



Overview and Scrutiny Committee

Tuesday, 14th February,
2017
7.00 pm

Committee Room Two
Town Hall
Redditch



www.redditchbc.gov.uk

**If you have any queries on this Agenda please contact
Jess Bayley and Amanda Scarce
Democratic Services Officers**

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Overview and Scrutiny Committee

Tuesday, 14th February, 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>1. Apologies and named substitutes</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>2. Declarations of interest and of Party Whip</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>3. Minutes (Pages 1 - 16)</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>(No Specific Ward Relevance)</p>
<p>4. Council Housing Growth Programme Report (Pages 17 - 32)</p> <p>Matthew Bough, Housing Policy and Performance Manager, Derek Allen, Housing Strategy Manager</p>	<p>To note the content of the Council Housing Growth Programme Report.</p> <p>(Members may also wish to refer to minute 72 from the minutes of the Executive Committee meeting held on 17th January 2017 during consideration of this item).</p> <p>(Report attached)</p> <p>(No Specific Ward Relevance)</p>

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<p>5. Medium Term Financial Plan (Pages 33 - 74) Jayne Pickering, Executive Director, Finance and Resources</p>	<p>To consider the content of the Council's Medium Term Financial Plan and to determine whether to make any recommendations for the consideration of Council on 20th February on this subject.</p> <p>(The Committee is also advised to make reference to the minutes of the meeting of the Executive Committee held on 7th February 2017 during consideration of this item).</p> <p>(Report attached)</p> <p>All Wards</p>
<p>6. Crime and Disorder Scrutiny - Joint Scrutiny Proposal (Pages 75 - 78)</p>	<p>To consider a proposal received from Bromsgrove District Council's Overview and Scrutiny Board to undertake joint scrutiny of the North Worcestershire Community Safety Partnership.</p> <p>(Report attached)</p> <p>(No Specific Ward Relevance)</p>
<p>7. Executive Committee Minutes and Scrutiny of the Executive Committee's Work Programme (Pages 79 - 98)</p>	<p>To consider the minutes of the latest meeting(s) of the Executive Committee and also to consider whether any items on the Executive Committee's Work Programme are suitable for scrutiny.</p> <p>(Minutes from 17th January 2017 meeting and Executive Work Programme attached, minutes from 7th February 2017 meeting to follow).</p> <p>(No Specific Ward Relevance)</p>
<p>8. Overview and Scrutiny Work Programme (Pages 99 - 102)</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">• The Forward Plan / Committee agendas• External publications• Other sources. <p>(Report attached)</p> <p>(No Specific Ward Relevance)</p>

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<p>9. Working Groups - Update Reports</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">1) Budget Scrutiny Working Group – Chair, Councillor Jane Potter; and2) Performance Scrutiny working Group – Chair, Councillor Tom Baker-Price.
<p>10. Task Groups - Progress Reports</p> <p>Councillor Nina Wood-Ford</p>	<p>To consider progress to date on the current reviews against the terms agreed by the Overview and Scrutiny Committee.</p> <p>The current reviews in progress are:</p> <ol style="list-style-type: none">a) Mental Health Services for Young People – Chair, Councillor Wood-Ford; andb) Staff Survey Joint Scrutiny – Lead Redditch Member, Councillor Jane Potter. <p>(Verbal report)</p>
<p>11. Health Overview and Scrutiny Committee</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>12. West Midlands Combined Authority Overview and Scrutiny Committee</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>

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13. Exclusion of the Press and Public

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

“That, under S.100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting for the following matter(s) on the grounds that it/they involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs (to be specified) of Part 1 of Schedule 12 (A) of the said Act”.

These paragraphs are as follows:

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

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

and may need to be considered as ‘exempt’.



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MINUTES

Present:

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

Officers:

Rebecca Dunne, Sue Hanley, Sam Morgan, Deb Poole and Liz Tompkin

Democratic Services Officers:

J Bayley and A Scarce

54. APOLOGIES AND NAMED SUBSTITUTES

An apology for absence was received from Councillor Joe Baker.

55. DECLARATIONS OF INTEREST AND OF PARTY WHIP

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

56. MINUTES

RESOLVED that

the minutes of the meeting held on 6th December 2016 be confirmed as a correct record and signed by the Chair.

57. COUNCIL PLAN (INCLUDING LEISURE INTERVENTION WORK) - PRE-SCRUTINY

Officers gave a presentation which highlighted the salient points within the Council Plan. This included:

- The development of the Council Plan including using Member insight and customer demand data.
- Directors take forward development of their strategic purposes.

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Chair

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- Workshops and discussions with Portfolio Holders and key officers to draft actions.
- Officers had facilitated critical review of the draft actions before presentation at a Portfolio Holders' Briefing.
- The structure of the Plan; including the Council's recent achievements, finance section and strategic purposes and a section on how the authority works.
- Details of the next steps including presentation to the Executive Committee and Council, formal launch of the Plan with staff and the public.
- Work with Directors, Heads of Service and key officers to develop an implementation plan for the actions arising from it.
- Producing summaries for the public and internal use, including a timeline for the annual review process.

Following the presentation Members raised a number of issues and discussed in detail how the Plan would be implemented and the actions and funding would be monitored to enable them to be carried out. In particular questions were raised in respect of funding from partners, particularly Worcestershire County Council, and whether discussions had been held with partners about the council's preferred strategic aims prior to completing the plan. Furthermore Members questioned whether some of the content was purely aspirational and would need further work to ensure it was implemented.

Officers explained that the Council Plan was taking a strategic view and the next piece of work, which concentrated on implementation of the actions within the Plan, would need to be carried out quickly to ensure this happened. Members were reminded that it was a four year plan and therefore it would take time to deliver the actions. Questions were raised about how the monitoring would be organised, with reference being made to arrangements at Worcestershire County Council which provided information about how the authority was judged on its plans. The Committee was advised that the actions aligned to the plan would be monitored annually by the Senior Management and Corporate Management Teams.

It was also commented that there was little information for residents in respect of finances and that it would be helpful to include costs and funds which needed to be raised to give an understanding of how the Council delivered its services. Officers advised that whilst there was a section within the Plan in respect of finances resource implications against each specific project would be included in the

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Action Plan. It was acknowledged that this would highlight particular areas which the Council subsidised.

Members were unanimous in the decision that it would be useful for the Overview and Scrutiny Committee to receive biannual update reports on the progress of implementation of actions and negotiations with partners, to ensure that the Council Plan was achievable whilst still being able to produce a balanced budget.

Officers provided an update in respect of the Leisure Intervention work which had been carried out, which linked in to the Council Plan and the Council's strategic purpose; provide good things for me to do, see and visit. Officers had identified how the facilities could best meet the needs of the customer, which had included the extension of the dance studio to ensure current users were retained and to build on the membership base, an additional spin studio had been created to meet customer need and current fitness trends. The team had also worked in partnership with schools and other stakeholders to provide sports development activities to improve the health and wellbeing of residents and purchased additional fitness equipment to ensure a quality provision was available to its members.

Members were informed that there had also been an increased focus on cost recovery to ensure that any areas within the Leisure Service that were subsidised by the Council were reviewed with the aim of reducing the level of funding required whilst protecting those members of the community who were more vulnerable. Officers had analysed every activity to calculate the percentage of costs that were recovered and the recent fees and charges proposals aimed to reduce the gap between the cost of the service and the income it generated.

Officers had proposed further interventions be undertaken over the next 12 months to ensure that the services provided were as efficient as possible. It was also proposed that during this time a report be developed for Members to consider, detailing the available options in relation to an alternative model of delivery, which would include the service being delivered within a trust arrangement. Officers highlighted that this could be framed in a number of different ways, dependent upon requirements and level of savings. Information in respect of anticipated savings would be included within the Medium Term Financial Plan, together with costs for support in delivering such a business case. It was

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anticipated that a report would be presented to the Executive Committee and Council by August 2017.

Following this update, Members discussed a number of areas in more detail, including:

- An expectation that the Committee would receive a written report in respect of the transformational work which had been carried out.
- It was highlighted that the Committee had delayed consideration of its Leisure Services report in anticipation of receiving that transformation report.
- Timescales and implication of following the leisure trust route.

RESOLVED that

- 1) the Overview and Scrutiny Committee receive twice yearly updates in respect of the Council Plan;**
- 2) the Overview and Scrutiny Board receive a written report in respect of the transformational and intervention work carried out within Leisure and Cultural Services.**
- 3) the draft Council Plan be noted.**

58. LGB&T TASK GROUP - UPDATE REPORT

Officers presented a briefing paper which detailed the actions that had been taken in respect of the recommendations from the LGBT Task Group which fell to the Policy Team to deliver.

LGBT History Month 2016 has been a positive event which was held at the Palace Theatre, which culminated in a performance from the Rainbow Voices Choir. It was explained that Officers had co-ordinated much of the event and would be working with the Palace Theatre again for this year's event, which was due to be held in February.

Officers explained that although the recommendation in respect of the Stonewall Index had not been completed, this was currently being worked towards. The reasons for this not being completed were explained together with details of the work which would be carried out in order to submit an application this year. The work involved in the application was considerably more than anticipated, however to date the team had gone through the most recent submission document and rated what it had already achieved

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before the deadline of September 2017 and which actions were not currently possible. Several meetings had been held with Human Resources (HR) to ensure that the requirements were met from an HR perspective, as a number of policies were due to be reviewed in 2017. Contact had been made with a number of outside agencies for support and it was interesting to note when the West Midlands Local Authority Equalities Network officers were informed they had revealed that none of the other authorities in the West Midlands were planning on submitting an application.

Details were provided of the next steps which needed to be taken in order to proceed with the submission and it was confirmed that a plan would be produced which would highlight the elements which needed further work, together with implementation timescales. Members questioned why other authorities had not considered signing up to it and officers confirmed that it was a lot more work than they had anticipated and perhaps this was off putting for some authorities. Whilst it was a lot of work the Council had made a commitment to sign up and therefore officers were using it as a positive piece of work and an opportunity to review a number of its policies.

RESOLVED that

the LGBT Task Group update be noted.

59. HOUSING REVENUE ACCOUNT 2017/18 - PRE-SCRUTINY

Officers presented the Housing Revenue Account Budget 2017/18 to 2019/20 report and in so doing highlighted the following:-

- This was an annual report considered by the Executive Committee and full Council. The report only considered those items included in the Housing Revenue Account (HRA).
- The three year budget projections included the 1% rent reduction.
- Over a 30 year period the loss of rental income was estimated at £120.873m.
- The 1% increase gave an average rent on a 52 week basis of £78.63 or £85.18 on a 48 week basis.
- During 2014/15 41 council houses were sold under the right to buy scheme. For the period 1st April 2015 to 1st December 2016 53 houses had been sold.
- The budget and four year forecast assumed 70 right to buys per annum which equated to a rent loss of £0.315m per

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annum. In total this represented nearly £1.260m rent loss over the four year period.

During consideration of the report Members raised a number of points to which Officers responded. These included:

- The significant decrease in the net cost of services. Officers provided a detailed explanation as to the methodology behind this.
- The provision for bad debts and what actions were taken to reduce or recover these. Officers confirmed that this was reviewed annually and discussed in detail with the Auditors. Bad debts had decreased significantly in recent years.
- The criteria which was used by the Council when purchasing a house on the open market. Officers explained that unless a house was being sourced for a particular family the average purchasing price considered was £130-140,000. Dependent on the property's condition the Council would not wish to spend more than £15,000 in order to bring a house up to the standards required for a local authority property.

Members discussed a number of options in respect of replenishing the Council's house stock and whether consideration had been given to the Council building its own houses as opposed to linking into housing schemes via developers. Officers explained that a number of options would be considered in the future, however the Council was in the process of purchasing nine houses on the open market to ensure the right to buy receipts were allocated in the appropriate timescales. In 2015/16 five properties had been purchased, by the end of 2016/17 it was expected that the Council would have purchased fifteen properties and in 2017/18 Officers were anticipating that the Council would purchase 47 properties. The Housing, Strategic Housing and Planning teams were in discussions to ensure that all options were considered. This included the development of a number of pieces of land which were owned by the local authority and working with a housing association or the Council developing its own properties.

RECOMMENDED that

- **the draft 2017/18 Budget for the Housing Revenue Account attached to the report at Appendix A, be approved;**
- **the three year budget projections 2017/18 to 2019/20, incorporating the 1% rent reduction be approved;**

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- the actual average recent decrease for 2017/18 be 1%; and
- that £780,614 be transferred to the capital reserve in 2017/18 to fund the future Capital Programme and / or repay borrowing.

60. MEDIUM TERM FINANCIAL PLAN UPDATE REPORT - PRE-SCRUTINY

Prior to the presentation from the Officers Members discussed the number of reports for pre-decision scrutiny and the quantity of information which had been received within their additional papers pack. The Committee was unanimous in its view that receiving such information at a late stage was not conducive to constructive scrutiny. Officers advised that within the Council's Constitution it was clearly stated that the Overview and Scrutiny Committee was not entitled to any document that was in draft form. Thus, the Committee were not automatically able to see such documents until they had been published as part of the Executive Committee's agenda; which usually occurred the day before the Overview and Scrutiny Committee met. A number of options were considered by the Committee in this respect including an amendment to the Constitution and changing the dates of future meetings on a temporary basis until the matter could be considered by the Constitution Review Working Party.

Officers then proceeded to deliver an update on the Budget. During the presentation the following areas were covered:

- The impact of the settlement and areas where clarification was still awaited, this included Localisation of Business Rates and New Homes Bonus.
- The option to increase Council Tax by up to 2% or £5 (Band D equivalent).
- New Homes Bonus – the outcomes of the initial consultation and the expected final proposal and the impact on the Council. There was an expectation that the scheme would reduce from 6 years to 4 which would have a financial impact.
- The Efficiency Plan – a report was being developed which would be presented to the February Executive and Overview and Scrutiny Committee meetings and to Council on 20th February.
- Details of the shortfall that needed to be addressed in order for the Council to have a balanced budget.

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Following the presentation Officers responded to questions from Members, with particular focus being given to whether the Council was able to have a balanced budget for 2017/18. Officers confirmed that a number of options were being considered in order to achieve this and a report would be brought before Members in February with full details. A workshop was being held for all fourth tier Managers which would concentrate on commercialisation and to discuss potential income streams and additional savings which needed to be made. There was also the option of using balances should Members wish to go down this route.

Members went on to discuss a number of options for raising additional funds, in particular strategic housing and options in respect of funds available through the New Homes Bonus scheme. It was confirmed that a report in respect of this would be considered at the Executive Committee meeting due to be held on 17th January 2017.

After further discussion it was

RECOMMENDED to the Constitutional Review Working Party that

the Constitutional Review Working Party give consideration to the Overview and Scrutiny Committee being permitted access to reports for the Executive Committee at an earlier stage than currently takes place; and

RESOLVED that

in the short term Officers investigate the potential to move meetings of the Overview and Scrutiny Committee to the Thursday for 2017/18.

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

Officers highlighted Minute No.s 53 and 54 and confirmed that the recommendations put forward by the Budget Scrutiny and Performance Scrutiny Working Groups had been accepted by the Executive Committee. A recommendation from the Performance Scrutiny Working Group in respect of Member training would be considered by the Member Support Steering Group at its meeting due to be held on 23rd January 2017. However, Councillor Potter

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confirmed that the Committee's recommendation in respect of bulky waste had not been accepted.

Councillor Baker-Price requested sight of the Housing Strategy Report. Officers confirmed that this would be considered at the meeting of the Executive Committee due to be held on 17th January and therefore the Overview and Scrutiny Committee were not in a position to carry out pre-scrutiny of this document. However the topic could still be considered for noting after 17th January.

RESOLVED that

the Executive Committee Minutes of 13th December 2016, together with the various updates provided and the latest edition of the Executive Committee's Work Programme, be noted.

62. OVERVIEW AND SCRUTINY WORK PROGRAMME

There were no updates to the Work Programme from Officers. However, Members requested that the Protecting Redditch's Heritage Assets Short Sharp Review item, scheduled to be launched in April, be removed from the Work Programme.

RESOLVED that

subject to the pre-amble above, the Overview and Scrutiny Committee's Work Programme be noted.

63. WORKING GROUPS - UPDATE REPORTS

Budget Scrutiny Working Group – chair, Councillor Jane Potter

Councillor Potter confirmed that there had been no meeting of the Group since the last update provided to the Committee. However a meeting was scheduled for 17th January 2017.

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

Councillor Baker-Price reported that at its last meeting the group had met with the Chief Executive and discussed corporate performance and target setting in some detail. The group had also looked at communications and marketing and at its forthcoming

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meeting on 13th January would interview Officers about room bookings at the Council and staff performance.

64. TASK GROUPS - PROGRESS REPORTS

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

Councillor Wood-Ford informed Members that since the last update, the group had been advised about a suicide prevention strategy which was in the early stages of development. A number of written responses to questions from witnesses who were unable to attend scheduled meetings were expected and Members of the group hoped to attend a Wellbeing Event at the Town Hall later in the month.

