where zeros appeared these categories should be removed from the report.

Officers responded to Members' questions and comments and advised that, from a performance management perspective, they were looking to bring separate performance management and financial monitoring reports to Executive in future. Further to previous discussions, the issue of ongoing vacant posts was again raised. Officers explained the current policy in relation to the filling of vacant posts and the use of agency staff, and confirmed that they would contact Members outside of the meeting to advise them of the current number of vacant posts. As part of the 2017/18 budget round the Senior Management Team would be looking at any vacancies and discussing these with Heads of Service, details of which would then be referred to Members as part of the budget process.

Concerns were raised by one Member in relation to current staffing arrangements within the Community Safety Team. Officers confirmed that this was being dealt with and agreed to provide Members with details of the proposed future arrangements.

## **RESOLVED that**

**the current financial positions for the quarter April to September 2016, as detailed in the report, be noted.**

## **60. OVERVIEW AND SCRUTINY COMMITTEE**

The Committee received the minutes of the meeting of the Overview and Scrutiny Committee held on 25th October 2016.

It was noted that there were no recommendations to consider as the Medium Term Financial Plan – Budget Assumptions recommendation at Minute No. 35 had been dealt with at the previous meeting of the Executive Committee, and the Performance

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Scrutiny Working Group's Lifeline recommendation at Minute No. 38 had been included Working Group's report at agenda item 6 – Minute No. 54 above refers.

**RESOLVED that**

**the minutes of the meeting of the Overview and Scrutiny Committee held on 25th October 2016 be received and noted.**

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

Members were advised that they were not, at that stage, required to consider the 6th December 2016 Overview and Scrutiny Committee's recharges recommendation at Minute No. 50 of the Additional Papers pack as the report detailing the background to this would be considered by the Executive Committee in January.

It was further noted that the remaining recommendation at Minute No. 50 in relation to Members' attendance at training sessions was a recommendation for the Member Support Steering Group, as the appropriate body to decide on this.

**RESOLVED that**

**the position be noted.**

**62. ADVISORY PANELS - UPDATE REPORT**

It was noted that the meeting of the Planning Advisory Panel (PAP) which had been due to take place that evening had been cancelled as the final version of the Inspector's report was not available for presentation. The next PAP meeting would therefore take place in the New Year.

**RESOLVED that**

**the report and PAP position be noted.**

The Meeting commenced at 7.00 pm  
and closed at 8.28 pm

.....  
Chair



# EXECUTIVE COMMITTEE LEADER'S WORK PROGRAMME

**3 January 2017 to 30 April 2017**

(published as at 6<sup>th</sup> December 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 Debbie Chance, Portfolio Holder for the Local Environment  
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 Pat Witherspoon, Portfolio Holder for Leisure and Tourism  
Councillor Juliet Brunner  
Councillor Brandon Clayton

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Medium Term Financial Plan Update <b>Key:</b> No	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
Staff Survey - preliminary actions <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 Procurement Rules <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
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
Economic Priorities for Redditch - Annual Report <b>Key:</b> No	Executive 17 Jan 2017		Report of the Head of Economic Development and Regeneration, North Worcestershire	Dean Piper Tel: 01562 732192



Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Corporate Performance Strategy <b>Key:</b> No	Executive 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
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

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
Independent Remuneration Panel Report and Recommendations for 2017-18 <b>Key:</b> No	Executive 17 Jan 2017 Council 30 Jan 2017		Report of the Independent Remuneration Panel	Sheena Jones, Democratic Services Manager Tel: 01527 64252 ext 3257
Shopmobility Service <b>Key:</b> No	Executive 17 Jan 2017		Report of the Head of Community Services	Judith Willis, Head of Community Services Tel: 01527 64252 ext 3284
Financial Regulations <b>Key:</b> No	Executive 7 Feb 2017 Council 20 Feb 2017		Report of the Executive Director Finance and Resources	Sam Morgan, Financial Services Manager Tel: 01527 64252 ext 3790
Engagement Strategy <b>Key:</b> No	Executive 7 Feb 2017		Report of the Head of Transformation and Organisational Development	Deb Poole, Head of Business Transformation and Organisational Development Tel: 01527 881256
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

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
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

10th January 2017

## WORK PROGRAMME

(Report of the Chief Executive)

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

# Overview & Scrutiny

Committee

10th January 2017

OTHER ITEMS - DATE FIXED		
10 <sup>th</sup> January 2017	Council Corporate Plan – Pre-Scrutiny (including the Leisure Intervention update)	Relevant Lead Head(s) of Service
10 <sup>th</sup> January 2017	LGBT Task Group – Update Report	Relevant Lead Head(s) of Service
10 <sup>th</sup> January 2017	Housing Revenue Account Initial budget 2017-18	Relevant Lead Head(s) of Service
10 <sup>th</sup> January 2017	Medium Term Financial Plan – Update	Relevant Lead Director
14 <sup>th</sup> February 2017	Medium Term Financial Plan – Update	Relevant Lead Director
28th March 2017	Redditch Partnership – Monitoring Update Report	Relevant Lead Director
28th March 2017	Draft Overview and Scrutiny Annual Report – to finalise	Councillor Potter
28th March 2017	Mental Health Services Task Group – Final Report	Councillor Wood-Ford
April 2017	Protecting Redditch’s Heritage Assets Short, Sharp Review – launch of review	Councillor Baker-Price

# Overview & Scrutiny

Committee

10th January 2017

<b>30th May 2017</b>	Sustainability and Transformation Plan - Update	Representatives of the Worcestershire Health and Care Trust and Worcestershire Acute Hospitals NHS Trust
<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