Staff Survey Joint Scrutiny Task Group – Vice Chair, Councillor Jane Potter

Councillor Potter advised Members that at the latest meeting of the group Members had discussed with Officers the questionnaire and response rate and how the questions themselves had been formulated. These had been the same as those of the survey issued in 2013 to allow for comparable data to be produced. The group had also discussed the Cultural Referendum which had been issued to staff on 15th December 2016. The referendum had contained two open questions which staff were invited to give their views on. It was hoped that the group would be able to consider the results of this referendum at a future meeting. Officers confirmed that the data had not yet been released, but would be available for consideration in due course. The group had also been provided with background information in respect of Shared Services, which had helped to clarify the number of staff at each location.

The next meeting of the Group was to be held on 18th January when Members would interview the Chief Executive as lead officer of the Programme Board which had been set up in response to the staff survey as well as supporting officers who were taking a lead on specific areas. The group had also asked to see the Action Plan which the Board had produced.

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65. HEALTH OVERVIEW AND SCRUTINY COMMITTEE

Councillor Wood-Ford, the Council's representative on the Worcestershire Health Overview and Scrutiny Committee (HOSC), had been unable to attend the Committee's most recent meeting. The minutes for the meeting had not yet been published but, Councillor Wood-Ford provided a brief overview of the areas which had been included within the agenda for the meeting. These included:

- Dentistry in Worcestershire
- Pharmacy Services in Worcestershire
- Fast food outlets and health
- Stroke Services

It was understood that the dentistry item had been brought up following issues in Worcester and the Pharmacy Services item was around encouraging people to visit Pharmacies rather than GPs in the first instance. Members discussed the potential for Pharmacists to issue prescription drugs to further release the pressure on GPs.

66. WEST MIDLANDS COMBINED AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE

Officers explained that unfortunately neither Councillor Wheeler, the Council's representative on the West Midlands Combined Authority Overview and Scrutiny Committee, nor the substitute, Councillor Nina Wood-Ford, were able to attend the meeting held on 16th December. However, Officers had attended to observe and provided the following update:

- An operational structure had been proposed with the Committee acting as a Management Committee over a number of subsidiary select committees.
- The Mental Health Commission, Land Commission and the Productivity and Skills Commission had been selected as topics for the select committees to review.
- Councillor Wheeler had shown an interest in taking part in the Mental Health Commission following her work on the Mental Health Services for Young People Task Group.
- The Committee might make recommendations which would require work from authorities' Overview and Scrutiny Committees.
- The next meeting was likely to take place on 27th January 2017.

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- The Efficiency Plan – a report was being developed which would be presented to the February Executive and Overview and Scrutiny Committee meetings and to Council on 20th February.
- Details of the shortfall that needed to be addressed in order for the Council to have a balanced budget.

Following the presentation Officers responded to questions from Members, with particular focus being given to whether the Council was able to have a balanced budget for 2017/18. Officers confirmed that a number of options were being considered in order

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Members went on to discuss a number of options for raising additional funds, in particular strategic housing and options in respect of funds available through the New Homes Bonus scheme. It was confirmed that a report in respect of this would be considered at the Executive Committee meeting due to be held on 17th January 2017.

After further discussion it was

RECOMMENDED to the Constitutional Review Working Party that

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RESOLVED that

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- Stroke Services

It was understood that the dentistry item had been brought up following issues in Worcester and the Pharmacy Services item was around encouraging people to visit Pharmacies rather than GPs in the first instance. Members discussed the potential for Pharmacists to issue prescription drugs to further release the pressure on GPs.

66. WEST MIDLANDS COMBINED AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE

Officers explained that unfortunately neither Councillor Wheeler, the Council's representative on the West Midlands Combined Authority Overview and Scrutiny Committee, or the substitute, Councillor Nina Wood-Ford, were able to attend the meeting held on 16th December. However, Officers had attended to observe and provided the following update:

- A draft structure had been proposed with the Committee acting as a Management Committee over a number of subsidiary select committees.
- The Mental Health Commission, Land Commission and the Elected Mayor had been selected as potential topics for the select committees to review.
- Councillor Wheeler had shown an interest in taking part in the Mental Health Commission following her work on the Mental Health Services for Young People Task Group.
- The Committee might make recommendations which would require work from authorities' Overview and Scrutiny Committees.
- The next meeting was likely to take place on 27th January 2017.

OVERVIEW AND SCRUTINY COMMITTEE14th February 2017**COUNCIL HOUSING GROWTH PROGRAMME**

Relevant Portfolio Holder	Councillor Mark Shurmer
Portfolio Holder Consulted	Yes
Relevant Head of Service	Liz Tompkin / Judith Willis
Wards Affected	All
Ward Councillor Consulted	No

1. SUMMARY OF PROPOSALS

- 1.1 The Executive Committee resolved on the 12 January 2016 that officers bring back to the Executive Committee a report setting out the available options in light of the implications on the Housing Revenue Account (HRA), such options to include, amongst others, further details in relation to the Council's previously successful Mortgage Rescue and Buy Back Schemes.
- 1.2 This report identifies a number of options for the Council to take in increasing the housing stock of the Council and to mitigate against the impacts of changes to the HRA and meet affordable housing need in the Borough.
- 1.3 Currently the Council increases its stock through the 'buy back' scheme and the Mortgage Rescue scheme. These schemes only deliver a limited numbers of properties to the HRA.
- 1.4 The Council currently has significant resources in its HRA capital reserve and these resources provide an opportunity for the Council to add to its housing stock generating rental income, increase the Council Tax base and new homes bonus.
- 1.5 The options to increase housing stock identified by Officers are set out in the report.
- 1.6 The Councils HRA business plan identifies an initial programme of 109 units required by the end of 2018/19 and then a programme of 13 units per year from 2019/20.
- 1.7 The Council has a small number of sites in Auxerre Avenue, Clifton Close, Loxley Close and Fladbury Close that have been declared surplus that could be used for new HRA stock but more land will be required to meet the identified programme and an evaluation of Council owned land will be required.

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY COMMITTEE**14th February 2017

- 1.8 This report seeks the approval from members to develop a Council Housing Growth programme through the delivery of commissioning new build housing and other measures outlined in Appendix 1.

2. RECOMMENDATIONS

The Committee is asked to **RESOLVE** that

the report be noted.

3. KEY ISSUES**Financial Implications**

- 3.1 The HRA Business Plan has been reviewed and presented to members on the 12 January 16 and approved by Council on 25 January 2016. The Table below shows the funding approved by Council for the 'buy back' and mortgage rescue scheme.

£m	Capital Receipts	Capital reserve	Total
2016/17	0.316	0.736	1.052
2017/18	0.319	0.745	1.064
TOTAL	0.635	1.481	2.116

- 3.2 The table below shows the current maintained receipts and the date these must be used by or returned to central government to include interest payments. These receipts must be used to replace the sales with either new build, buy back of properties or purchase on the open market (new stock).

RTB retained receipt	Capital Reserve	Total	Date by	Cumulative Spend
£245,300	£572,367	£817,667	31/03/2017	
£137,202	£320,137	£457,339	30/06/2017	£1,275,006
£162,406	£378,948	£541,354	30/09/2017	£1,816,360
£23,022	£53,719	£76,741	31/03/2018	£1,893,101
£64,083	£149,526	£213,609	30/09/2018	£2,106,710
£267,418	£623,974	£891,392	31/12/2018	£2,998,102
£374,761	£874,442	£1,249,203	31/03/2019	£4,247,304
£390,270	£910,631	£1,300,901	30/06/2019	£5,548,205

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY COMMITTEE**14th February 2017

£425,628	£993,132	£1,418,760	30/09/2019	£6,966,965
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- 3.3 Officers have estimated the number of properties each year that are required to meet the revised HRA Business Plan. The costing in the table below relates the estimated cost of building new houses to meet this number.

£m	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
New Stock Numbers	15	47	47	13	13	13	13	13	13
Funding (£m)									
Capital Reserve	1.2	3.7	3.8	1.0	1.1	1.1	1.1	1.1	1.2
Capital Receipts	0.5	1.6	1.6	0.5	0.5	0.5	0.5	0.5	0.5
Total	1.7	5.3	5.4	1.5	1.6	1.6	1.6	1.6	1.7

- 3.4 There are currently sufficient uncommitted HRA capital resources available without impacting upon other housing investment priorities to fund this programme and without the need for prudential borrowing at this time for a Council Housing Growth Programme.
- 3.5 Approval is therefore sought to create a 3 year Council Housing Growth Programme to include the 'Buy Back' and MRS scheme and £12.5m should be set aside from the HRA capital reserve and capital receipts.
- 3.6 Any money spent on obtaining stock for the HRA will be protected by the cost floor rule if a tenant submits a Right to Buy application for the property. This rule will be in force for a 15 year period from the date the Council obtains the property.

Legal Implications

- 3.7 The Housing Act 1985 Part II section 9 permits a local authority to build/acquire new housing.
- 3.8 Sites may be required to be appropriated under s.122 of the Local Government Act 1972 or s.232 of the Town and Country Planning Act 1990.

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- 3.9 If the report is approved, there will be some additions to the delegations to the Head of Housing to implement the programme. Most of the functions involved are already covered in the existing scheme of delegation as part of managing the housing service and the exceptions are set out in the recommendations to the Committee.

Service / Operational Implications

- 3.10 The Councils HRA business plan identifies an initial programme of 109 units required by the end of 2018/19 and then a programme of 13 units per year from 2019/20.
- 3.11 Currently the Council only has the 'Buy Back' and Mortgage Rescue scheme to acquire new units of accommodation and this does not provide the numbers that have been identified.
- 3.12 In order to achieve the increase in stock officers have completed a strategic response (Appendix 1) and have identified a number of options that members may consider appropriate for the Council to undertake. These are as follows:
- Purchase properties
 - Commissioning the construction of new HRA stock
 - Purchase units from developers through s.106 bidding
 - Purchase properties 'off plan' on developments
 - Regeneration of existing stock
 - Purchase stock from other Registered Providers
 - Buy backs and Mortgage Rescue scheme
- 3.13 Officer proposed that all options should be undertaken in increasing HRA stock to ensure proposed numbers are achieved.
- 3.14 The delivery of a Council Housing Growth programme will provide a key delivery mechanism in meeting a number of the Council's strategic priorities, primarily:-
- Help me find somewhere to live in my locality
 - Help me live my life independently (incl health and activity)
 - Help me to be financially independent (including education & skills)
- 3.15 There is significant housing need in the Borough with the Strategic Housing Market Assessment identifying a net annual need of over 250 units per year. Officers will also look at the opportunity to deliver specialised housing to enable people to remain independent. The table

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below shows that there is need for all sizes of properties and officers will consider these demands when considering proposals.

Total households on the housing waiting list at 1st April 2016	1402
Households requiring 1 bedroom	869
Households requiring 2 bedrooms	292
Households requiring 3 bedrooms	157
Households requiring more than 3 bedrooms	84

Customer / Equalities and Diversity Implications

- 3.16 Increasing the Council's housing stock will assist in the provision of affordable housing in the Borough to meet housing need.
- 3.17 In commissioning the construction of new HRA stock the Council will be able to provide housing that can meet specific needs for adapted properties.

4. RISK MANAGEMENT

There are a number of risks to implementing the Council Housing Growth Programme which are in the table below:

Risks	Mitigation
Tenants request Right to Buy properties obtained under this programme	<ul style="list-style-type: none"> Currently the properties would come under the cost floor rule. Under the cost floor rule, the discount must not reduce the price below what has been spent on building, buying, repairing or maintaining it. The cost floor period is 15 years as the properties will be built or acquired by the Council after 2 April 2012.
Failure to spend capital receipts	<ul style="list-style-type: none"> Undertake regular monitoring and reporting to Housing Advisory Panel Implements all options of the Council housing Growth Programme
Impact on housing market	<ul style="list-style-type: none"> Ensure only used when required and when

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of buying properties	<p>properties are naturally on the open market.</p> <ul style="list-style-type: none"> • Do not promote as an option for sellers
Planning approval not achieved on sites	<ul style="list-style-type: none"> • Appointment of experienced development agents working with the Asset Management Group to recommend solutions • Ensure robust consideration of development appraisals in the first instance
Risks associated with using consultants	<ul style="list-style-type: none"> • Ensure that the appointment of both the Development Agent (and its consultants) and, subsequently, contractors are robust, and include an appropriate element of assessment of the parties' ability to undertake the roles and their quality. • Ensure that the Council's risks are minimised through the legal agreements. • Ensure Evaluation Criteria at PQQ and Tender Stage are comprehensive, with key factors weighted appropriately • Ensure that the Development Agent and consultants have sufficient Professional Indemnity Insurance.
Overspend for House Building Programme	<ul style="list-style-type: none"> • Include sufficient provision for contingencies • Ensure effective project management arrangements, to include identification of potential overspends early • Report to Housing Advisory Panel quarterly on progress (works and costs)

5. APPENDICES

Appendix 1 – Strategic approach to the Housing Revenue Account and future Council Housing Growth

6. BACKGROUND PAPERS

Executive Committee Report 12 January 2016 - Housing Revenue Account, rent and capital 2016-17

7. KEY

HRA – Housing Revenue Account
MRS – Mortgage Rescue Scheme

OVERVIEW AND SCRUTINY COMMITTEE

14th February 2017

AUTHOR OF REPORT

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Strategic approach to the Housing Revenue Account and future Council Housing Growth

Council housing became self-financing in 2012, and since then, a number of changes have been introduced that have had a significant impact upon the Council's Housing Revenue Account (HRA). This document sets out the changes, and the Council's strategic response to them and projects that will be undertaken to alleviate the impact.

The key changes since 2012 and their impact on the HRA

- Investment and borrowing caps – the Council's ability to invest in housing through borrowing is capped
- Right to buy/other sales and receipts – higher discounts lead to increased stock loss without matching levels of stock replacement
- Sale of Higher Value properties – reducing the stock at a higher rate than previously envisaged and requiring the payment of a levy to the Government to reimburse Registered Providers for their right to buy.
- Rent formula change – move from RPI to CPI leads to lower projected rental incomes
- End of rent convergence – CPI +1% and end of convergence with housing association rents
- Rent reduction – 2016-17 onwards 1% reduction per year over next four years. From 2020/21 it is assumed that the rent policy will revert to CPI plus 1% but there is a risk that this is changed.
- Welfare reform – potential for higher rent arrears across stock over time

In summary, as the table overleaf demonstrates, the changes combine to create a downward financial pressure on the HRA that was neither predicted nor evident when the Council first became self-financing in 2012. As a result, the Council needs to respond to the changes and minimise downward financial pressure by growing its housing stock in order to maintain financial stability inside the HRA.

2016 to 2026 – Updated HRA Business Plan following changes

£m	Base Budget	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26
Base Surplus	3.00	2.85	3.05	3.25	3.45	3.67	3.88	4.11	4.34	4.57	4.81
National Insurance	0.00	-0.13	-0.13	-0.14	-0.14	-0.14	-0.15	-0.15	-0.16	-0.16	-0.16
Increased RTB	0.00	-0.24	-0.51	-0.77	-1.02	-1.27	-1.50	-1.72	-1.93	-2.12	-2.29
Component Deprec	0.00	0.00	-0.64	-0.58	-0.53	-0.47	-0.42	-0.38	-0.33	-0.29	-0.25
1% Rent Reduction	0.00	-0.45	-1.26	-2.07	-2.87	-2.92	-2.97	-3.03	-3.09	-3.15	-3.22
Levy – High Value Stock	0.00	0.00	0.00	-0.12	-0.12	-0.12	-0.13	-0.13	-0.13	-0.14	-0.14
Budget Savings (mainly JE prov)	0.00	0.32	0.27	0.19	0.12	0.12	0.12	0.12	0.12	0.12	0.12
Revised HRA Position	3.00	2.35	0.78	-0.24	-1.11	-1.13	-1.17	-1.18	-1.18	-1.17	-1.13

Taking a strategic response to these changes

One of the council's key strategic purposes is 'help me to find somewhere to live in my locality' and it aims to protect local housing stock through good financial management, and to support people through times of change. The Council also aims to put tenants first, involve them, and protect their interests, raising housing standards across the borough, and maximising the delivery of affordable housing to build mixed, sustainable communities.

The revised HRA Business Plan identifies the need to increase the Council's housing stock by 109 properties in the next three years and thereafter 13 units per year to mitigate against the financial effects of these changes..

Currently the Council only has the 'Buy Back' and Mortgage Rescue scheme to acquire new units of accommodation and this does not provide the numbers that have been identified.

The Council has identified a number of opportunities that can be utilised in order to increase the HRA stock and minimise the risks posed by the HRA-related changes.

- Commissioning the construction of new HRA stock
- Purchasing from developers through s.106 bidding
- Purchase properties 'off plan' on developments
- Purchasing properties from the open market
- Purchasing stock from other Registered Provider
- Buy backs and Mortgage Rescue Scheme
- Regenerating existing stock

Importantly, there is no 'one-size fits all' answer to the pressures on the HRA. For example, there are fluctuations in terms of the supply of new housing becoming available for purchase in the local market, and timescales can also change with developers.

As a result, strategically, the Council will take a blended approach to housing growth, which makes the most of all the different opportunities available to it, rather than concentrating solely on one model. This includes utilising the Council's housing capital programme to make the most of opportunities to enhance existing stock.

The revised HRA Business Plan identifies the need to increase the Council's housing stock by a minimum of 109 properties over the next three years and thereafter 13 units per year. The costing in the table below relates the estimated cost of building new houses to meet this number.

£m	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
New Stock Numbers	15	47	47	13	13	13	13	13	13
Funding (£m)									
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Total	1.7	5.3	5.4	1.5	1.6	1.6	1.6	1.6	1.7

The table below shows the current maintained RTB receipts and the date these must be used by or returned to central government to include interest payments. These receipts must be used to replace the sales with either new build, buy back of properties or purchase on the open market (new stock).

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£390,270	£910,631	£1,300,901	30/06/2019	£5,548,205
£425,628	£993,132	£1,418,760	30/09/2019	£6,966,965

Strategic Summary

- Changes made since 2012 have impacted on the Council's Housing Revenue Account
- Strategically, the council aims to minimise the financial risks created by these changes, for which there is no 'one-size fits all' solution.
- As a result the Council will promote housing growth, adopting a blended acquisition approach to growing its own stock
- This approach should allow the council to address the current and future financial pressures within the HRA

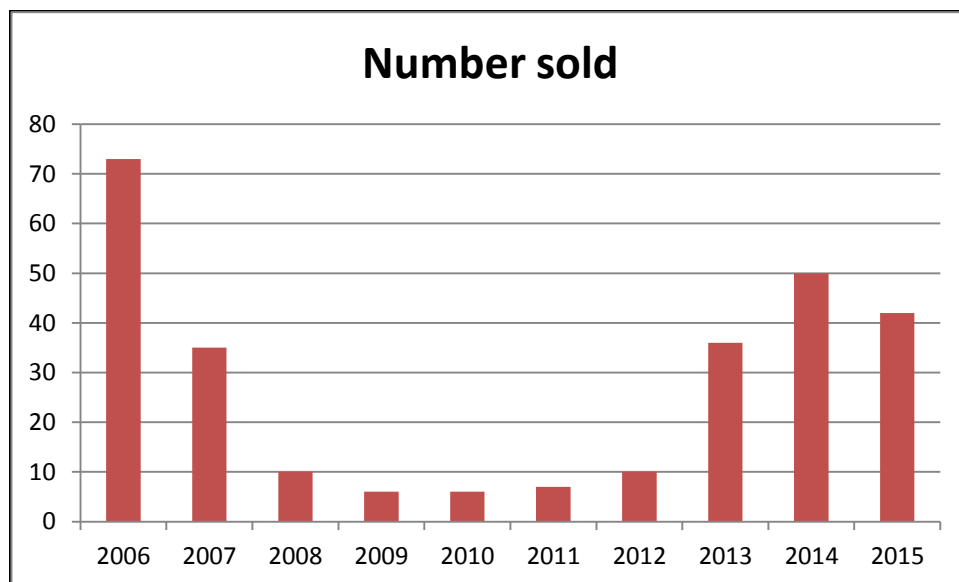
DELIVERING HRA STOCK GROWTH

To deliver the necessary growth in the HRA stock the Council will undertake the following programmes. These programmes range in complexity and deliverable timeframes and they will run concurrently.

To deliver the programmes the capital budget agreed for 'Buy back' and Mortgage Rescue Scheme will be named the Council Housing Growth Programme and increased to £12.5m for a 3 year period and used for all costs associated with the programmes below.

Purchase Properties off the open market

The Council currently has an approved scheme known as the 'Buy Back' scheme which is properties that were sold through the Right to Buy scheme by the Council within the last ten years which have a legal requirement that the Council have first refusal on buying the property. Over the last ten years the Council has sold 275 properties.



During the last two years the Council has bought 11 properties through the 'Buy Back' and Mortgage Rescue Scheme. Given the limited number of properties sold during the five years from 2007 to 2012 this is likely to limit the number of properties being offered to the Council as first refusal.

The Council will seek suitable properties available on the open market. The properties will be ex-Council stock and a mix of all types of properties will be sought with regular monitoring of the immediate pressures on the Council's waiting list for those types of property in most need.

To ensure that this does not have a negative impact on the availability of the lower quartile housing market for first time buyers this programme will be used limitedly and for only properties naturally coming to the market.

Commission the Construction of New Properties

Previously councils have been discouraged from building new social housing themselves, and encouraged to act as "enablers". Previously established financial rules that penalised Councils that built new homes have now been removed

The Council will commission a house building programme for the following reasons:

- HRA land developed increasing affordable housing.
- The land and buildings would be retained as a Council asset.
- The Council will receive increased New Homes Bonus.
- The Council will benefit from the rental income having a positive financial impact on the Council's HRA Business Plan.
- The Council will have greater control over the design and layout of properties.
- It will enable the Council to increase its housing stock and reduce unit costs of management and maintenance.
- Utilise the capital receipt from RTB sales to replace lost stock.
- The Council will have greater control over the future use of homes.
- The cost of construction could be cheaper as the Council can recover the cost of VAT for fees.
- Possible for the Council to receive the benefit of capital grant funding from the Homes and Communities Agency.
- Meeting waiting list applicants wishes for Council housing rather than RSL housing.
- Positive increase in the Council's reputation.
- Lower rent levels compared to RSL's.
- Local housing management and maintenance.

The Council has not delivered new build homes for a number of years but it does have land which would be suitable for the delivery of social housing. The Council currently does not have the skills, capacity and experience in house to deliver a house building programme.

In order to implement this programme the Council will appoint through a procurement process a Development Agent, similar to that other local authorities and smaller Registered Providers use. The Development Agent will provide all the required development and project management services. The Development Agent role will include the provision of all professional building services including: architectural, quantity surveying, cost consulting, planning supervision, engineering and surveying. The Development Agent will also undertake the planning and tendering of the works contract. Officers propose that part of the Development Agents role will be to upskill Council officers to take on elements for future developments.

In order to have the expertise in completing the below requirements for the selection of a Development Agent the Council may also need to appoint a suitably experienced Housing Development Consultant to undertake the appointment process

- The formulation of the technical housing elements of the PQQ and the associated evaluation criteria for shortlisting;
- Responding to enquiries from applicants about the technical housing criteria during the PQQ process;
- Evaluation of the submitted PQQs (in liaison with others);
- Fundamentally, the drafting of the detailed Specification, Invitation to Tender (ITT) and Evaluation Criteria;
- Management of the ITT process, and dealing with queries raised during the tender period;
- Evaluation of tenders in accordance with the Evaluation Criteria; and
- Arrangement of the interviews/presentations.

The Council has sites at Auxerre Avenue, Clifton Close, Loxley Close and Fladbury that have been declared surplus.

The Development Agent will undertake detailed Development Appraisals for each of the identified sites, which would assess whether or not an identified site has development potential, the expected costs and the anticipated income. For each site (or package of sites) with development potential a report would be presented to the Executive Committee to approve whether or not it wishes to proceed and approve financial and development appraisals.

The undertaking of a design & build approach to the development of these sites would be the appropriate delivery method and ensure the Council achieves value for money and a suitable product.

As funding is available from the HRA, officers do not consider that a separate housing company needs be formed at this stage but officers should explore the merits of a housing company and be report back to Committee.

The aforementioned sites are small and likely to achieve only approx. 25 units and to ensure a suitable Housing Growth programme officers will need to assess all Council owned land (brownfield/greenfield) including small infill/garage sites for suitability to develop housing to provide a longer term programme. This will include HRA and General Fund land and where required appropriation of land from General Fund to HRA will be undertaken.

A shortlist of suitable sites will be reported to the Executive Committee to approve, to create further phases of house building.

Purchasing from developers through s.106 bidding

Qualifying developments are required to provide affordable housing on site in accordance with the Council's local plan. This housing is secured through section 106 of the Town and Country Planning Act 1990.

The Strategic Housing Team negotiates with developers for the numbers, house type and tenure on these sites to meet need. Usually the tenures are split between social rented and shared ownership as the intermediate product.

A developer will then undertake a competitive tender process with Registered Providers for these affordable housing units. The Council has not previously competed against Registered Providers for this stock. As this is a competitive tendering process there is no guarantee that the Council will be successful in this process.

Affordable housing obtained through this process may include shared ownership properties which are sold leasehold on the open market to qualifying purchasers who pay rent on a proportion of the outstanding percentage which would be owned by the Council. The Council will consider prior to bidding if a partnership bid with another provider would be beneficial that would take the shared ownership units.

Purchase 'Off Plan' on developments

On suitable developments the Council will consider the purchase of properties 'off plan' thereby obtaining properties at a discount to the open market value.

On developments that are required to provide affordable housing through a s.106 agreements these properties would be in addition to the affordable housing already being provided.

Officers will need to ensure that buying 'off plan' provides value for money but it will give the Council the opportunity to make alterations to meet our own building requirements.

Regeneration of existing stock

The Council currently owns approx. 5900 properties. The stock mainly falls into two elements of pre-New Town or New Town development.

The Council in conjunction with the Development Agent will complete a study of the Council's existing stock to explore the possibility of any areas which would provide an opportunity to undertake a regeneration of the area to improve and increase the housing stock. As part of this an asset management review should be undertaken to ascertain the financial viability of properties over the business plan period and consider the future use of assets that are unviable.

Purchase stock from other Registered Providers

The Council is the largest social housing provider in the Borough with approx. 70%. The remaining stock is owned by Registered Providers with some Registered Providers only holding a small amount in Redditch.

The Council will contact Registered Providers with stock in Redditch to ascertain if any would consider undertaking a stock rationalisation programme with the Council purchasing their Redditch stock.

Buy backs and Mortgage Rescue Scheme

The Council will continue with this existing scheme in it's current format.

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY COMMITTEE**14th February 2017**MEDIUM TERM FINANCIAL PLAN 2017/18 – 2020/21**

Relevant Portfolio Holder	John Fisher
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering (Exec Director)
Wards Affected	All
Ward Councillor Consulted	None specific

1. SUMMARY OF PROPOSALS

- 1.1 To enable Members to consider the officer recommendations for the General Fund revenue and capital budget 2017/18 to 2020/21.

2. RECOMMENDATIONS

The Committee is asked to

- 1) consider the content of the report; and**
- 2) identify any recommendations that Members would like to make on the subject of the budget for the consideration of Council on 20th February 2017.**

3. KEY ISSUES**Financial Implications**

- 3.1 Over the last 2 years the Council has faced a reduction in Government funding of £681k in Revenue Support Grant with further cuts faced in the future as detailed below. The Council's Medium Term Financial Plan (MTFP) provides the framework within which the revenue and capital spending decisions can be made over a 4 year period. The plan addresses how the Council will provide financial funding to the Strategic Purposes and ensure residents receive quality services to meet their needs in the future. The Purposes that drive the financial considerations are:
- Help me find somewhere to live in my locality
 - Provide good things for me to see, do and visit
 - Help me live my life independently
 - Help me run a successful business
 - Help me be financially independent
 - Keep my place safe and looking good
- 3.2 When reviewing the budget projections officers consider the impact of demand on service and the costs associated with this demand. This may result in additional costs (associated with maintaining current service delivery) or reductions in anticipated income revenue over the next 4 years. The recommendations included within the current

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financial position at 3.16 are those assessed by officers as being areas where cost saving can be made to enable a balanced budget over the 4 year financial planning period. These potential service changes to realise savings are therefore included in the current projections for members consideration.

3.3 As Members are aware there continue to be considerable pressures facing the Council over the next 4 years as a result of a number of issues including:

- Potential further reductions in New Homes Bonus Grant
- Impact of Negative Revenue Support Grant
- Impact of the Localisation of Business Rates scheme
- Transfer from Housing Benefit to Universal Credit

3.4 Officers will continue to work with our partners to identify the costs that may be associated with some of these changes.

Government Funding**3.5 Settlement**

3.5.1 The provisional settlement was announced in mid December 2016. A number of issues were included within the information, including;

- Confirmation of continuing cuts to Revenue Support Grant
- Updated Core Spending Power
- Projections of Council Tax income increased on 2016/17 Settlement
- Additional flexibility on Social Care
- New approach to distributing New Homes Bonus
- Shift in funding from Lower to Upper Tier services in particular the creation of the Improved Better Care Funding
- Ability to increase Council Tax by 2% of £5, whichever is the greater, without triggering a referendum

3.6 Formula Grant

3.6.1 This Council in common with virtually every other Council in the country signed up to the government offer of a four year funding settlement. This brought more certainty to the funding figures but not complete certainty or protection from changes to the funding levels as described below.

3.6.2 The formula grant provisional settlement for 2017/18 was notified to all Councils in December. This represents a 60% decrease when compared with our grant for 2016/17 as shown in the table below:

Financial	Actual	Actual
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REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY COMMITTEE**14th February 2017

Year	£	% Reduction
2016/17	901,000	
2017/18	363,000	60

3.6.3 Within the current projections there is an assumption that a repayment will be made to Government in 2019/20. This is due to the calculated core spending power for the Council being less than the estimated funding received. For 2019/20 the provisional settlement provides for a £331k repayment. Officers have projected that this will continue into 2020/21.

3.7 **Business Rates**

3.7.1 For 2017/18 the government assessed baseline for business rates is £2.06m, if business rates grow above the baseline, then this council keeps a proportion of that funding. The opposite applies for any losses with the Council having to repay some of its formula funding.

3.7.2 Projecting future levels of business rates is not an exact science. This Council knows from experience that external decisions can significantly reduce business rates income. We are expecting some growth on business rates to continue into 2017/18 and have included an expected income of £50k; however this is an estimate and may be affected by economic factors in the local area.

3.7.3 General Fund balances will need to be robust enough to meet this enhanced level of risk. The level of business rates take and corresponding level of appeals will need to be closely monitored in the next financial year.

3.8 **New Homes Bonus (NHB)**

3.8.1 The amount of NHB for 2017/18 has been confirmed as £1.018m which is £108K less than the £1.126m anticipated within the MTFP.

3.8.2 The Government announced in the settlement figures a reduction in the number of years for which NHB payments are made from six to four. With a transitional year in 2017/18 where five years are payable to the authority. They also announced that NHB would not be paid for what they term as baseline growth, or housing growth that would happen naturally. This equates to a 0.4% levy that discounts the circa 126 additional house in Redditch each year from the NHB calculation.

3.8.3 The Government also announced in the settlement that they expect to make further changes to NHB in future years. So not only can we expect significantly less than we would have earned, there is also increased risk to this funding stream in future years.

3.8.4 The MTFP will continue to be refreshed annually to take account of future changes in funding.

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- 3.9.1 The Council will decide the level of the council tax for 2017/18 on 20th February. If the recommendations contained in this report are approved, the demand on the collection fund to meet the Council's own needs will be £5.801m representing a £5 increase on Band D Council Tax compared to the current financial year.
- 3.9.2 The council taxbase for 2017/18 is 25,509.11 an increase of 1.45% on the current year. The proposed band D Council Tax will be £227.54 (£222.54 2016/17). It is assumed that the Council Tax Base will increase by 0.5% year on year.

3.10 Precepts

- 3.10.1 The precepts from Worcestershire County Council, the Hereford and Worcester Combined Fire Authority, and the West Mercia Police Authority have not yet been received. The precepting bodies have until 28 February to provide this information, which will be needed to enable the Council to make its formal decisions. Precept notifications have been received from all of the parish and town councils.

3.11 Capital Programme

- 3.11.1 The Capital Programme has been extended to a 4 year rolling plan and officers are currently working to ensure that the level of expenditure falls within the current estimated project allocation. Those schemes that are funded from S106 are not included in this report as they have already been approved during the legal agreements, however they will form part of the final programme as reported to members later this month. The borrowing costs associated with any schemes have been factored into the summary statement. The Capital Programme is attached at Appendix 3 for consideration.

3.12 Efficiency Plan

- 3.12.1 The Efficiency Plan as approved in October included a number of areas whereby the costs to the Council could be reduced in a number of ways. The following key themes were identified to enable officers to manage the shortfalls in funding:

- Identifying opportunities to increase income and growth
- Identify alternative models of delivery in the provision of services and to consider the most appropriate provider
- Identify further efficiency by continuing to drive waste out of services and reduce cost
- Continue to redesign services to provide quality support and service to the customer whilst releasing savings
- Assessing the value for money of service provided and demonstrating where resources can be realigned note 1

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- Designing services across public and voluntary sector organisations to secure better outcomes and reduce overall spend
- Resetting future budget to meet prior years expenditure and income

3.12.2 The budget includes the delivery of the savings and income as identified in the Efficiency Plan. It should be noted that whilst annual savings have been included to meet those referred to in the plan there may be changes to funding and services delivered from 2018/19 that require alternative savings and income profiles to be delivered. Therefore further detailed reports will be presented to members advising of the relevant income and savings to be delivered.

3.13 Current Position

3.13.1 When proposing the budget officers have also identified a number of budget pressures that have been deemed “unavoidable”. Unavoidable includes the ongoing effects of pressures identified during 2016/17 together with any issues that have been raised as fundamental to maintaining service provision as part of the budget process. In addition income shortfalls that cannot be managed by improved marketing or price increases have been addressed during the budget planning. The pressures and income shortfalls are included at Appendix 2.

3.13.2 In addition to the unavoidable pressures, 2 revenue bids have been proposed:

- Professional fees for the procurement of a leisure operator as shown in the MTFP (assumes external procurement approach is followed) - £75k in 2017/18
- To replace the current Town Hall Civic Suite tables as they are or are rapidly approaching the end of their useful life. This is based on a phased approach over 2 years to replace all tables - £5k for 2017/18 & 2018/19

3.13.3 In addition to Heads of Service proposed savings there have been a number of suggestions from staff in relation to efficiencies and income that could be realised. These are attached at Appendix 4 and have been included in the estimated budgets where a judgement has been made on the savings to be made or revenue income to be generated. During the financial year these proposals will continue to be considered and reported to members once robust financial implications are assessed.

Financial Position

3.14 The current summary includes the following assumptions:

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- 1.0% pay award in relation to the National Agreement in place
- General inflationary increases in relation to contract arrangements and on utility bills
- increase in fees and charges (included in recent report)
- An estimation of the New Homes Bonus income
- Additional income estimated in relation to the Business Rates receivable by the Council
- £5 increase in Council Tax

3.15 The summary below shows the projected shortfall if no further savings were made:

	2017-18	2018-19	2019-20	2020-21
	£000	£000	£000	£000
Departmental Expenditure (Starting Position)	10,838	11,289	11,676	11,933
Adding back prior year use of balances/ reserves plus - Incremental Progression & inflation on Utilities	259	435	179	200
Unavoidables	112	27	83	25
Revenue Bids & Revenue impact of capital bids	80	-75	-5	0
Net Service Expenditure	11,289	11,676	11,933	12,158
Investment Income	-561	-543	-539	-539
Cost of Borrowing	931	1,127	1,157	1,266
Recharge to Capital Programme	-546	-541	-544	-544
Net Operating Expenditure	11,113	11,718	12,007	12,340
Revenue Support Grant	-363	-35	331	331
Transitional Grant	-44	0	0	0
Business Rates Retention (Baseline Funding)	-1,935	-2,039	-2,106	-2,104
Funding from Business Rate Growth	-50	-50	-50	-50
New Homes Bonus	-1,018	-870	-987	-884
S31 Small Business Rate Relief	-250	0	0	0
Council Tax	-5,797	-6,060	-6,308	-6,615
Parish Precept	8	8	8	8
Funding Total	-9,448	-9,046	-9,112	-9,314
Shortfall	1,664	2,672	2,895	3,026

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- 3.16 In considering the shortfall above officers have proposed a number of additional income and efficiencies, to include service reductions that could be implemented to ensure that the budget is balanced over a 4 year period. This will provide funding available to support future uncertainties in funding arrangements. The table below details these proposals:

BUDGET PROJECTIONS TO 2020/21	2017-18	2018-19	2019-20	2020-21
	£000	£000	£000	£000
Shortfall	1,664	2,672	2,895	3,026
Shortfall to be met by :				
Proposed Savings/ additional income whilst maintaining current service delivery - as per Appendix 1	-1,032	-56	25	-
<u>OFFICER RECOMMENDATIONS</u>				
Proposed Savings / additional income in changing / reducing service provision or delivering additional efficiencies				
Change Model of delivery of Leisure services (eg Trust model/ other provider) - to include an estimate of the reduction in support services	-	-440	-40	-
Kingsley Sports Centre - Surrender interest in site : saving up to £61k: part year effect and £128k full year	-61	-67	-	-
Arrow Vale Sports Centre - Surrender Interest in site	-20	-21	-	-
Review of provision of free swimming	-50	-	-	-
Withdrawal of funding for community events to include, annual bonfire, street theatre events and the Morton Stanley Festival	-40	-	-	-
Christmas Light Displays - secure external funding	0	0	-20	-
Shopmobility - to propose charging for the service	-40	-20	-	-
Charge pre application fees for developers	-15			
Move to all out elections every 4 years	0	-40	-	-
Options / Review of pre 9:30am concessionary bus travel and options for delivery	-85	-	-	-
Reduce cost of landscaping on the highways	-8	-	-	-
Implementation of Garden Waste Service	0	-20	-20	-

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	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000
Procurement efficiencies	-100	-10	-	-10
Savings realised from general staffing turnover	-150	-	-	-
Pest control - review of charging to offset increases in costs	-10	-5	-	-
Review of fleet costing to HRA	-	-165	-	-
Review of revenue opportunities including car parking and delivery of additional services	-	-150	-40	-60
Management Restructure	-40	-70	-110	-30
Proposed Savings / additional income in changing / reducing service provision or delivering additional efficiencies	-619	-1,008	-230	-100
<i>Savings already built in from previous year</i>		-1,651	-2,715	-2,920
Transfer from balances (-) / to balances (+)	-13	43	25	-6
REVISED SHORTFALL	0	0	0	0

General Fund Balances

- 3.17 The level of the general fund balance is currently £2.024m. The current level of balances is sufficient but it is recommended that these should not drop below £750K. The proposed officer budget will return £49k to balances to retain the level at approximately £2.1m depending on the level of 2016/17 underspends that will be transferred to balances.

Legal Implications

- 3.18 None as a direct result of this budget update.

Service / Operational Implications

- 3.19 The MTFP will enable services to be delivered across the Borough within the reduced financial funding arrangement that the Council has faced.

Customer / Equalities and Diversity Implications

- 3.20 The impact on the customer has been reduced due to the savings being realised by reduction of waste in the services and ensuring that all service that create value to the customer are resourced.

OVERVIEW AND SCRUTINY COMMITTEE14th February 2017**4. RISK MANAGEMENT**

- 4.1 To mitigate the risks associated with the financial pressures facing the Authority regular monitoring reports are presented to both officers and Members to enable proactive action being undertaken to address any areas of concern.

5. APPENDICES

Appendix 1	Savings/Income deliverable without impacting on future service provision
Appendix 2	Unavoidable Pressures
Appendix 3	Capital Bids
Appendix 4	Staff suggestions

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ADDITIONAL INCOME AND SAVINGS 2017/18-2020/21

Appendix 1

Department	Description of saving	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000
WRS	Income generated from Dog Warden Service	-5	-	-	-
Corporate	Income from Early Help Contract re support & pension costs. 2017/18& 2018/19 only	-55	-	55	-
Community Services	saving of revenue cost associated with the contract to facilitate the Disabled Facilities Grants as this will be funded by the increase in capital funding made available	-50	-	-	-
Community Services	Lifeline - new business growth	-16	-4	-10	-
Community Services	review of service delivery	-25	-	-	-
Community Services	Additional income from Dial A Ride	-7	-1	-	-
Corporate	General Savings and review of printing	-23	-3	-1	-
Corporate	Review of administrative services	-16	-5	-	-
Customer Access & Financial Support	Shared Service across customer access and financial support	-60	-20	-	-
Customer Access & Financial Support	rental from lease of council office space to the CAB	-5	-	-	-
Customer Access & Financial Support	solar panel income at Town hall and crossgates	-7	-	-	-
Customer Access & Financial Support	Crossgates House Rent	-15	-	-	-
Financial Support	Overpayments recovery	-20	-	-	-
Customer Access & Financial Support	Review of asset usage across the Borough	-25	-10	-	-
Customer Access & Financial Support	Income recovery costs	-30	-	-	-
Customer Access & Financial Support	Implementation of shared IT System	-36	-	-	-

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Agenda Item 5

Department	Description of saving	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000
Customer Access & Financial Support	Various savings in relation to Fraud Compliance work	-38	38	-	-
Legal & Democratic Services	review of staffing structure		-19	-	-
Environmental Services	Bulky Collections - increase income budget in line with actual figure 16/17	-10	-	-	-
Environmental Services	Bulky Collections - multiplier effect	-15	-	-	-
Environmental Services	Bulky Collections - additional work income	-8	-2	-2	-
Environmental Services	Cremations - non resident fee	-100	-8	-1	-
Environmental Services	Cremations - new business from earlier slot	-50	-	-	-
Environmental Services	Cremations - additional income from current number of cremations	-50	-	-	-
Environmental Services	Increase in Burial Fees	-22	-10	-10	-
Environmental Services	Additional income from County Council for Land Drainage	-2	-	-	-
Environmental Services	Memorial income Bereavement Services	-5	-5	-5	-
Environmental Services	Timber sales	-1	-1	-1	-
Environmental Services	Savings from lease costs following purchase of vehicles	-105	-	-	-
Environmental Services	Solar panel income at Redditch Crematorium	-4	-	-	-
Environmental Services	Electricity savings at Crematorium	-4	-6	-	-
Housing GF	Transfer of costs to HRA	-1	-	-	-
Housing GF	General savings following review of budgets and expenditure trends	-7	-	-	-

Department	Description of saving	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000
Housing GF	General savings following review of budgets and expenditure	-3	-	-	-
Housing GF	Increase in income relating to tenants in B&B	-4	-	-	-
Housing GF	General savings following review of budgets and expenditure	-3	-	-	-
Housing GF	Removal of agency staff budget and increase in fees to private payers for Home Support	-3	-	-	-
Human Resource	Review of the Human Resources service	-10	-	-	-
Human Resource	Review of Health & Safety provision including spend on training	-30	-	-	-
Legal Services	Additional income generated from external work	-8	-	-	-
Leisure and Culture	Caretaking & Cleaning Review	-15	-	-	-
Leisure and Culture	income generated from solar panels	-5	-	-	-
Leisure and Culture	Commercial review of Leisure & Culture Services Prices as per Fees & Charges process	-58	-	-	-
Leisure and Culture	Golf Course - Procurement Savings	-20	-	-	-
Planning Services	Saving as a result of Shared Service (Development Management)	-12	-	-	-
Planning Services	Additional income for charging for pre application advice	-15	-	-	-
Planning Services	Additional income from Planning applications	-20	-	-	-

Department	Description of saving	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000
Planning Services	Saving from reduced Advertising costs	-1	-	-	-
Planning Services	Savings from reduced mileage costs	-1	-	-	-
Policy Team	Saving from changes to working practices	-5	-	-	-
Policy Team	Saving from translation costs	-1	-	-	-
Policy Team	Additional income from Equalities workshops	-3	-	-	-
TOTAL		-1,032	-56	25	0

APPENDIX 2

UNAVOIDABLE PRESSURES - 2017/18 - 2020/21

Service	Description of Pressure	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21	Comments
Planning & Regeneration	Market Income shortfall	22	-	-	-	the shortfall in income from the Market operations is under review with the new company however there is a current pressure that requires addressing for 2017/18 and ongoing until more traders use the site
Business Transformation	Microsoft License Cost Increase	1	2	83	25	Additional License costs from Microsoft
Business Transformation	Storage Area Network	10	-	-	-	Additional space on the network required
Business Transformation	Smartphone & ipads licence	11	-	-	-	Additional costs associated with the new technology
Housing GF	General increase in insurance costs, loss of income, other additional costs associated with the delivery of the service	3	-	-	-	
Housing GF	Contribution to Worcestershire Strategic Housing Partnership & increase in grant to Redditch Nightstop	9	-	-	-	
Housing GF	Pressure on homelessness provision following review of budgets and expenditure trends	10	-	-	-	
Housing GF	Loss of income from property transferred to HRA (purchased from WCC whereas previously leased) plus general insurance costs increase	7	-	-	-	
RBC Reg Client	Pest Control Overspend From WRS	30	-	-	-	Review of income to be undertaken as treatment
Leisure & Cultural Services	Loss of income due to concessionary rents of civic suite	5	-	-	-	Customers receiving concessionary rates on rent of civic suite resulting in loss on income.
Resources	LEP	4	-	-	-	Costs associated with the LEP
Resources	WMCA	0	25	-	-	funding for WMCA. Agreement for 17/18 to be drawn from balances
		112	27	83	25	

CAPITAL BIDS - 2017/18 - 2020/21

Department	Description	Funding Source i.e. Grant, Borrowing, Reserve. S106	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	Commentary
Environmental Services	Vehicle replacment	Borrowing	0	0	953	1,000	To continue to provide fundiing for the 10 year vehicle replacement programme
Environmental Services	Wheelie Bin purchase	Borrowing	23	30	25	-	To provide for replacement bins when they are damaged by the vehicles or general wear and tare.
Buisness Development	Civic Suite - Full or part replacement of the Sound system in	Borrowing	45	-	-	-	New Sound system and Microphones for Civic Suite - 2 Options: a) 45k to replace the whole of the system and microphones with a brand new system, or b) 27.5k replace part of the system in CR2 and CR3 to improve the sound when the full suite is being use
Parks & GS	Repairs to Footpath/cycle route	Borrowing	18	-	-	-	The proposed resurfacing would reduce the risk to an acceptable level and increase use in this area
Cultural Services	Forge Mill Access Arrangements	Borrowing	10	-	-	-	Budget bid to change the access arrangements to Forge Mill Museum to ensure that all users and attendees access via the shop area to increae secondary spend opportunities on site.
Asset & Property	Public Buildings R&M	Borrowing	-	-	250	250	Continuation of Public Buildings Capital programme.
Asset & Property	Public Buildings R&M	Borrowing	-	-	40	40	Continuation of Asbestos control withing Public Buildings.
Environmental Services	Locality Support	Borrowing	-	-	200	200	To continue the locality approach to utilising funds
Community Services	Vehicle replacment dial a ride	Borrowing	40	40	40	-	increase budget for replacement dial a ride vehicles as the current budget is insufficient to meet the specification requirement. 2 vehicles per year 3 years
			136	70	1,508	1,490	

MONEY SAVING/GENERATION IDEAS – 2016/17

	IDEA	LEAD	RESPONSE
1	<p>One thing that is hugely popular in many of the big forward thinking businesses is the buying of extra leave. This is proven to be a really big motivator and has a much less negative impact on service delivery and productivity than one might expect because people will generally get the same amount of work done in less time if there is something in it for them.</p> <p>Provided you have a scheme that requires a commitment for a set number of additional days it's relatively easy to administer as you can just reduce monthly salary to take account. You can limit the number of days to say 10. Not only to you get the benefit of the salary saving but also the NIC.</p> <p>Where organisations have scheme such as this in place they have made big salary savings but also have a happier workforce.</p> <p>I know that a lot of people would find this beneficial. Although we have the opportunity to take unpaid leave this is adhoc and has to be agreed each time. It is seen as an emergency measure rather than a perk. I talk to staff all the time who for whatever reason are struggling a bit with things outside of work who would welcome the opportunity to buy some extra leave and spread the cost. It benefits people with children, people with caring responsibilities, people with health issues but who don't want to reduce their working</p>	<p>CMT/ Deb/ Becky T</p>	<p>HR & Payroll will look into this as an option for staff. It will need to be aligned to any cultural change so that all staff have an equal chance of using the scheme.</p> <p>Indicative savings have been included in the savings spreadsheet.</p> <p>To be included on list of savings to be presented to Members.</p>

<p>hours but just have additional flexibility.</p> <p>Having done a bit of research it looks like a lot of Council's have already gone down this route. This is a copy of guidelines for a scheme in Cumbria</p> <p>The maximum amount of additional annual leave that any employee may 'purchase' in any one leave year is 2 working weeks (max 10 days for full-time staff, pro-rata for part-time / part-year staff). An employee who wishes to purchase additional annual leave must make a request in writing to their line / service manager. Separate requests must be made for each leave year and applications should be submitted no later than two months before the start of each leave year. The Council reserves the right to refuse an employee's application to purchase additional annual leave. It may be necessary to refuse an employee's request for operational or technical reasons related to their job. If approval is not given, managers must give reasons and explore other options with the employee. Additional annual leave should be applied for and taken in the line with the normal annual leave procedures. Any deductions from salary to pay for the additional leave will be made monthly and calculated at the employee's rate of pay as at the date of the agreement. There will be no increase in the normal leave "carry forward" provisions and managers and employees must ensure proper planning and management of the taking of the additional annual leave. If, having purchased additional annual leave, the employee fails to take it before the end of the relevant leave year, the leave</p>		
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	<p>will be lost and no reimbursement made. Where a request has been received and approved, the employee will be notified in writing by their line / service manager and the appropriate change to their pay notified to them by the HR Service Centre. Employees leaving the Council will be reimbursed if the salary deductions on leaving amount to more than the leave taken. If on leaving, the value of the salary deductions made during the relevant leave year are less than the value of the leave taken, the Council reserves the right (in line with contractual provision) to require repayment and will be entitled to deduct the outstanding amount from salary or other payment due to the employee. If the final salary is not sufficient to allow for the whole of such a deduction, the employee will be required to repay the outstanding amount within one month of the date of termination of their employment.</p>		
2	<p>Also, if we are really desperate what about if the entire workforce were to reduce their working hours by one hour per week? Could we make this work – I don't know but it may be preferable to people losing jobs. I know for myself I would rather reduce hours than be out of work – most would feel the same I'm sure. I know this hits those on low salaries but not as much as being out of work entirely.</p>	<p>CMT Becky T</p>	<p>This would save money but can have a detrimental effect on staff morale. There may be some positive results for staff as it may work beneficially given people's personal circumstances.</p> <p>There would be a need to balance the needs of the service/delivery across our core opening hours, or any extended hours in certain service areas.</p> <p>An alternative option could be to ask which staff would want to work fewer hours rather than applying to everyone?</p> <p>To be included on list of savings to be presented to Members.</p>
3	<p>How about we consider reducing our opening times to 9 – 4? I know, I would never have suggested that in the past but</p>	<p>CMT</p>	<p>Needs to be considered in relation to item 2 above</p> <p>To be included on list of savings to be presented to</p>

	<p>The 4 – 5 slot is generally the quietest hour of the day in respect of customer demand and if we were to close at 4 we could significantly increase capacity to manage the work with reducing resources. Part time staff could have their hours realigned to work at a different time. Full time staff could use the time to do other work. Services across the council would benefit from increased capacity as result of an hour a day when staff don't need to be rota'd to be available for customers and over time the working hours of new staff could reflect the change and thus save money. Team/ staff meetings and reflection sessions could take place as a matter of course at 4pm thus ensuring increased capacity to handle customer demand during the rest of the day.</p>		<p>Members.</p>
4	<p>I know this has been suggested before but as things get more difficult just thought its worth visiting it again. Could staff be offered the option of buying leave (the same as taking unpaid leave)? If days were purchased in blocks of 3 or 5 days, in agreement with their line manager, this may add up to a worthwhile saving and be considered a positive option by staff?</p>	As above	<p>See item 1 above.</p> <p>To be included on list of savings to be presented to Members.</p>
5	<p>The use of consultants to do a job that someone who is already employed could do.</p>	CMT	<p>To be included on list of savings to be presented to Members.</p>
6	<p>Using staff agencies to supply us with staff for a limited period. Would it not be more cost effective to employ someone on a fixed term contract?</p>	CMT Guy, Liz Becky	<p>As part of the Environmental Services Business Case and restructure, agency staff budgets were reduced to £15K for each authority which was considered to be the minimum needed to ensure operational delivery of services. A pool of staff has been employed.</p>

			<p>Savings for ES already made as part of Business case 15/16 Housing – Have found it very difficult to recruit housing officers when offering fixed term contracts, those experienced will not give up full time employment for a less secure job. Therefore agencies have had to be utilised to cover business critical posts.</p> <p>To be included on list of savings to be presented to Members.</p>
8	IPad/mobile phones, is it necessary for us to be supplying and paying for so many?	CMT/ Deb	<p>Purchase of iPads/mobile phones are usually a service based decisions sometimes not in conjunction with IT. There should be a return in value when purchasing this type of equipment and the need to consider other licence costs, Good software, etc.</p> <p>The number of phones and iPads across the organisation is currently being reviewed.</p> <p>To be included on list of savings to be presented to Members.</p>
9	A freeze on pay rises for a couple of years (not a popular choice) but maybe will save a job or two across the Borough	CMT/ Becky	<p>Would require the organisation(s) to opt out of the national pay and grading scheme. Some local authorities have done this.</p> <p>To be included on list of savings to be presented to Members.</p>
10	Stop buying ipads as mobile devices, buy something more appropriate and cheaper on android. it is an expensive waste and hard to explain to members of the public when finances are so tough, and for people to see council workers with expensive branded technology	CMT/ Deb	<p>See item 8 above</p> <p>To be included on list of savings to be presented to Members.</p>
11	Housing : RBC sells its housing stock to generate capital and reduce support cost to RBC (no housing staff / repairs etc.) Downside Staff TUPE to another provider but better	CMT/ Liz	<p>In 2012 the Housing Revenue Account changed and rather than paying subsidy back to the government each year councils were asked to purchase its stock from the government. RBC purchased its stock for around £99 million</p>

	<p>than potential staff reductions caused by lack of funding and seems a No Brainer? This would align RBC/ BDC housing strategy as BDC sold its housing stock so will have a case study from BDC to see if they deemed it a success</p>		<p>with the debt to be paid back over the next 30 years. To enable this to be paid back an amount of money has to be set aside each year from the rents. The valuation of a property which is tenanted is far lower than selling an empty property, therefore the council would not gain any savings as the £99 million will still have to be repaid. There is an element of the HRA which supports the general fund in appropriate spend. Any savings in the HRA can only be used in the HRA therefore this would not generate savings to the general fund. To be included on list of savings to be presented to RBC Members.</p>
12	<p>ICT : Consolidate / Change 3rd party support models Instead of paying huge support contracts, purchase days of resource that can be called on as deemed necessary (where possible) This must generate a huge amount of savings which could also be used to strength areas of weakness internally in IT, so more support can be provided with council IT staff alongside providing additional savings to authorities A stronger internal team could be used to support / sell additional services to generate income? Also this will enable going market rate to be paid for IT specialised staff so that recruitment and retention can be resolved so outsourcing where vacancies can't be filled would no longer be necessary ? In a nut shell "Rather than outsourcing and paying for expensive support contracts, skill and provide environment to deliver more ICT functions internally by council "</p>	CMT/ Deb	<p>Many of our contracts have already been reviewed and have made savings accordingly. Ideas for looking at generating income are being considered and in some cases have been implemented eg: Street Naming & Numbering. The salary bands for staff are subject to Job Evaluation which determines what staff are paid. It does not compare salaries with the private sector. Outsourcing is looked at on a case by case basis. To be included on list of savings to be presented to Members.</p>
13	<p>We should utilize open-source (free) software where possible to save on software licensing, software</p>	CMT/ Deb	<p>IT will be looking at this option in the near future especially given the costs of Microsoft Licences.</p>

	support contracts and separate software upgrade/call-out costs.		To be included on list of savings to be presented to Members.
14	Review all paid support contracts for IT systems to see if best value is being delivered / are they all necessary	CMT/ Deb	Please see item 12. To be included on list of savings to be presented to Members.
15	Stop all financial enhancements across the leisure services sector. If members of staff do overtime they are paid a hourly flat rate at the rate that their current salary dictates. Ensure all fortnightly staff are reverted to monthly pay also.	CMT/ John/ Deb/ Becky	Currently the organisations work to “Green Book Terms and Conditions”. Any move away from Green Book Terms & Conditions would be subject to review and local agreement. A report is being drafted in consultation with the HR team on this matter and will be progressed in the new year. Officers are moving all fortnightly paid staff to monthly pay over a period of time.
16	Long serving staff are being given £250 for over 30 years service. I hate to be a killjoy, especially when employees have dedicated their lives to servicing their community needs through their work, but as budget constraints prevail; should we be looking at phasing this payment out?	CMT/ Deb/ Becky T	There are very few people in the organisation who reach this milestone so the overall savings would be quite low. A review of this would be taken by CMT.
17	I work at a children’s centre, and I think it would be more economical to have toilet rolls held within a metal fixed unit on the wall in the toilets. This would save replacing the rolls regularly, and also as it is a centre where members of public come into the centre, the rolls would not then be able to be removed.	CMT/ Judith/ Louise	When we have some repairs carried out at the centres we will ensure the fixing of fixed units on the walls.
18	Change the car park to pay & display	CMT/ Guy	Staff proposal did not specify which car park(s). Additional income if charged for car parking in parks and other RBC car parks estimated at £100-150K after costs. To be included on list of savings to be presented to Members.

19	Charge £5 to people who elect to receive council tax (and other such) bills by post.	CMT/ Jayne/ Mandy	Rather than charging we are looking at getting email addresses from as many residents as possible to send out electronic bills therefore reducing the cost of sending paper bills out. In addition we have implemented a new system that will allow on line access to council tax and business rate accounts. The legislation does not allow us to charge for paper bills.
20	Get rid of SIM cards from iPads. The majority of council issued iPads will be used here in Council buildings or users homes and therefore connect over Wi-Fi. SIM cards are only required where connection is needed in a remote area.	CMT/ Deb	This was the case initially. Councillors elected to have SIM cards in their iPads and generally managers decide if this is required by members of their staff. The costs for this will be reviewed alongside the numbers of phones & iPads across the organisation. To be included on list of savings to be presented to Members.
21	Reduce working week to 35 hours	CMT/ Becky T	See item No 2 To be included on list of savings to be presented to Members.
22	Give staff the opportunity to buy extra annual leave.	As above	See item 1 above To be included on list of savings to be presented to Members.
23	Reduce opening hours for customer services/ cashiers	CMT/ Jayne/ Mandy	See Item 3 above To be included on list of savings to be presented to Members. Saving of £25k estimated.
24	Close satellite offices.	CMT	One Stop Shops under review. To be included on list of savings to be presented to Members.
25	Charge for payment by credit card.	CMT/ Jayne/ Mandy	This is something that other Councils and organisations do charge for and we will explore this with the aim to reduce the bank charges to the Council

			Potential savings cannot be detailed at this time but it is likely that any savings will be offset by increased cash handling costs.
26	Introduce a Garden waste service in Redditch with a Fee.	CMT/ Guy	This is something we are looking at, but it will require Member approval. Estimated income to RBC of £20K (net surplus per 1000 customers after costs) To be included on list of savings to be presented to Members.
27	Get community volunteer groups to litter pick and cut grass.	CMT/ Guy	We already have over 100 voluntary litter pickers and we encourage people to volunteer. With regard to other maintenance tasks we already have a number of people who undertake this. Given that we already have a large number of volunteers not sure if savings might be made. If they were increased further and run in a more structured way, volunteer co ordination would be required and that would need to be resourced. To be included on list of savings to be presented to Members.
28	Encourage voluntary organisations to help run Dial A Ride, Shopmobility, Forge Mill Museum, The palace Theatre, Arts and Events etc..	CMT/ Judith/ John/	Shopmobility and the community transport scheme in Bromsgrove (BURT) both use volunteers to support the delivery of the service. In addition BURT is currently out to tender with a view to it being delivered by a voluntary sector organisation.
29	Offer long term unpaid work experience to young people.	CMT/ Deb/ Becky	Already doing this in some departments with some further opportunity to support.
30	Only have one Main Sports/leisure site per town - Dolphin Centre in Bromsgrove and Abbey Stadium in Redditch.	CMT/ John	Options similar to this approach are under discussion with elected members and will be shown within the respective budget round for 2017/18 onward. To be included on list of savings to be presented to Members.

31	Licence public space advertising. Several years ago we began selling advertising space on our roundabouts. Many of these roundabouts are not currently being sponsored with the "Advertise here contact RBC" signs displayed for lengthy period of times. We could generate income by licensing the advertising space to a marketing company for a set period of years. This would provide a guaranteed income. If we also offered sign space beneath the "Welcome to Redditch" road signs this could be quite desirable for a marketing company E.g. "Welcome to Redditch" "Home of Halfords".	CMT/ John/Julie H	A review of Island sponsorship will be considered within the next financial year. Proposals brought forward as and where required will also be considered.
32	Remove colour printers. Anyone with a need to print in colour can submit the document to the print room along with a business case for why the print must be in colour. This is the way the Solicitors Regulation Authority worked. B&W printers only	CMT/ Kevin/ Anne-Marie	The spend difference between colour and b/w is nominal however still a saving, so the Print Room do advise that b/w printing is used and try to enforce this if the only colour thing on the item is the logo etc. We advise on using dashes and dots on graphs rather than block colour etc however there is more which can be considered. As we look to change the Print contract in the next year we hope these issues will be picked up then. To be included on list of savings to be presented to Members.
33	Overtime ... and Agency staff Have enough staff cover / casual contracts / joined up working practices between areas so that overtime at enhanced rates can be stopped and the use of Agency staff can be reduced. Make it mandatory for overtime to be authorised in advance with a full explanation of why it is needed.	CMT/ Guy/ Liz/ Becky	See 6 above re agency staff. As part of the Environmental Services Business Case and restructure any 4/5 days from 7 was introduced which has reduced overtime payments. Overtime is now only paid for Bank Holiday working, standby and callout, and exceptional circumstances. ES see 6 To be included on list of savings to be presented to Members.
34	Engage with local business to donate to the running costs of playgrounds/ events/shopmobility etc , we	CMT	This option cannot be progressed at present as there is limited capacity within the team services to take on this

	could publish a list of donators (advertising for them)		additional work stream. It is considered there could be a small amount of income that could be generated however it is believed that such a proposal would offer limited return to BDC/RBC as the cost of generating income may exceed the amount brought in.
35	Offering Data Protection/Freedom of Information services to other local organisations e.g Schools - Solihull council do this and bring in around 40K a year for very little staff time.	CMT/ Deb	This item is being looked at. To be included on list of savings to be presented to Members.
36	For years now Locality has suggested that having 'Two men in a van' would be useful for house clearances, removing waste, emptying garages, odd jobs etc.. instead of using external contractors which are expensive.	CMT/ Liz/ Guy	Environmental Services and Housing are currently looking at how this work can be brought in house with transfer of costs from external contractors to internal service. Business case is required to establish if there would be savings to HRA. To be included on list of savings to be presented to Members.
37	Close some of the OS Shops - too many of them. If people have a problem make sure it is easy for them to communicate with someone at Town Hall, or Just have one central OS Shop, as at Bromsgrove.	CMT	Under review To be included on list of savings to be presented to Members.
38	Valid business cases should be provided to procurement before they even consider purchasing iPads or Phones. "It sounds echoey" is not a valid reason to spend hundreds of pounds of the taxpayers money without a requirement in their role which should be agreed with their manager too! Crazy when we have no money.	CMT/ Deb	See item 10 To be included on list of savings to be presented to Members.
39	Users should not have a choice of device when being given mobile phones or tablets for work. It drives up the cost and removes any consistency and control that IT have over the estate.	CMT/ Deb	See item 10 To be included on list of savings to be presented to Members.
40	When finances are so tight, why are we still putting on the annual 'Firework Spectacular'?	CMT/ John	Understand the proposal however a cost to the social cohesion benefits, and the community spirit that is generated by such events. This may not be measurable but it goes a

			long way to giving a place and identity of its own and fostering a sense of civic pride in where people live. To be included on list of savings to be presented to Members.
41	Charge the councillors/employees to repair/replace council devices that they damage i.e. iPads/Mobile Phones	CMT/ Deb	The Council has an insurance policy that covers damage to equipment. To be included on list of savings to be presented to Members.
42	Reduce the staffing in the post room as they have spare capacity.	CMT/ Kevin/ Susan	Service under review.
43	Get staff to collect their own paper when the printers run out etc. rather than asking a caretaker to do it.	CMT/ Kevin/ Anne-Marie	We currently have the caretaker deliver because of the volume requiring a trolley. The caretakers drop off 2 or 3 deliveries at the same time to different floors which is considered a more efficient use of time than various staff having to come from different floors to collect their own paper. The caretakers fit this task in with their other duties fairly easily.
44	Managers and heads of service should be allocated the same devices as their staff if they require mobile devices etc. IT should set the standard device and users should not be allowed to demand more expensive device which they quite simply DO NOT need.	CMT/ Deb	See item 10. To be included on list of savings to be presented to Members.
45	Stop using the Matrix system for the booking/ payment of agency staff. We are being charged by the agency AND Matrix. Trust the management team to authorise temporary payments and this will lead to a saving.	CMT/ Becky	A review of the Matrix system is being done to establish if it is the right system/approach. To be included on list of savings to be presented to Members.
46	Could we not organise our agency staff between us and the agencies we use instead of having to pay a middle man (Matrix)?	CMT/ Liz/ Guy/ Becky	See 6 above re agency staff. . To be included on list of savings to be presented to Members.

47	Bringing a garden waste collection to RBC?	CMT/Guy	See 26 above re Garden Waste. To be included on list of savings to be presented to Members.										
48	Advertising local businesses on side of vehicles	CMT Guy/ Liz/ Julie H	This is something that was tried in the past and wasn't particularly successful, however we should look at it again. We would need to balance the advertising with messages around recycling and waste minimisation on refuse vehicles which is an important part of the promotion of these two things. Can be considered as part of wider sponsorship (item 31).										
49	Enforcement of flytipping, not much done at moment?!?	CMT/ Guy	Enforcement has to be proportionate and we do undertake enforcement action where evidence can be gathered, we currently have a number of cases proceeding to prosecution. In Bromsgrove and Redditch a staged approach is used as outlined below: <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding-right: 20px;">Stage 1</td> <td>Advice given</td> </tr> <tr> <td>Stage 2</td> <td>Verbal warning</td> </tr> <tr> <td>Stage 3</td> <td>Written warning</td> </tr> <tr> <td>Stage 4</td> <td>Fixed penalty notice</td> </tr> <tr> <td>Stage 5</td> <td>Court proceedings</td> </tr> </table> We have invested in cameras that we are using overtly and as a direct result of using these we have we have a case going to court in the new year, and a number of other cases being worked on with the other agencies.	Stage 1	Advice given	Stage 2	Verbal warning	Stage 3	Written warning	Stage 4	Fixed penalty notice	Stage 5	Court proceedings
Stage 1	Advice given												
Stage 2	Verbal warning												
Stage 3	Written warning												
Stage 4	Fixed penalty notice												
Stage 5	Court proceedings												
50	Charging a minimal charge for replacement wheelie bins?	CMT/ Guy	This is something that we are going to look at once the new in-cab technology is fully operational. We need to have reliable data regarding bins that go in the back of the RCV as opposed to those that are lost or stolen. A change in policy will require Member approval.										

51	Charge for replacement bins where we can prove that the bin has not been lost by the service, this would reduce our costs dramatically as well as reducing the number of bins that the crews have to empty.	As above CMT/ Guy	See 50 above charging for replacement bins
52	<p>Every year Redditch council hosts the Morton Stanley festival . Its a great family day full of great music that carries on into the night people from all over the county look forward to coming along to listen to the music . Being in a band myself I know how much music means to some people and how much other bands want to get in to perform at the festival .</p> <p>As far as I'm aware it is a free event that must cost the council money to organise . A small entry fee would mean we could still provide a great summer time event while it not costing us to host . However knowing how popular this event is why not use it as a fund raiser for the council ? Charge more for entry , find the bands sooner in the year so you can advertise who is playing .For example a very popular band played last year (APY) and I know people who would have travelled far to come see them . With a mix of good bands , good food and drink and plenty of advertising the council could charge a fair entry fee and use it as a great way to bring in some money.</p>	CMT/ John	<p>The costs of moving to a paid event would need careful consideration. Proposals could be counter-productive and result in comparisons with other paid festivals.</p> <p>Paid for events may/would not generate current usage levels initially and become pressured in terms of expectations on cost recovery. Events may become vulnerable if income targets are not delivered.</p> <p>To be included on list of savings to be presented to Members.</p>
53	Shopmobility should be taken over and run by the Kingfisher Shopping Centre as they are financial beneficiary of this service.	CMT/ Judith/ Ruth G	The Kingfisher Shopping have always and still do contribute to the running costs of the service. This amounts to £33,000 per annum. Negotiations in the past have not achieved delivery of the service by the Centre Management. The Town Centre Partnership CIC which includes the Kingfisher Shopping Centre were approached earlier in the year to see if they would wish to discuss running the service but declined. A survey is currently being undertaken with users and

			includes gathering data on the amount that users spend in the Centre, which will inform future discussions with the Centre management. See also response to Question 28.
54	At present we don't re-charge when voiding a property. Should the tenant be transferring to another RBC property the void charges could be put direct onto their new rent account. This would be monitored by Locality not Income thus saving and collecting monies. If the tenants are moving out of the area or to a Housing Association a re-charge debt amount would stay on a debt list which we could access when a housing application was made. This would be shown on CBL as an alert and the debt would have to be cleared before allocating a property.	CMT/ Liz	An intervention was looked at some time ago to cost up the work of the administration of all recharges, the outcome of this was that it was costing more to administer than the council sought to recover. At the time mechanisms were not in place to evidence that the current tenant had actually caused the damage. Recent work involves a photograph being taken of each void which can then be used if there is future damage. There will also be the introduction of more pre termination inspections to prevent tenants from transferring if the property is not in a fit state/damaged. To be included on list of savings to be presented to Members.
56	Do we have to put on "free" events, like bonfires and festivals, surely this costs us and if not put on would result in a saving to the authority.	As above. CMT/ John	See above comment (item 52). To be included on list of savings to be presented to Members.
57	Introduce a chargeable garden waste collection service in Redditch to increase revenue and recycling rates.	CMT/ Guy	See 26 above re Garden Waste. To be included on list of savings to be presented to Members.
58	I suggest we review the business need for Council mobiles/ipads etc. There seem to be large numbers of these being supplied and are we convinced that it is a necessary part of daily work? It's not just the costs of the hardware and calls but the administration of supplying and supporting them too. I'm not suggesting that a review should be carried out by our procurement officer. Perhaps a group of 4th tier managers could do this piece of work?	As above. CMT/ Deb	See item 10 To be included on list of savings to be presented to Members.
59	Single member wards in Redditch and all out elections	CMT/ Claire	To be included on list of savings to be presented to Members.
60	Recruitment freeze	CMT/	Only business critical posts are proceeding to recruitment.

		Becky T	To be included on list of savings to be presented to Members.
61	Put forward the idea that employees could be encouraged to reduce their basic hours and with long term employees to reduce to a 3 or 4 day week as they nearer retirement. This reduces the overall on costs but also retains staff with valuable experience which can be passed on to the next generation of staff.	CMT/ Becky T	HR will look at this as an option. To be included on list of savings to be presented to Members.
62	1. Certificates of Lawfulness (existing only) could be sent straight to legal services to determine as they are a matter of evidence, fact, and legal consideration. At the moment, quite a large amount of time on these application in planning is spent in meeting with the legal services team and getting their recommendations, asking the applicant for further information, going back to legal services and then making a decision on their recommendations/advice. I have heard there are other LPAs which send them straight to legal services, although I only heard this from an agent so have no proof.	CMT/ Claire/ Ruth	Lead Officers have met recently to discuss the process and agreed that whilst it need not move in terms of administration, there are areas that can be streamlined and improved.
63	2. Planning should charge for pre-app advice. Allow small householder questions, but charge for the more detailed answers, not just on the really large schemes.	CMT/ Ruth	There is currently a report being prepared for members to consider. This is likely to be available for Cabinet and Executive Committee in April 2017.
64	3. Ensuring people log their time as when they get to their desk rather than when getting to the car park. I do not know of anyone doing this but if people are, there could be 5-10 minutes each day they are not actually working, which adds up over time.	CMT/ Becky T	All staff are expected to log their time from when they commence work
65	4. There should be an email you can sent IT problems to, so that if they are not major problems	CMT/ Deb	This has already been reviewed as part of the IT Helpdesk transformation and a range of mechanisms introduced to

	you can just email them over and they are dealt with at a later date. At the moment, people either put off small IT problems until they become big issues for their job or spend ages waiting by the phone. It also means that instead of not being able to take calls when waiting for IT, you can carry on with your job and whatever the issue is can be prioritised and sorted out accordingly. Perhaps only have the phone when you are locked out of you account or have a really serious and urgent issue that needs fixing immediately.		assist users.
66	All computers should be made so their default print setting is two-sided. I know this is the case for some 67officers already, but not for myself (and I presume others). I have to go into print settings every time in MS Word or MS Outlook to selected "Print on Both Sides", but sometimes I forget and end up with two (or more) sheets of paper.	CMT/ Deb/ Anne-Marie	IT will work with Communications team to consider this.
67	A low cost affordable chargeable handyman/ gardener/DIY service. Many tenants ask for such requests and we signpost to outside agencies. This could also be utilised by OAP or vulnerable people who own their own homes within the borough. Also, what about a chargeable green waste collection during the summer months?	CMT/ Liz/ Guy	See 26 above re Garden Waste This is an area that we need to look at to consider to establish if we, as Local Authorities, can offer this type of service. Any service offer would need to be commercially based. Needs a business plan and market research before any income estimates can be given.
68	Free Swimming for OAP's I think this should be stopped. If they can afford to run a vehicle to get there then surely they can afford to pay! Perhaps they should get a reddicard?	CMT/ John	Free swimming is on the saving list for consideration at RBC. To be included on list of savings to be presented to Members.
69	Swimming lessons at Abbey Stadium. I am aware of a waiting list, perhaps put more lessons on.	CMT/ John	Increased sessions are being provided and the waiting list is being monitored. Consideration needs to be given to balancing increased participation/access of offer with the ability to delivery.

70	<p>There are opportunities to be had/ income could be generated with a us doing something different with the Countryside Centre. Just the c/s is a real asset. I know we put it out on contract to someone to run. But since, whereas (as a resident) people used to talk about it and seemed to be much more awareness of it and what was going on there now you never see anything in paper or no buzz around it. There must be better use we could be making of it as a great asset and streams of income gained from running it commercially as a 'destination' or something??</p>	CMT/John	<p>The Countryside Centre is currently contracted out for a further 5 years. Delivery cannot be brought back in house unless RBC formally terminated the agreement and paid any associated penalty clauses and compensation that was applicable. The externalisation of the services has saved the Council 75k per annum, however we are aware of some of the issues raised regarding services on site. These matters have been raised with the operator, who has agreed to address these in the future.</p>
71	<p>I have this amazing money saving idea – which involves putting a conservatory on the back of the Parkside building (that bit is a spend to save bit) and then opening the Parkside Cupcake Café. Wychavon, Wyre Forest and Worcester all have café's and we have much more in one place than they do...Library, Jobcentre, County, Health Centre....</p>	CMT/ John G	<p>Officers can consider, however, uncertain if this would be a viable option given the proximity to the Town Centre and the costs associated with setting up a café.</p>
72	<p>It is becoming apparent that a central database of land owned by either Council does not appear to exist or if it does - its location is not known. This applies to both authorities.</p> <p>I have placed this as an agenda item on the Asset Man. Group as I believe a small working group could look at land and potentially developable buildings to highlight and actively pursue revenue / capital receipts. I'm happy to run with this.</p> <p>If a delivery vehicle is to be created to potentially develop the Burcot Lane site this could then be used</p>	CMT/ Jayne/ Mandy/ Claire	<p>Include as part of Asset Review via Commercialism Group.</p>

	for other potential sites.		
73	<p>Short of submitting a FOI request on ourselves it is difficult to get a full understanding of the number of consultants employed across councils and more specifically what services / expertise those consultants provide.</p> <p>I would suggest a central database of consultants services is created (or released if already in existence) so everyone can see if they are already, or can begin to, provide those services as part of their day-to-day activities.</p> <p>Examples I have discussed recently with colleagues include one department paying a third party supplier for information which is readily available FOC from the planning office, also one department paying for advice which my team are able to provide, and regularly does to our own customers. (discussions are continuing with regard to these but I wonder where else such opportunities exist).</p>	CMT/ Jayne/ Deb	To be raised at CMT and 4 th tier managers forum. The financial regulations / contract rules are being reviewed to ensure that consultancy spend is essential with clear outcomes.
74	What has happened with the parking spaces that we used to own (I'm guessing old covered market) and whether they were sold as part of the Threadneedle house deal?	CMT/ Jayne/ Mandy	The parking spaces referred to were sold as part of the Threadneedle House 'deal'. The covered market area is still within RBC ownership however not yet identified anyone who is able to use/develop.
75	How much would it cost to do a feasibility study in to a couple of models to generate income – e.g. a Handyman Service (Clearing Gardens etc), Repairs and Maintenance – also how much income?	CMT/ Guy/ Liz	<p>Business model and case would be required. Would need to be commercially operated and also need to consider if there would be an effect on the strategic purpose “help me run a successful business” and impact on local business community.</p> <p>Legal advice required on ability to trade and further work establishing the market.</p>

			<p>A business case can be considered however fairly substantial work required to gather the potential market and income data.</p> <p>See 67</p> <p>To be included on list of savings to be presented to Members.</p>
76	<p>BDC assets : The Bromsgrove asset base isn't huge but there are some odd ones on there – we own Guide and Scout huts on land that might be more valuable for other purposes and we might be able to relocate the Scouts/Guides. We also own some odd things like a Saw Mill!</p> <p>As an aside the GIS system is soon to be unsupported as I understand things so we may need to look at a more effective way of holding the data on what we own and this would form part of the same exercise.</p>	CMT/ Claire	Include as part of Asset Review via Commercialism Group.
77	<p>We offer Buildings insurance to our properties already, including our leaseholders.</p> <p>Could we possibly supply contents insurance as a separate option to all our tenants and those who live in ex council properties?</p> <p>I'm not sure how much extra this could draw in, I only thought about it as some new leaseholders question whether we do their contents insurance as well as the buildings insurance.</p>	CMT/ Liz/ Jayne	<p>We offer Home contents Insurance currently to our own tenants with AON/Aviva. Enquiries if leaseholders can be included within this has not been possible. We have quite a small take up rate with our own housing stock as it stands. 500 policy holders out of approx. 6000 properties. Various marketing pushes have been undertaken. RBC do receive a commission to cover administration and we will seek to promote the Insurance take up with our tenants via the tenants annual report document.</p>
78	Review ICT outsourced 3rd party support contracts to ensure best value	CMT/Deb	All IT contracts are regularly reviewed to ensure value for money.
79	Suggestion for income generation. If the interest is there, popular in some areas, and if its available, could the Palace Theatre be used to show films for	CMT/John	The theatre currently rents space out to local film societies who provide some aspects of what has been suggested and provide day time activities for older people through the

	example golden oldies some afternoons in the week and include perhaps tea/cake?		'elevenses sessions'. At present the occupation rates at the theatre are very high and as such there is a risk with trying a new product such as this. Should a suitable timeslot become available to look at something like this the team will bring forward plans and promote it as necessary.
80	There is a small organisation that I work with that are occupying small upstairs offices in Bromsgrove Town centre. They might be interested in renting a desk/room from us in Parkside that would generate income for us and reduce outgoings for them.	CMT/John	The facilities team are currently reviewing the space allocations at Parkside to ensure they remain the best use of space to support the Council's business. Within the review we will be looking at this concept and we hope to create a suitable space where we can rent desks to partner organisations. This could increase income into the site and maximise the opportunities that Parkside offer the Council. .
81	We've been talking in the office and wondered if this would be an idea for a new income stream...? One member of the team currently receives a service from a private company whereby they place a heavy duty sack in her grey bin which they replace every month. They frequently also steam clean the bin. This keeps the odour down. she pays approximately £22 every six months for this service as does her neighbour so there clearly is some demand for this service. The service provider follows the bin crew around. We wondered if a similar service could be offered by the Council directly? We recognise that we do not want to put a local company out of business and that there would be resource implications. However we did wonder about the potential for a chargeable bin cleaning service to be offered as an ancillary to bin collections?	CMT/Guy	We will consider this as part of our ongoing transformation / commercialisation programme to establish: what the market is, set up costs, operational costs, competitors, etc. to establish if there is a viable business model.
82	Set up a Housing Maintenance company. Sell off the RBC housing stock, but with a rider that whoever buys the housing has to use us for the	CMT/Liz	This question may be referring to the establishment of a housing company. If the council considered selling the housing stock they will have to take into

	<p>maintenance. We can therefore pocket a big win straight away, but also have future income.</p>		<p>consideration the £122m that they owe to the government when the decision taken to purchase the stock in 2012. Currently money is set aside for the rents from the properties to pay off this debt within a viable long term business case.</p>
83	<p>The use of Redditch Tip and recycling centre cannot be used by residents of Studley even though we only live across the county border. Instead we have to make a round trip of 45 minutes to go to Stratford, wasting time and petrol. Why not introduce a pass for others to use your recycling facilities for a small annual fee?</p>	CMT/Guy	<p>The House Hold waste site is a County facility, the issue is that the County pay their contractors for every ton of waste that goes through the site and Warwickshire residents don't pay Council Tax in Worcestershire to fund this. It is understood that when the permit scheme was introduced, Worcestershire CC tried to do a deal with Warwickshire CC to cover a proportion of costs so that Studley, etc. residents could use the site but unfortunately a deal could not be reached.</p>
84	<p>On the flip side of money saving I was just wondering if we could contract out some of our services out to other Las for discreet pieces of work? Probably not an original idea and we do this already for eg Building control but maybe this model could be rolled out more?. I realise this will be dependent on our first priority- delivering our own services and most of us have plenty of work to keep us busy and it may not be feasible in management terms but thought I'd throw it out there.</p>	CMT	<p>Commercialisation agenda and opportunities currently being considered and progressed.</p>
85	<p>A place/link/hub(?) on the intranet, which can be seen on the home page, where people can say if they have extra stationery which they don't need and people can also say if they need stationery. The person who orders stationery for each team can check this link before they place an order for stationery.</p>	CMT/Deb (Web dev't)	<p>Options for this will be looked at as it may be possible to use the existing Finance system to do this. If not IT will look at using the Intranet.</p>
86	<p>I work within the Home support Service and have difficulties understanding why we are held back regarding pushing forward or promoting our service</p>	CMT/Liz	<p>There has been a piece work done to cost up the home support service to offer this to the private sector. Several trials were carried out in 2013/14 and Members agreed to</p>

	<p>within the community? I realize that this is not a saving as such but find it quite frustrating working for an already potential profit making service that has existing paying customers and would probably have far more should the service be encouraged further and 'sold' out there as a service.</p>		<p>support the service being provided in the private sector. However with the ending of the supporting people contract which paid for people to receive the service who were on benefits many of the people receiving the service decided to stop it as they were having to pay for this in the future. The service has never been able to support itself fully in cost recovery and several home support posts have been reduced in the last 12 months.</p>
87	<p>Could we possibly look at using our in-house qualified staff to carryout minor repairs in Council buildings instead of using outside contractors such as X. These are very expensive and the majority of jobs that they are carrying out are in core time. For instance we have around 8 qualified plumbers along with qualified carpenters. Why are we using contractors to carryout simple repairs to leaking cisterns etc.</p>	<p>CMT/Liz (& Amanda property)</p>	<p>X are only used in circumstances where need dictates or if the situation is time critical and additional resources are required. They are actually very competitive measured against the cost of our internal officers.</p> <p>In the future we will explore the R&M housing team doing work for other areas of the council however this is part of a wider review of contracted services and work to public buildings.</p>
88	<p>Can we look at different ways of dealing with FOIs? They can take up considerable staff time in responding – what are the options for reducing number of FOIs or charging? If some of the enquiries are commercially driven (we don't know because the enquirer detail is taken off them) why can't we apply a charge for this intelligence?</p>	<p>CMT/Deb</p>	<p>The FOI process has been reviewed as part of the transformation work. The team worked with other depts and members of the public to try to establish different ways to deliver this service. A number of different ways were tried but none proved to be successful.</p> <p>There are restrictions placed on local authorities in relation to charging for FOIs. Local authorities can only charge for certain activities relating to the FOI request eg determining if the information is held, locating the information, retrieving the information and extracting it. These are the only elements that can be charged for. All of these activities must exceed 18 hours of staff time before a charge can be made. It is unlikely that the activities outlined above would exceed 18 hours of an officers time. If a charge can be made it is specified by the ICO at £25 per hour.</p>

89	Working with travellers – currently all tiers of the authorities can be involved in this activity so incursions can be expensive in terms of officer time. There is also lots of duplication. Should we get incoming enquiries fielded by customer services (with support from PSH Team) rather than by PSH Team itself and should we get staff at ‘right level’ to deal with process so that we reduce hourly cost?	CMT/Judith & Guy	Flow of work undertaken in dealing with a traveller incursion to be costed. Work across departments to be undertaken to remove waste in the system.
90	Another potentially easy income (used to be up to £15k per mast but not sure nowadays) ... This is from the LGA .. Its section on concession contracts points out that some councils are already obtaining incoming from allowing mobile network operators to place masts on the roofs of their buildings, and says the opportunities should increase when 5G becomes available. LGA points councils towards revenues from 5G	CMT/Deb	Officers to investigate potential/opportunities.
91.	Collect Wythall refuse out of RBC Depot, shorter travel distances	CMT/Guy	We are going to look at this in the next couple of months as part of next phase of Route Optimisation
92.	Bulky Collections <ul style="list-style-type: none"> • Work with scrap merchants • Offer to pick up more things, limited in what we take • Need more training so we don’t damage equipment • One team do all bulky collections - one area per day 	CMT/Guy	<ul style="list-style-type: none"> • If it is domestic waste then it is contract waste and has to go to County Council Contractors as part of the domestic waste PFI contract terms • Already included in additional income generation suggestions • Currently reviewing the training plan • Already developing business plan for this
93.	Charge for returning shopping trolleys	CMT/Guy	We will look at this to establish what we can do legally and what income might be generated
94.	Offer MOT’s to staff at discounted prices Advertise private MOT’s Offer a maintenance contract for small private fleet	CMT/Guy	We are looking at advertising the fact that we do MOTs we would need to consider if we discount these to staff and consider a rational. We will look at this and work up a business plan

	operators		
95.	Offer complete funeral service and set up a woodland burial site.	CMT/Guy	We are currently looking at this
96.	Go back to kerbside sack collections, fast efficient	CMT/Guy	The current service using wheeled bins is more customer friendly and far better from a health and safety point of view
97.	Use un-named brands for PPE (Not Stihl trousers)	CMT/Guy	This should be the case already
98.	Take on County verge mowing on 'A' roads	CMT/Guy	Currently trialling additional work to dual carriageways as part of project optimise
99.	Let place teams cut hedges, do it during the winter only	CMT/Guy	We will be looking at how we organise the summer hedge cutting for 2017, Place teams are carrying out lowering and removal this winter but due to the amount of growth that the hedges make during the summer winter only cutting is not considered feasible
100.	Sell cut logs/firewood	CMT/Guy	We are not geared up to process timber for fire wood, however, we will be looking at how we make the most of the timber we produce perhaps by looking at a public private partnership with a local log supplier
101.	Undertake private TPO work	CMT/Guy	As the authority that deals with issuing TPOs and agrees work to TPO trees it would be difficult to also offer to do the work. In addition This is outside the scope of work that we can do as a Local Authority and we would need to establish an arm's length company to do this which would require market research and a commercial business plan. We will however, be looking at if we could provide arboriculture advice to other local authorities and organisations outside the 2 districts
102.	Undertake private hedge cutting/tree work	CMT/Guy	This is outside the scope of work that we can do as a Local Authority and we would need to establish an arm's length company to do this which would require market research and a commercial business plan
103.	Sell redundant car parks to developers Sell unused pieces of land ie play areas	CMT/Place Partnership	To be looked at as part of assets register referred to above.

Overview and Scrutiny Committee14th February 2017**POTENTIAL JOINT SCRUTINY OF THE NORTH WORCESTERSHIRE
CRIME AND DISORDER REDUCTION PARTNERSHIP**

Relevant Portfolio Holder	Cllr Yvonne Smith – Community Safety and Regulatory Services
Portfolio Holder Consulted	No
Relevant Head of Service	Judith Willis, Head of Community Services
Wards Affected	All
Ward Councillor Consulted	No
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 Officers are suggesting that as the Crime and Disorder Reduction Partnership is now a shared partnership over North Worcestershire, (Bromsgrove, Redditch and Kidderminster) that the Overview and Scrutiny Committee may wish to consider forming a joint Scrutiny Panel in order to cover its statutory responsibility of scrutinising the Crime and Disorder Reduction Partnership at least once during each municipal year.
- 1.2 This report details a number of options for consideration by the Committee.

2. RECOMMENDATIONS

Members are asked to consider the following options:

Option 1 – to accept Bromsgrove District Council’s Overview and Scrutiny Board’s proposal to participate in a new Joint Scrutiny Committee of the North Worcestershire Community Safety Partnership; or

Option 2 – To take no further action and to continue with the current arrangements for scrutinising the local Community Safety Partnership.

3. KEY ISSUES

- 3.1 Section 19 and 20 of the Police and Justice Act 2006 require local authorities to scrutinise the work of the local crime and disorder reduction partnership. Councils must designate one of their committees with responsibility for this function. Local authorities had to ensure that the Partnership was scrutinised at least once a year and this requirement remains in place.

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- 3.2 When the legislation was introduced the majority of Councils in Worcestershire chose to appoint their main Overview and Scrutiny Committees to scrutinise the CDRP. In Redditch however, the decision was made to establish a separate Crime and Disorder Scrutiny Panel as a sub-committee of the main Committee.
- 3.3 At the time when the legislation was introduced there were three separate Crime and Disorder Reduction Partnerships in Bromsgrove, Redditch and Wyre Forest. However, more recently the three partnerships merged into one, in the form of the North Worcestershire Crime and Disorder Reduction Partnership. Despite this, Bromsgrove, Redditch and Wyre Forest continue to each hold separate scrutiny committee meetings to hold the partnership to account.
- 3.4 In the South of the County there has been a joint partnership covering Worcester, Malvern and Wychavon districts since the legislation was introduced. These Councils chose to scrutinise their partnership jointly.
- 3.5 The benefits of joint scrutiny are that the partnership can concentrate its resources on discussing the key issues of their work once and by working collectively there is less risk of duplication occurring.

Financial implications

- 3.6 Each of the authorities could take it in turns to host the meeting, and it is believed therefore that the costs associated with undertaking scrutiny of the partnership would reduce overtime for all partner authorities.

Legal Implications

- 3.7 It should be noted that under the legislation scrutiny committees can only hold the partnership as a whole to account and not individual partners.
- 3.8 The West Mercia Police and Crime Panel, which is facilitated by Worcestershire County Council has separate responsibility for holding the Police and Crime Commissioner to account. A representative of Redditch Borough Council sits on this Panel, which is Councillor Yvonne Smith.

Service / Operational Implications

- 3.9 As Bromsgrove District Council's Overview and Scrutiny Board put forward the proposal it is suggested that the first joint meeting should take place in that district with subsequent meetings taking place in Redditch and Wyre Forest in future years.

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-
- 3.10 At the time of writing Wyre Forest have not yet confirmed whether they will be participating in joint scrutiny of the Partnership. It is understood that to date Wyre Forest have not yet scrutinised the Crime and Disorder Partnership in this municipal year.
- 3.11 At present there is nothing on the Work Programme for the Redditch Crime and Disorder Scrutiny Panel to discuss. Taking part in joint scrutiny arrangements would not therefore disrupt any scheduled work.
- 3.12 In the seven years since the Panel was established members have only made six recommendations. No recommendations have been made since 2010. It is therefore questionable as to whether this Panel is adding any value in its present form.

4. APPENDICES

None

5. BACKGROUND PAPERS

National Support Framework Delivering Safer and Confident Communities (Guidance for the Scrutiny of Crime and Disorder Matters – England) 2009.

AUTHOR OF REPORT

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E Mail: democratic@bromsgroveandredditch.gov.uk



Executive

Committee

Tuesday, 17 January 2017

MINUTES

Present:

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

Also Present:

Councillor Jane Potter – for Minute No. 68

Officers:

Derek Allen, Ruth Bamford, Jess Bayley, Matthew Bough, Kevin Dicks, Rebecca Dunne, Jon Elmer, Clare Flanagan, Sue Hanley, Sheena Jones, Jayne Pickering, Deb Poole, Becky Talbot, Liz Tompkin and Judith Willis

Committee Services Officer:

Debbie Parker-Jones

63. APOLOGIES

An apology for absence was received from Councillor Juliet Brunner.

64. DECLARATIONS OF INTEREST

There were no declarations of interest.

65. 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:

- Financial Regulations;
- Council Procurement Rules;
- Engagement Strategy; and
- Shopmobility Service.

.....
Chair

Additional Papers

One set of Additional Papers had been circulated prior to the meeting. These comprised an extract of the minutes of the Overview and Scrutiny (O&S) Committee meeting held on 10th January 2017, in relation to the pre-scrutiny of the Housing Revenue Account (HRA) Budget report at Agenda Item 9. Whilst O&S had pre-scrutinised a number of items on the Executive Committee's agenda that evening recommendations had only been made in respect of the HRA report.

Other Overview and Scrutiny referrals

A report of the Budget Scrutiny Working Group appeared at Agenda Item 6. It was noted that both elements of the report's recommendation were matters which the Executive Committee could resolve. Cllr Potter, Chair of the Working Group, was in attendance to present the report and was accompanied by Jess Bayley, report author.

66. MINUTES**RESOLVED that**

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

67. BOROUGH OF REDDITCH LOCAL PLAN NO.4

Members considered a report on the adoption of the Borough of Redditch Local Plan No 4 (BORLP4). The report explained the processes around the final stages of the plan production and sought Member approval to formally adopt the BORLP4 as the Development Plan for the Borough.

The BORLP4 had been many years in the making and had been considered by the Council's Planning Advisory Panel on a number of occasions. The Plan had been through its Examination in Public, which had closed with the issue of the Inspector's report on 16th December 2016. The Inspector's report had recommended that, subject to the making of a series of modifications, the BORLP4 satisfied the requirements of section 20(5) of the Planning and Compulsory Purchase Act 2004 and the criteria for soundness in the National Planning Policy Framework, and was therefore sound.

The many benefits of adopting the Plan, as detailed under paragraph 4.1 of the report, were noted. This would provide a clear

planning framework to deliver the vision and development for the future of the area, including helping to meet housing needs, collection of New Homes Bonus and other associated economic benefits. The lack of an up to date plan would make the borough vulnerable to ad hoc planning and “planning by appeal”. An adopted plan would also enable the Council in preparing a Community Infrastructure Levy.

One Member, whilst agreeing with certain elements of the BORLP4, expressed a view that all new house build should take place in the Bordesley area, which he felt was supported by a better road system and which also allowed opportunity for a bypass.

Members expressed their thanks to Strategic Planning Officers for their hard work on the BORLP4 to date.

RECOMMENDED that

- 1) **the content of the Borough of Redditch Local Plan No 4 Planning Inspectorate’s Report set out in Appendix 1 of the report, and the associated Schedule of Main Modifications set out in Appendix 2 of the report be noted;**
- 2) **the Borough of Redditch Local Plan No 4 as submitted and subsequently amended by the modifications set out in Appendices 2 and 3 of the report be adopted;**
- 3) **the Borough of Redditch Local Plan No 4 Policies Map as submitted and subsequently amended by the modifications set out in Appendix 3 of the report be adopted;**
- 4) **the Borough of Redditch Local Plan No 4 Adoption Statement and Strategic Environmental Assessment and Sustainability Appraisal Adoption Statement which form Appendices 4 and 5 of the report be noted; and**
- 5) **authority be delegated to the Head of Planning and Regeneration to undertake further minor editorial changes deemed necessary in preparing the adopted Borough Plan for publication, following consultation with the Portfolio Holder for Planning.**

68. RECOMMENDATION FROM THE BUDGET SCRUTINY WORKING GROUP

Councillor Jane Potter, Chair of the Budget Scrutiny Working Group, presented the Working Group’s report. Councillor Potter explained the background to the report and the Working Group’s

recommendation which proposed a review of the recharge process for internal recharges between Council departments.

Members supported the proposed review and requested that this not be over-bureaucratic in nature.

RESOLVED that

- 1) **a review of the recharge process be undertaken to ensure that these are accurately recorded in future; and**
- 2) **the report be noted.**

69. COUNCIL PLAN

Members received a report which asked them to consider the structure, content and design of the draft Council Plan, including actions relating to the Council's Strategic Purposes.

Officers circulated a copy of the proposed foreword to the Plan and highlighted an amendment to the bottom of page 7 (Strategic Purposes), with the removal of the "Being a responsible, customer focused council underpins all our purposes" statement.

Officers confirmed that, if approved, the next stage would be to put in place the relevant action plans and operational plans which would underpin the Plan. It was noted that this would be a developing process which Members would be kept fully informed of.

RECOMMENDED that

subject to the inclusion of the foreword and the minor amendment to page 7 as detailed in the preamble above, the Council Plan attached at Appendix 1 to the report be approved.

70. CORPORATE PERFORMANCE STRATEGY

The Committee were asked to consider the content of the Corporate Performance Strategy, including how performance was reported across the Council.

Officers explained why data was important to the Council in understanding the needs of residents. Using data also enabled the Council to understand if it was working towards its Strategic Purposes and delivering the priority actions set out in the Council Plan.

A Member queried why the Strategy had not been referred to the Overview and Scrutiny (O&S) Committee for pre-scrutiny. It was

confirmed that O&S had the opportunity to pre-scrutinise whichever Executive Committee reports they wished to, and that a copy of the Executive's Work Programme was referred to all O&S meetings to facilitate this. In this instance O&S had opted not to pre-scrutinise the report.

RECOMMENDED that

the Corporate Performance Strategy attached at Appendix 1 to the report be approved.

71. HOUSING REVENUE ACCOUNT INITIAL BUDGET 2017/18 - 2019/20

Members were presented with the initial Budget for the Housing Revenue Account (HRA) and the proposed dwelling rents for 2017/2018. Members considered with the report the minute extract and recommendations of the Overview and Scrutiny (O&S) Committee's meeting of 10th January 2017, which had been circulated as Additional Papers, in relation to the pre-scrutiny of this report.

Officers explained the background to the report recommendations and the impact of the 1% rent reduction that had been imposed by central government. As a 2% rent increase would have applied in 2017/18, were it not for the Welfare Reform and Work Bill, there was a loss of rent income for 2017/18 of £1.26m compared with the HRA Business Plan model. Over a 30-year period the loss of rent income was estimated at £120.873m, which was almost equivalent to the Council's £122.158m housing borrowing debt. The Council therefore needed to identify ways of replacing HRA funding and the following report on the agenda (Council Housing Growth Programme) identified a number of options the Council could take to increase its housing stock, and to mitigate against the impacts of changes to the HRA.

Officers explained the breakdown of the HRA figures detailed at Appendix A to the report and agreed to set out details of the reserves position in the final report to full Council.

RECOMMENDED that

- 1) the draft 2017/2018 budget for the Housing Revenue Account attached to the report at Appendix A be approved;**
- 2) the three year budget projections 2017/18 to 2019/20 incorporating the 1% rent reduction be approved;**

- 3) the actual average rent decrease for 2017/2018 be 1%; and
- 4) £780,614 be transferred to the capital reserve in 2017/18 to fund the future Capital Programme and/or repay borrowing.

72. COUNCIL HOUSING GROWTH PROGRAMME

Further to the meeting of the Executive Committee in January 2016, Members were presented with a report setting out the available options in light of the significant financial implications on the Housing Revenue Account (HRA) following Central Government's decision that rents within the social housing sector be decreased by 1% each year from 2016 to 2019. The report identified a number of options for the Council to take in increasing its housing stock and to mitigate against the impacts of changes to the HRA and meet affordable housing need in the Borough.

Officers highlighted an amendment to recommendation 2.1 of the report to remove the list of options detailed as the Executive Committee could resolve on these. The same options also appeared under recommendation 2.2 for resolution. The financial element only of recommendation 2.1 was a matter which required a full Council decision. For clarity, it was also agreed that recommendation 2.1 would state that the funding would come from HRA Capital Receipts and Reserves.

Officers set out the key elements of the report and in doing so stated that there was no single solution that would address the issue. If approved all options would therefore be implemented to increase the Council's housing stock.

In response to a Member question regarding recommendation 2.5, Officers stated that if there was a firm proposal around setting up a housing company/development body as part of the housing growth approach then it was their intention, should this constitute a Key Decision, to take the proposal to Executive Committee for consideration.

RECOMMENDED that

- 1) the capital budget agreed for 'Buy back' and Mortgage Rescue Scheme be named the Council Housing Growth Programme and increased to £12.5m for a 3 year period, to be funded from HRA Capital Receipts and Reserves; and

RESOLVED that

- 2) **the strategic approach (attached at Appendix 1 to the report) be approved and the Council undertakes a Council Housing Growth Programme implementing all the following options:**
 - **purchasing properties;**
 - **commissioning the construction of housing stock;**
 - **purchasing units from developers through S106 bidding;**
 - **purchasing properties “off plan” on developments;**
 - **regenerating existing housing stock;**
 - **purchasing stock from other Registered Providers; and**
 - **buy backs and mortgage rescue schemes;**
- 3) **all financial and development appraisals proposed for the construction of new stock be taken through the Executive Committee for approval;**
- 4) **authority be delegated to the Head of Housing, following consultation with the Portfolio Holder for Housing, to appoint the necessary delivery agents for commissioning the construction of new HRA stock from the Council Housing Growth Programme budget; and**
- 5) **Officers explore the merits of developing a housing company/ development body as part of the Council’s housing growth approach.**

73. VOLUNTARY AND COMMUNITY SECTOR GRANT PROGRAMME - FUNDING RECOMMENDATIONS 2017-18

Members considered the Notes and recommendations of the Grants Panel Meetings held on 19th and 20th December 2016 for the award of major grants to voluntary sector organisations for 2017/18.

The Panel considered a total of 43 applications and one Concessionary Rent application that had been received from a variety of Voluntary Sector organisations in line with the Council’s five themed Strategic Purposes. Each application had been scored in accordance with the Council’s Grants Programme requirements, with recommendations then made to either approve or reject each of the applications.

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The Panel also considered the unallocated sums of money, which it was suggested be retained and re-advertised alongside the Stronger Communities Grant applications in January 2017, and that Officers liaise with those applicants who had submitted bids but who had been unsuccessful to look to submit a further application, where relevant. It was further recommended that any unallocated sums of money under £1,000 relating to the themes be included in the Stronger Communities Grants funding theme for 2017/18. The Panel had also requested that Officers provide feedback to those applicants who had been unsuccessful in securing a grant due to not enough information and/or relevant details having been included in their application.

In relation to the proposed grant for Redditch Mental Health Action Group, it was noted that the information on Reserves held would be requested should the Executive approve the grant in principle. It was also noted that organisations could make a maximum of one grant application under each of the five themed Strategic Purposes.

RESOLVED that

- 1) the following grants for 2017/18 be awarded:

Organisation	Project Name	Amount
Help Me to be Financially Independent - £10K		
Compass Community and Education Group Limited	'Money Matters'	£3,930
Help Me to Live My Life Independently - £35K		
REACH CIC	Building Families	£18,841
Help Me to Live My Life Independently - £30k		
Acorns Children's Hospice	Face to Face Service	£5,000
Relate Worcestershire	Counselling Services	£5,964
Onside Independent Advocacy	Redditch Community Advocacy Project	£6,000
Redditch Mental Health Action Group	Mental well-being coaching	£6,000
Bromsgrove and Redditch Network	Volunteering and Employability	£5,863.62

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Provide Me with Good Things to Do, See and Visit - £6K		
Jestaminute Community Theatre CIC	'Shared Voices'	£2,610
Your Ideas	Growing The Games Club	£3,000
Keep My Place Safe and Looking Good - £15K		
REACH CIC	Domestic Abuse Awareness Sessions	£4,057.75
Jestaminute Community Theatre CIC	'In Someone Else's Shoes'	£4,950
Bromsgrove and Redditch Network	BROS: Green Redditch	£4,978.46
Help Me Run a Successful Voluntary Sector Business - £50K		
Carers Careline	Carers Telephone Support Service	£9,675.92
Touchstones Child Bereavement Support	Supporting Bereaved Children	£10,000
Bromsgrove and Redditch Network	Volunteer Centre	£5,000
Home-Start North East Worcestershire	Supporting parents who are struggling to cope	£10,000
IDC Sewing Café CIC	Old Needle Works Community Hub	£9,920

- 2) the unallocated sums of £6,000, £16,000, £1,000, £1,000 and £5,000 relating to the Themes detailed in the table at 3. of the Grants Panel Meetings Notes, be retained and their availability be re-advertised in parallel with the Stronger Communities Grants applications in January 2017;
- 3) any unallocated sums of money under £1,000 relating to the Themes detailed in the table at 3. of the Grants Panel Meetings Notes, be included in the Stronger Communities Grants funding theme for 2017/2018; and

- 4) **the Concessionary Rent application from the Oasis Christian Centre in respect of their charity shop in Winyates be awarded 70% discount of the market rental value with a three year tenancy agreement.**

74. STAFF SURVEY PRELIMINARY ACTIONS

The Committee received a report which updated Members on the results of the Staff Survey and the action which was being undertaken to address the issues identified. The Survey, which covered staff across both Redditch Borough Council and Bromsgrove District Council, had provided an opportunity to gauge employee morale, culture, workplace relationships and communication.

The survey outcomes had highlighted areas where further work was needed as well as areas of good practice that the Council wished to build on. The report outlined the approach that had been adopted to address the top three issues arising from the Survey at both a service and corporate level.

A total of 246 employees had completed the survey which equated to a response rate of 25%. Whilst this was lower than the last survey response rate of 33%, it was still sufficient to provide meaningful results as it included a good mix of staff across the organisation. A breakdown of the percentage response rate by service area was included in the report. For comparison purposes the 2016 survey had used the same questions as the previous survey.

A Staff Survey Programme Board, chaired by the Chief Executive and supported by the Head of Business Transformation, representatives from Human Resources, Organisational Development and the Councils' three Trade Unions, had been established to take forward the results of the Survey. Relevant Heads of Service had also received a copy of the full results of the 2016 Survey to enable them to address issues at a departmental level.

Members noted that some of the lowest response rates had come from service areas which employed the highest number of staff, for example Environmental Services, and it was hoped to see a bigger take up in the future to give a better indicator of the position. Officers advised that the Head of Service had been speaking with staff in this regard and was working to remove any barriers which may have prevented staff from completing the Survey.

RESOLVED that**the report and its attachments be noted.****75. ECONOMIC PRIORITIES FOR REDDITCH - ANNUAL REPORT 2015-16**

Members were presented with the first Annual Report detailing progress against delivery of the economic themes and priorities for Redditch which had been agreed by the Council in September 2015.

The themes and priorities had been developed in close consultation with the Redditch Economic Development Theme Group, which comprised a number of Council and business representatives and partner organisations. It was intended that the themes and priorities would help provide a roadmap for the Council's economic development and regeneration activities, and to the operational activities of the North Worcestershire Economic Development and Regeneration (NWEDR) shared service to which the Council contributed financial resources. Mr Jon Elmer, Economic Development and Regeneration Manager (Place) at NWEDR, was in attendance and presented the report.

Mr Elmer highlighted the key issues and achievements detailed in the report. The Council had, in working with both the NWEDR and other key partners such as Worcestershire County Council and Local Enterprise Partnerships, made significant progress in delivering against the priorities and the associated Action Plan which had been drawn up to support the delivery of the themes and priorities.

There were still a number of challenges to address with there being significant opportunities available to the Council to further support economic growth through its continued investment in the NWEDR service, partnership working with the County Council, and memberships of the West Midlands Combined Authority and Greater Birmingham and Solihull and Worcestershire Local Enterprise Partnerships.

Addressing the skills agenda remained one of the top priorities for the Council, with a significant milestone having been achieved in 2016 with the announcement that a new £1.5m Engineering Centre of Excellence was to open in Redditch, which would be run by private training provider Midland Group. Members were pleased to note that 1040 new Apprenticeships had started during 2015/16. The anticipated development of the Redditch Eastern Gateway, now called the Redditch Gateway, was also noted.

Members highlighted the lack of signage within the town as an issue, particularly in relation to historical sites and places of interest, which they wished to see addressed sooner rather than later. Mr Elmer stated that NWEDR were lobbying the County Council on this and would see where they were at with moving this forward.

RESOLVED that

- 1) the Annual Report setting out progress against the delivery of the economic themes, priorities and Action Plan be endorsed; and**
- 2) a second Annual Report be brought back to the Executive Committee in 12 months' time.**

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

Members received an Officer presentation on current progress against the Medium Term Financial Plan. The financial details presented at the previous meeting were included in the main agenda papers as background information to this item.

Officers advised that there was still no clarity from central government on Business Rate Localisation. A final response had been received in relation to the New Homes Bonus (NHB) for 2017/18, however the decision on NHB appeals had been delayed. Officers provided further details on the NHB position, key to which was a 'Deadweight' (the % increase for growth in the Borough that would not be eligible for NHB) of 0.4%. Initial consultation on this had referred to a figure of 0.25%, with the upshot being that the first 126 properties built would be 'disallowed' for the purpose of NHB. This represented a loss of grant of £154k in 2017/18 and a £784k loss over the 4 years to 2020/21. The 0.4% had not been confirmed as the basis moving forward and might change in the future. The NHB scheme would also reduce from 6 years to 4 years, the impact of which was a £143k loss of grant in 2017/18 and £1.2m to 2020/21. Additional work needed to be undertaken with Planning in this regard.

Latest Efficiency Plan figures were detailed with the current gap in funding for 2017/18 standing at £700k and £1m in 2020/21. This figure changed daily and detailed information on identified savings and additional income generation would be presented to Members in February, along with a detailed rationale to demonstrate growth and to balance the financial projections to 2020/21.

One positive was that councils now had the option to increase Council Tax by up to 2% or £5 (Band D equivalent) for 2017/18, without the need for a referendum, which equated to £15k - £20k.

In light of the ever-changing financial picture from central government, the Leader stated that he would shortly be writing to the MP for Redditch and the Local Government Minister to request that the funding figures be put back to what had originally been promised.

RESOLVED that

the Medium Term Financial Plan update position be noted.

77. COUNCIL TAX BASE 2017-2018

A report enabling Members to set the Council Tax Base for 2017/18 was considered.

RESOLVED that

- 1) **the calculation of the Council's Tax Base for the whole and parts of the area for 2017/18, be approved; and**
- 2) **in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, the figures calculated by the Redditch Borough Council as its tax base for the whole area for the year 2017/18 be 25,509.11 and for the parts of the area listed below be:**

Parish of Feckenham	363.26
Rest of Redditch	<u>25,145.85</u>
	<u>25,509.11</u>

78. INDEPENDENT REMUNERATION PANEL REPORT AND RECOMMENDATIONS

Members received a report of the Independent Remuneration Panel (IRP) which recommended the level of allowances for Councillors for 2017/18. Whilst the Council was required to "have regard" to the Panel's recommendations it was not obliged to agree to them, and could choose to implement them in full or in part, or not to accept them.

Members noted that if accepting the Panel's recommendations in full, the budget for Members' basic and special responsibility allowances for 2017/18 would be approximately £194,500. This would see an increase of £58,500 on the projected total expenditure for the same allowances in the current year.

Members were supportive of the IRP's recommendations in relation to travel, subsistence and Dependent Carer's Allowances and noted

the proposed Parish Council's travel and subsistence rates. However, as in previous years, and whilst noting the valuable and important role undertaken by councillors, Members did not support the IRP's proposed increases to the Basic Allowance and Special Responsibility Allowances, which were felt to be particularly inappropriate in light of the current financial climate.

RECOMMENDED that

having regard to the report and recommendations of the Independent Remuneration Panel (IRP):

- 1) the Basic Allowance for 2017/18 not be increased and this continue at the current level set for 2016/17, as detailed in the final column of Appendix 1 to the IRP's report;**
- 2) the Special Responsibility Allowances remain at the current levels set for 2016/17, as detailed in the final column of Appendix 1 to the IRP's report;**
- 3) travel allowances for 2017/18 continue to be paid in accordance with the HMRC mileage allowance;**
- 4) subsistence allowances for 2017/18 remain unchanged;**
- 5) the Dependent Carer's Allowance remains unchanged; and**
- 6) the recommendation in relation to the Parish Council be noted (it being the Parish Council's responsibility to make a decision on this).**

79. OVERVIEW AND SCRUTINY COMMITTEE

The Committee received the minutes of the meeting of the Overview and Scrutiny Committee held on 6th December 2016.

It was noted that there were no recommendations to consider as all of the recommendations in the minutes had either been considered by the Executive Committee at its meeting on 13th December 2016 or earlier in that evening's meeting.

RESOLVED that

the minutes of the meeting of the Overview and Scrutiny Committee held on 6th December 2016 be received and noted.

Executive Committee

Tuesday, 17 January 2017

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

Minute extract of 10th January 2016 Overview and Scrutiny Committee

A minute extract and recommendations arising from the meeting of the Overview and Scrutiny Committee held on 10th October 2016 (circulated as Additional Papers) were considered along with agenda item 9 – Housing Revenue Account Initial Budget 2017/18 – 2019/20 – Minute No. 71 refers.

81. ADVISORY PANELS - UPDATE REPORT

Members received an update report on the work of the Executive Committee's Advisory Panels.

RESOLVED that

the report be noted.

The Meeting commenced at 7.00 pm
and closed at 9.02 pm

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Chair

EXECUTIVE COMMITTEE LEADER'S WORK PROGRAMME

1 March 2017 to 30 June 2017

(published as at 2nd February 2017)



www.redditchbc.gov.uk

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

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
Health Commission - report of findings Key: No	Executive 2 Mar 2017 Council 2 Mar 2017		Report of the Leader of the Council	Kevin Dicks, Chief Executive Tel: 01527 64252 ext 3250
Mental Health Services for Young People Task Group - Final Report Key: No	Executive 4 Apr 2017		Report of the Mental Health Services for Young People Task Group	Jess Bayley, Democratic Services Officer Tel: 01527 64252 ext 3268
Council Procurement Rules Key: No	Executive 4 Apr 2017 Council 24 Apr 2017		Report of the Executive Director Finance and Resources	Sam Morgan, Financial Services Manager Tel: 01527 64252 ext 3790
Financial Regulations Key: No	Executive 4 Apr 2017 Council 24 Apr 2017		Report of the Executive Director Finance and Resources	Sam Morgan, Financial Services Manager Tel: 01527 64252 ext 3790
Engagement Strategy Key: No	Executive 4 Apr 2017 Council 24 Apr 2017		Report of the Head of Transformation and Organisational Development	Deb Poole, Head of Business Transformation and Organisational Development Rebecca Dunne, Policy Manager Tel: 01527 881256 Tel: 01527 881616

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
Local Transport Plan 4 - response to consultation Key: No	Executive 4 Apr 2017 Council 24 Apr 2017		Report of the Head of Planning and Regeneration	Louise Jones, Planning Officer Tel: 01527 64252 ext 3221
Response to Solihull Local Plan consultation Key: No	Executive 4 Apr 2017 Council 24 Apr 2017		Report of the Head of Planning and Regeneration	Ruth Bamford, Head of Planning and Regeneration Tel: 01527 64252 ext 3219
Pre Application Charging Schedule Key: No	Executive 4 Apr 2017 Council 24 Apr 2017		Report of the Head of Planning and Regeneration	Helena Plant
Redditch Sports and Physical Activity Strategy 2017-2022 Key: Yes	Executive 4 Apr 2017		Report of the Head of Leisure and Cultural Services	Dave Wheeler, Leisure Services Manager Tel: 01527 64252 ext 3313
Equalities Strategy Key: No	Executive 4 Apr 2017 Council 24 Apr 2017		Report of the Head of Transformation and Organisational Development	Rebecca Dunne, Policy Manager Tel: 01527 881616
Health and Safety Policy - Driving at Work Key: No	Executive 4 Apr 2017 Council 24 Apr 2017		Report of the Head of Transformation and Organisational Development	Deb Poole, Head of Business Transformation and Organisational Development Tel: 01527 881256

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Health and Safety Policy - Statutory Inspections Key: No	Executive 4 Apr 2017		Report of the Head of Transformation and Organisational Development	Deb Poole, Head of Business Transformation and Organisational Development Tel: 01527 881256
Housing Business Case Key: No	Executive 4 Apr 2017 Council 24 Apr 2017		Report of the Head of Housing Services	Liz Tompkin, Head of Housing Tel: 01527 64252 ext 3304
Review of Service Delivery Options - HRA Gas Maintenance Service Key: No	Executive 4 Apr 2017		Report of the Head of Housing Services	Liz Tompkin, Head of Housing Tel: 01527 64252 ext 3304
Shared Service Business Case for Customer Access and Financial Support Key: No	Executive 4 Apr 2017 Council 24 Apr 2017		Report of the Head of Customer Access and Financial Support	Amanda Singleton, Head of Customer Access and Financial Support Tel: 01527 64252
Overview and Scrutiny Committee Annual Report 2016-17 Key: No	Council 24 Apr 2017		Report of Overview and Scrutiny Committee	Jess Bayley, Democratic Services Officer Tel: 01527 64252 ext 3268

Overview & Scrutiny

Committee

14th February 2017

WORK PROGRAMME

(Report of the Chief Executive)

Date of Meeting	Subject Matter	Officer(s) Responsible for report
ALL MEETINGS	REGULAR ITEMS	(CHIEF EXECUTIVE)
	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
	REGULAR ITEMS 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

14th February 2017

OTHER ITEMS - DATE FIXED		
14th February 2017	Council Housing Growth Programme	Relevant Lead Head(s) of Service
14th February 2017	Crime and Disorder Scrutiny – Joint Scrutiny Proposal	Relevant Lead Head(s) of Service
14th February 2017	Medium Term Financial Plan	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
September 2017	Council Plan - Monitoring Update	Relevant Lead Head(s) of Service
OTHER ITEMS – DATE NOT FIXED		
	Housing Benefits Presentation	Relevant Lead Head(s) of Service

Overview & Scrutiny

Committee

14th February 2017

	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
	Sustainability and Transformation Plan - update	Representatives of the Worcestershire Health and Care Trust and Worcestershire Acute Hospitals NHS Trust
	Tackling Obesity Task Group - Feedback	Councillor Potter

